



# **EMPLOYEE JOB SATISFACTION AT AKIR CONSTRUCTION PRIVATE LIMITED COMPANY**

**BY  
ZEBENE DEGEFU LAKEW**

**ST. MARY'S UNIVERSITY COLLEGE  
SCHOOL OF GRADUATE STUDIES**

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**ADDIS ABABA, ETHIOPIA**

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AKIR CONSTRUCTION PRIVATE  
LIMITED COMPANY**

**BY  
ZEBENE DEGEFU LAKEW**

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**ST. MARY'S UNIVERSITY COLLEGE  
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**APPROVED BY BOARD OF EXAMINERS**

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**Dean, Graduate Studies**

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**Signature**

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**Advisor**

\_\_\_\_\_  
**Signature**

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**External Examiner**

\_\_\_\_\_  
**Signature**

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**Internal Examiner**

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**Signature**

## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of **ST. MARY'S UNIVERSITY COLLEGE, SCHOOL OF GRADUATE STUDIES**. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Zebene Degefu Lakew

Name

\_\_\_\_\_  
Signature

**St. Mary's University College, Addis Ababa**

**February, 2013**

## **ENDORSEMENT**

This thesis has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

**Ass. Professor Worku Mekonnen (PhD)**  
Advisor

\_\_\_\_\_  
Signature

**St. Mary's University College, Addis Ababa**

**February, 2013**

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## ABSTRACT

*The purpose of this study is to assess factors affecting job satisfaction and determine the level of satisfaction of construction workers. Important factors that have positive or negative impacts on job satisfaction are: nature of work, relationship with co-workers, present pay, opportunities for promotion, fringe benefits, recognition, supervision, operating policy & procedure and communication system. Data for this study were collected from employees of three road construction projects and the Main Office in Akir Construction Private Limited Company. Data collection was made through three methods that are Job Satisfaction Survey (Spector, 1994), structured interview and observation checklist questionnaires. The sample consisted of 126 construction employees from both the Main Office and Projects. The research design engaged for this study is more of a quantitative research and descriptive analysis has been performed to determine level of employees' job satisfaction. The major findings of the study suggest that based on the overall population sample: fringe benefits, promotion, pay/remuneration, supervision, contingent rewards/ recognition, operating policy & procedures and communication as being poor. Whereas co-workers relationships and nature of work as being excellent. These two factors were reported in contributing an important positive effect on job satisfaction of employees. The major suggestion forwarded from the results of the study is that since the management of construction sector is primarily interested in three things that projects are; built on budget, on time, and in accordance with the plans and specifications, employee job satisfaction needs to be developed to ensure maximum productivity from the beginning to the end of each project, for which management should examine the factors that causes satisfaction of employees at their work place. They should have to consider their people, the human resources, that plays the most decisive and indispensable role for the success and growth of the construction companies.*

## **LIST OF ACRONYMS**

<b>AAFP:</b>	The American Academy of Family Physicians
<b>HR:</b>	Human Resources
<b>HRD:</b>	Human Resource Development
<b>HRM:</b>	Human Resource Management
<b>JCM:</b>	Job Characteristics Model
<b>JDI:</b>	Job Descriptive Index
<b>JSI:</b>	Job Satisfaction Index
<b>JSS:</b>	Job Satisfaction Survey
<b>MPS:</b>	Motivating Potential Score
<b>MSQ:</b>	Minnesota Satisfaction Questionnaire
<b>PRI:</b>	Performance Rating Index
<b>USA:</b>	United States of America



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## **CHAPTER ONE: Introduction**

### **1.1 Background**

The topic of employee job satisfaction has been studied over several years using different ways and approaches. There are various factors and impacts addressed by international literature on employee job satisfaction as an appointment and recruitment procedures, bureaucratic culture, and organizational structure...etc. Organizations strongly desire job satisfaction from their employees (Oshagbemi, 2003). Due to important role of human resource on organization performance, they try to keep employees satisfied. Satisfied employees would produce superior performance in optimal time which leads to increase profits. When employees are satisfied with their work, they would be more creative and innovative and offer advances that allow company to evolve positively over time with changes in market conditions. On the other hand, a lack of job satisfaction results in a low level of employee commitment that, in turn, affect performance and the achievement of organizational goals (Rast and Tourani, 2012).

As the human resources of an organization consists of all people who perform its activities, HRM is an art of procuring, developing and maintaining competent workforce to achieve the goals of an organization in an effective and efficient manner. From this perspective systematic and proper handling or maintaining productive employees satisfied with their job is one of the most important functions of human resource management to be performed. This study investigates the main factors and issues contributing to employee job satisfaction at Akir Construction Company. The study gives highlights on impacts of employees' satisfaction with their jobs, as well as the way to retain or manage productive workforces satisfied.

The literature review of this research focuses on the research studies from Europe, USA, Asia and Africa, which deal with the factors affecting employee job satisfaction and its management. The contribution of reward and pay structure, benefit package, administrative and operational issues, work recognition and incentives, work nature and communication, relationship with supervisors and co-workers to employee satisfaction are examined. The causes of employee job satisfaction and its possible outcomes or consequences are investigated. Thus, this study contributes towards an understanding of the factors and impacts of employee satisfaction at Akir Construction Company, as well as to a further understanding of employee satisfaction as a whole.

Employees are the backbone or the most precious (Synama, 2012) and decisive asset of any business success and, they need to be motivated and maintained in organization at all cost to support organizations to be competitive in terms of providing quality products and services to the society they are working in. Organizations invest much on their employees in terms of induction and training, developing, maintaining and retaining them in their organization, for which the returns from investments on the employees would be achieved. Therefore, as job satisfaction is a combination of psychological, physical and environmental circumstances ... to say that it is the end state of feeling (Saiyadain, 2004), company managers at all costs must minimize employee's job dissatisfaction.

Organizations understand that employee job satisfaction and engagement are important to their business sustainability. In today's uncertain economy, the best-performing employers know that taking their employees' pulse and linking to their business goals will help companies succeed and put them at a competitive advantage (Kennedy and Malveaux, 2011). In present globalization era, the world is being liberalized and everyone goes for privatization. There is also a serious competition among different organizations in the construction industry. Employees in the construction industry have more options because of the availability of numerous job opportunities and so every organization is making effort to achieve a standard for the working environment by decreasing employee job dissatisfaction. No company can reach its ultimate aims of profit and wealth maximization without satisfying its workforce. In today's world, it is a widely accepted fact that satisfied or happy employees in their jobs are an invaluable asset to any organization contributing to its prosperity.

Job satisfaction presents a set of factors that causes a feeling of satisfaction (Aziri 2011). Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he/she has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis and Nestrom, 1985).

Job satisfaction happens when employee feel fulfilled by their job and it allows them to have a sense of achievement. When this does not happen, job dissatisfaction may result

(Bloisi, 2007). Job dissatisfaction matters to organizations, to managers, to customers and perhaps most of all to employees. Job dissatisfaction by definition is unpleasant, and most individuals are conditioned, probably even conditions by searching for mechanisms to reduce the dissatisfaction (Rosse and Satury, 2004). Thus, dissatisfaction of all employees with their jobs/works is very dangerous, because job dissatisfaction is a part of life dissatisfaction. It is the unfavorableness or unpleasant within which employees view their work. It expresses the amount of disagreement between one's expectation of the job and the reward and work conditions that the job provides. So, this study identifies the root causes and factors contributing to employee job satisfaction, for which being a main factor for high level of employee productivity, loyalty and reducing the effects of turnover.

## **1.2 Statement of the Problem**

The nature of construction work is characterized by labor intensiveness. It engages unskilled, semi skilled and skilled workforces or employees. Even the road construction projects, which have been executed by the support of equipments and machineries, require high skilled labor, i.e. technicians and operators. Almost all construction works in the construction sector are temporary based works, i.e. they are project based, having a starting and finishing points. Understanding the factors contributing and effects or outcomes of employee job satisfaction, and its proper handling or managing is one of the vital tasks of management. The management of company has to work to maintain the stability of workers to achieve the established objectives of the organization.

The construction sector is the nation's largest economy with fast development. As the sector grows faster, it requires skilled and experienced workforces to accomplish the desired objectives. The availability and required need of skilled and experienced personnel in the field of construction are not balanced. There is a huge gap of availability or supply for the required needs. This has created wide ranges of opportunities and options of employment for those limited skilled workforces in the construction industry. So, organizations in this sector are snatching key personnel from each other, i.e. their competitors. Due to this fact there is a high rate of employee turnover in every construction company. Job dissatisfaction of employees has indicated implications on productivity and loyalty of employees to their organizations.

The researcher has worked for about 20 years in the sector and has faced instability problems of employees in different construction companies. An example can be mentioned that when the researcher was working in Yecomad Construction Company almost all key experienced personnel, professionals, resigned once at a time from a project and the company suffered for some period of time to replace those key personnel. As result of this work activities were delayed and schedules were elapsed, for which it may resulted loses for the company. These and other employee instability problems that have been existing in the construction industry have initiated the researcher to choose the research topic of this study, i.e. to find solutions for the current factors affecting job satisfaction of employees in Akir Construction Company .

Thus, the most challenging issue facing managers, especially human resource managers of today is employee retention and satisfaction of their needs towards organizational objectives. Many researchers (Alas, 2007; Anitha, 2011; Hussain and Yousaf, 2011; Hamidifar, 2009; Khan and others, 2012) have suggested that employee job satisfaction has a positive and progressive implication or impact on the successful achievements of organizational goals. In this researches it has been indicated that employee's satisfaction with certain conditions of their job causes high level of employee productivity, loyalty to their organizational business objectives and low turnover rate, for which it can enhances the competitive advantages of the organization.

### **1.3 Research Questions**

- 1.3.1. To what extent factor of present pay/remuneration causes job satisfaction of employees at Akir Construction Company?
- 1.3.2. To what extent factors of promotion opportunity causes job satisfaction of employees at Akir Construction Company?
- 1.3.3. To what extent factor of fringe benefit & recognitions causes job satisfaction of employees at Akir Construction Company?
- 1.3.4. To what extent factor of operation policy & procedures causes job satisfaction of employees at Akir Construction Company?
- 1.3.5. To what extent factors of relationship with co-workers and nature of work causes job satisfaction of employees at Akir Construction Company?
- 1.3.6. To what extent factors of supervision and communication causes job satisfaction of employees at Akir Construction Company?

## **1.4 Objectives of the Study**

### **1.4.1. General Objective**

The general objective of the research is to assess factors of employee job satisfaction at Akir Construction Company.

### **1.4.2. Specific Objectives**

- ❖ To examine factor of present pay & remuneration causes job satisfaction of employee at Akir Construction Company.
- ❖ To determine the factor of promotion opportunity causes job satisfaction of employee at Akir Construction Company.
- ❖ To identify factors of fringe benefit & recognitions within the organization causes job satisfaction of employee at Akir Construction Company.
- ❖ To investigate factor of operation policy & procedures causes job satisfaction of employee at Akir Construction Company.
- ❖ To examine factors of relationship with co-workers and nature of work causes job satisfaction of employee at Akir Construction Company.
- ❖ To identify factors of supervision and communication causes job satisfaction of employee at Akir Construction Company.

## **1.5 Significance of the study**

The research study seeks to review numerous published theories related to different dimensions of job satisfaction. There are plenty studies on job satisfaction, which all are related to aspects of employee job satisfaction. Studies of employee job satisfaction in the construction industry of Ethiopia are not much done. The main objective of the study is to assess job satisfaction of employees at Akir Construction Company:-

- ❖ The findings of the study enable the management of the Company, especially the HRD and Administration Department to develop or retain human resource management practices towards the achievement of business objectives of the company.
- ❖ This study tries to combine theoretical and empirical research and find out factors affecting employee job satisfaction at Akir Construction Company.



- ❖ The research lays the theoretical foundation of the practices, for which will provide future academic research on the investigated factors affecting job satisfaction of employees in the construction industry. For that the research surveying and the findings of the study do not cover all job satisfaction issue in the construction industry. So, it gives important highlights for further research studies in the construction industry of Ethiopia.

## **1.6 Scope of the Study**

Job satisfaction has different dimensions. External environmental factors of the organization, i.e. factors outside of organizational context, will have their own impacts on job satisfaction. This research is designed to analyze a survey study on the factors of working environments in the organization, i.e. organizational factors, the working environmental factors and the nature of work itself. The external environment of the work, i.e., family issues, societal cases and government policies, will not be discussed in this study. It will not cover the whole factors of employee job satisfaction in the construction industry.

The findings of the study cannot be extended to other areas. All the findings and observations made in the study will be purely based on the respondent's answers and observation checklist.

## **CHAPTER TWO: Literature Review**

### **2.1 Introduction**

The Literature review of the research topic describes and examines the supporting theories that are related to the research problem, employee job satisfaction. The definition to the concept of employee job satisfaction has been reviewed; the factors influencing this concept are identified. Literatures on the factors for causes of job satisfaction are reviewed and finally the tools used to measure job satisfaction are identified and discussed.

### **2.2 Definitions of Job Satisfaction**

The concept of job satisfaction was first developed from the Hawthorne studies of the late 1920s and early 1930s by Elton Mayo at the Hawthorne plant of the Western Electric Company in Chicago. The result was that the emotions of employees can influence their working behaviors. Social relationships and psychological factors are the main causes of job satisfaction and productivity in employees (Robbins, 2002).

Job satisfaction can simply be defined as the feelings people have about their jobs (Stahl, 2004). It has been specifically defined as a pleasurable (or unpleasurable) emotional state resulting from the appraisal of one's job (Locke, 1976); an affective reaction to one's job (Cranny, Smith & Stone, 1992), and an attitude towards one's job (Brief, 1998). These definitions have suggested that job satisfaction has taken three important concepts into consideration. These three central focuses of the definitions given by the researchers are feelings, beliefs, and behaviors of employees towards their work.

Job satisfaction is an individual expression of personal well-being associated with doing the job required. The concept of job satisfaction, according to Robbins (2001), can be described as a general attitude towards one's job; the difference between the rewards received and what they actually believe they should receive. Job satisfaction is referred to the attitudes and feelings that people have about their work. Positive and favorable attitude towards the job indicate job satisfaction. Negative and unfavorable attitude towards the job indicates job dissatisfaction (Armstrong, 2006).

Hoppock (1995) has defined job satisfaction as a combination of psychological, physiological and environmental circumstances that causes a person to say “I am satisfied with my job”. According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. Thus, job satisfaction presents a set of factors that cause a feeling of satisfaction (Aziri 2011). Job satisfaction can also be represented as a feeling of pleasure that stems from an employee’s impression of his / her job.

Saiyadain (2004) has stated that job satisfaction may be to say that it is the end state of feeling. Here, the word end emphasizes the fact that the feeling is experienced after a task is accomplished or an activity has taken place. Thus, Job satisfaction is one’s attitude towards his/her job, positive or negative. Satisfaction in work and the work environment is the basic constituent of employee job satisfaction. Employee attitudes and values influence their behavior. Positive outlook and backup from HR helps modify behavior resulting in higher performance levels.

Therefore, from the above definitions of job satisfaction we can summarize the concept as a collection of attitudes, feelings, beliefs and behavior one has towards his/her job. It can also be concluded that job satisfaction is a work-related attitude that symbolizes an emotional feeling of accomplishment that can be either quantitative or qualitative. Generally, job satisfaction is defined as an effective response by an employee concerning his or her particular job and results from the employee's comparison of actual outcomes with those that are expected, needed, wanted, or perceived to be fair or just. It is a person’s general attitude towards a job. A person with a high level of job satisfaction has a positive perception towards the job, while a person who is dissatisfied with the job has a negative perception.

## **2.2 Theories of Job Satisfaction**

Numerous Scholars and researchers have tried to produce comprehensive theories based on employee job satisfaction. There are numerous theories that explain employee job satisfaction. In the literature of employee job satisfaction, there are three conceptual frameworks that seem to be more prominent. The first is content theory, which suggests that job satisfaction occurs when one’s need for growth and self-actualization are met by the individual’s job. The second conceptual framework is often referred to as process

theory, which explains job satisfaction by looking at how well the job meets one's expectations and values. The third conceptual group includes situational theories, which proposes that job satisfaction is a product of how well an individual's personal characteristics interact or mesh with the organizational characteristics (Worrell, 2004). Therefore, the main theories and theorists from each framework are discussed below to clarify the relevance and direction of the theories to this study of employee job satisfaction at Akir Construction Company.

### **2.3.1 Motivation Theory**

According to Armstrong (2006), motivation is concerned with the factors that influence people to behave in a certain ways. Motivation as a process is not a simplistic assumption. It is much more complex. Because it deals with people that have different needs, establish different goals to satisfy those needs and take different actions to achieve those goals. The word motive means a reason for doing something.

As human resource professional, we learn motivation in order to understand or be aware of (1) motivating others (2) understand how others are trying to motivate you and (3) enables you to better participate in your own motivational effort or the efforts of others trying to motivate you (Drafke, 2008).

Thus, motivation at work can take place in two ways. First, people can motivate themselves by seeking, finding and carrying out work or being given work that satisfied their needs, or at least leads them to expect that their goals will be achieved. Secondly, people can be motivated by management through such methods as pay, promotion, praise etc (Armstrong, 2006). Motivation through monetary issues is also important (Oshagbemi, 2003). This study has investigated the linkage between pay satisfied and job satisfaction.

### **2.3.2 Instrumentality Theory**

This theory emerged in the second half of the nineteenth century. It has its roots in Taylorism, i.e. the scientific management method of Taylor. He wrote that it is impossible, through any long period of time, to get workmen to work much harder than the average men around them unless they are assured a large and permanent increase in their pay.

Instrumentality is the belief that if we done one thing it will lead to another. In this crudest form, instrumentality theory states that people only work for money. This theory summarize that people will be motivated to work if rewards and punishments are directly related to their performance. This theory, according to Armstrong (2006), has basis of crude attempts to motivate people incentives. Often used as the implied rationale for performance-related pay although this is seldom an effective motivator.

### **2.3.3 Content/ Need/ Theory**

The basis of this theory is the belief that the content of motivation consists of needs. The hierarchy of need theory was developed originally by Maslow (1954). Based on the Content/ need/ theory, job satisfaction is gained when an employee feels that his job gives him the sense of growth and self-actualization. The discussion of these two factors directly links to Maslow's hierarchy of needs. Content theories assume that all employees in the organization have the same set of needs and therefore predict the characteristics that should be present in the job. These theories emphasize on the factors and needs that encourage and inspire the behavior as well as performance (Nel and others, 2004).

Maslow's hierarchy of need theory identified five basic needs that motivate individuals' are: physiological needs (eating, drinking, resting, etc.), security needs (pension, health insurance, etc.), the need to love and belongingness (good relations with the environment, friendship, fellowship, to love and to be loved), need to self-esteem (self-confidence, recognition, adoration or respect, to be given importance, status, etc.) and self-actualization (maximization of the latent power and capacity, development of abilities, etc). According to this theory as each need is substantially satisfies another need prevails. The five needs are hierarchies in that self actualization is the highest order need and physiological is the lowest order need. Maslow further suggested that satisfied needs are not motivator, because as lower level needs are satisfied, they no longer drive that behavior of that need and hence higher order needs become the motivating force of satisfaction.

### **2.3.4 The Two-Factor Model**

According to Hackman and Oldman (1976) the Two-Factors Model is also known as Herzberg's Motivator Hygiene-Theory. Herzberg conducted his research to determine what people want from their job. In other words he attempted to explain satisfaction and

motivation in the workplace (Hackman & Oldham, 1976). This theory states that satisfaction and dissatisfaction are driven by different factors which are called the motivation and hygiene factors.

An employee's motivation to work is continually related to job satisfaction. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction. The characteristics related to job satisfaction are said to be advancement, recognition, the work itself, achievement, growth and responsibilities. Herzberg had referred these characteristics as motivators. These motivating factors are considered to be intrinsic to the job, or the work carried out (Hackman, & Oldham, 1976).

The characteristics related to dissatisfaction were referred to as 'hygiene' factors. These hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions (Hackman, & Oldham, 1976). This theory, therefore, classifies job factors into two main groups "motivators factors" (factors that encourage employees to gain satisfaction and subsequently improve job performance) and "hygiene factors" (factors that increase job dissatisfaction and can restrict job performance). Theory of Herzberg (1959) states that motivators would contribute to job satisfaction and the hygiene factors would contribute to dissatisfaction.

Herzberg's theory also distinguished between two types of motivations, namely, intrinsic motivators and extrinsic motivators. The intrinsic motivators refer to aspects of the job itself that influence people to behave in a particular way or to move in a particular direction (responsibility, autonomy, scope to use and develop skill and ability, opportunity for development, etc); and the extrinsic motivators refer to other factors than the job, i.e. what is done to or for people to motivate them (pay, praise, promotion, punishment, criticism etc). Most of the research (Hackman, & Oldham, 1976; Oshagbemi, 2003 & Saiyadain, 2004) that has been reviewed demonstrates support for the distinction between intrinsic and extrinsic motivators.

Furthermore, this theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors (Hackman, & Oldham, 1976). Finally, the model has been criticized in that it does not

specify how motivating/hygiene factors are to be measured (Hackman, & Oldham, 1976). Thus, in this theory satisfaction and dissatisfaction are interdependent of each other and exist on a separate continuum/scale.

### **2.3.5 The Process/ Cognitive/ Theory**

In process theories, job satisfaction is explained by the extent to which an individual's expectations and values are met in a job (Gruneberg, 1979). As Armstrong (2006) stated that the process theory is also known as cognitive theory. It is because of that it is concerned with people's perception of their working environment and the ways in which they interpret and understand it. Based on these theories job-holders' behavior is driven by their needs. These theories focus on employees' diverse needs and the cognitive process behind these diversities. In these theories, sources, and causes of employees' behaviors, as well as the motives that affect the intensity and direction of those behaviors are given attention. As Armstrong (2006) stated that the process or cognitive theory can certainly be more useful to managers than needs theory because it provides more realistic guidance all motivation techniques. These processes theory consists of expectation, goal achievement and feeling about equity.

The Expectancy theory was propounded by Victor Vroom. This theory though focuses on the link between rewards and behavior too emphasizes expected rewards rather than experienced rewards. In other words, it is mainly concerned with effects of incentives. Vroom (1982) proposed expectancy theory based on the concepts of valence, expectancy and instrumentality. Valence refers to an individual's preference for a particular outcome. As discussed above instrumentality could mean that an individual would be motivated to give superior performance in anticipation or promotion. Expectancy refers the degree of probability that a particular action or effort will lead to particular first-level outcomes.

The Goal theory, as stated by Armstrong (2006), was developed by Latham and Locke in 1979, which deals with that motivation and performance are higher when individuals are set specific goals, when goals are difficult but accepted and when there is a feed back on performance. According to Armstrong (2006), goal theory plays a key part in the performance management process which was evolved from the largely discredited management by objectives approach.

Equity Theory is another cognitive theory concerned with the perceptions people have about how they are being treated compared with others (Armstrong, 2006). It shows how a person views fairness in regard to social relationships. During a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's puts forth (Walster and others, 1973). Equity Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal (Huseman, Hatfield and Miles, 1987).

Huseman and others (1987) had emphasized to consider two employees who work the same job and receive the same benefits. And if one individual gets a pay raise for doing the same or less work than the other, then the less benefited individual will become distressed in his workplace. If, on the other hand, one individual gets a pay raise and new responsibilities, then the feeling of inequality is reduced (Huseman and others, 1987).

According to this theory it is believed that a person's job satisfaction depends up on his perceived equity as determined by his input-output balance in comparison with the input output balance of others. Every individual compares his reward with those of a 'reference group'. If he feels his rewards are equitable in comparison with others doing similar work, he feels satisfied. Job satisfaction is thus a function of the degree to which job characteristics meet the desire of the reference group.

### **2.3.6 Job Characteristics Model**

Hackman & Oldham (1976) had developed the Job Characteristics Model (JCM) and it has been widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristic dimensions (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors.



Thus, the JCM research was based on work redesign, which is defined as altering jobs to increase both the quality of employees' work experience and their productivity. The model creates a dominant framework for defining task characteristics and determining their relationship to worker motivation, performance and satisfaction.

It's observed how the first three dimensions (skill variety, task identity and task significance) are unified to ensure that the job is more meaningful. The jobs that include autonomy will equip workers with a sense of personal responsibility and self fulfillment. If a job possesses feedback, incumbents will become more wary about their performance and effectiveness (Robbins, 2001).

### **2.3.7 Affect Theory**

Locke's (1976) range of affect theory is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one value a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied or dissatisfied one becomes when expectations are/aren't met.

When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet.

### **2.3.8 Dispositional Theory**

Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Hence, dispositional theories influence interpersonal relationships and govern how people behave and react in situations. Interpersonal relationships vary as they tend to deal with feelings and emotions and everyone feels different and views the world through different eyes depending on their culture and how they were raised.

According to the proposed statement of Judge (1997) a significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model. Thus, Judge

and others (1997) argued that there are four core self evaluations that determine one's disposition towards job satisfaction. These are called 'self esteemed, general self-efficacy, locus of control, and neuroticism'. This model states that higher levels of self-esteem is the value one places on his or her self; and general self-efficacy is the belief in one's own competence that leads to higher work satisfaction. Having an internal locus of control means believing one has control over his or her life, as opposed to outside forces having control, leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction (Judge, 1997).

### **2.3.9 Discrepancy Theory**

The concept of discrepancy theory explains the ultimate source of anxiety and dejection or unhappiness. It emphasizes that an individual, who has not fulfilled his/her responsibility feels the sense of anxiety and regret for not performing well, then he/she will also feel sadness due to not being able to achieve his/her hopes and aspirations.

According to this theory, all individuals will learn what their obligations and responsibilities for a particular function, over a time of period, and if they fail to fulfill those obligations then they are punished. Over time, these duties and obligations consolidate to form an abstracted set of principles, designated or elected as a self-guide (Higgins, 1987).

Agitation and anxiety are the main responses when an individual fails to achieve the obligation or responsibility (Strauman, 1989). This theory also explains that if achievement of the obligations is obtained then the reward can be praise, approval, or love. These achievements and aspirations also form an abstracted set of principles, referred to as the ideal self guide (Higgins, 1987). When the individual fails to obtain these rewards, they begin to have feelings of dejection or unhappiness, disappointment, or even depression (Strauman, 1989). Thus, according to this theory job satisfaction depends up on what a person actually receive from his job and what he expects to receive. Satisfaction is the different between what one actually received and what he/she feels he/she should receive.

Hence, these theories mentioned above are characterized in recognizing that motivation begins with individual needs. They are concerned with the factors influencing individuals to behave in a certain ways. They all tend to focus on reasons of individuals for doing

something. These motivational theories, as aforementioned, have been categorized into three main groups: content theories, process theories and situational theories.

The content theories tend to focus on the needs of the individual, trying to explain the different factors that contribute to either encouraging or hesitating a behavior within that individual needs. Some of the more famous theories within this category include the hierarchy of needs theory, the needs theory, and the two-factor theory.

The process theories seem to be much more complex and examine deeply into the thinking process of the individual, trying to explain the “why” or “how” of motivation. They also seem to have more interest in the personal factors within the individual and the psychology involved in their decisions and motivations. Some of the notable process theories include the expectancy, the instrumentality, the goal and the equity theories.

The situational job satisfaction theories are stressing external influences such as job design and social information process. These theories emphasize that job satisfaction resulted from the nature of one’s job or other aspects of the environment and propose that job satisfaction is a product of how well an individual’s personal characteristics interact with the organizational characteristics. Some popular theories that can be included in these theories are: job characteristics model, affect theory, discrepancy theory, dispositional theory... etc.

The theories of Maslow and Herzberg look at relationships between internal needs and resulting effort spent to fulfill them. The expectancy theory has separated effort, which arises from motivation, from performance and outcomes. The latest theory deals with that employees’ performance is based on individual factors such as personality, skills, knowledge, experience and abilities.

The dispositional theory argues those job attitudes are rather consistent within individuals showing stability both over time and across situation. It assumes that job satisfaction is rooted in personality make up of the individual. Thus, dispositional theory consigns people to categories based on their personality. Whereas the discrepancy theory is considered that satisfaction is generally the difference between what is expected or desired compared to what is actually experienced across a number of disciplines. Moreover, the affect theory attempts to organize affects into discrete categories and connect each one with its typical response.

Although each theory could be proven to show some relevance within the working environment throughout different industries, a description of all of the theories mentioned above may not be necessary for the purpose of this study. However, as a human resource management profession, these theories of job satisfaction enable to have multi-dimensional knowledge of understanding the root causes of employee job satisfaction. It is very important to build professional capacity of observing or assessing the attitudes, feelings and perceptions of employees in various dimensions. Since this study focused on the nine factors of job satisfaction of employees, some of these theories, discussed above, are related with the appropriate results of the study.

## **2.4 Factors Affecting Job Satisfaction**

Understanding and making awareness of the factors that comprise job satisfaction is much more important for the successful management of human resources of any organization. There is much more to feeling satisfied about employee's job than simply linking the work and it seems that few people understand this. Knowing exactly what contributes to employee job satisfaction will help with employee's current and future job.

Thus, factors affecting employee job satisfaction have been discussed by different scholars. Drafke (2008) has categorized the factors affecting job satisfaction into three main parts i.e. the internal factors, the external factors, and the individual factors.

The internal job satisfaction factor, according to Drafke (2008), has six job satisfaction component factors which are called the work, job variety, autonomy, goal determination, feedback and recognition. His external job satisfaction factors, the second, are related to the working environment, i.e. achievement, role ambiguity & role conflict, opportunity, job security, social interactions, supervision, organizational culture, work schedules, seniority and compensation. Drafke's third major factor of job satisfaction has nine sub factors, and these are called commitment, expectations, job involvement, effort/ reward ratio, influence of coworkers, comparisons, opinions of others, personal outlook and the age.

Armstrong (2006) has also stated that the level of job satisfaction is affected by intrinsic and external motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. Thus, the various factors affecting job satisfaction are career opportunities, job influences, and team

work and job challenges, pay, benefits, supervisor, work conditions, communication, safety, productivity, and the work itself. These factors are vital in the job satisfaction surveys, because they all influence the way a person feels about his/her job satisfaction differently.

In recent research studies, Society for Human Resource Management has resulted different variables contributing to employee job satisfaction in the USA. During the current economic down turn in USA, the 2009 employee job satisfaction and survey report has reflected that job security was found to be the most important aspect of job satisfaction. The research report has described the top five job satisfaction factors. Those factors that are contributing to job satisfactions are job security, benefits, compensation, opportunities to use skills/abilities, and feeling safe in the work environment. The research has also indicated that the result of the survey (top five) has been similar to that of the survey report in 2008 (Malveaux, 2009).

In today's uncertain economy of USA employee job satisfaction and engagement research has been conducted in 2011. The research has indicated that 83% of employees reported an overall satisfaction with their current job in USA. The top five contributors to employee job satisfaction in this research were: job security; organization's financial stability & relationship with immediate supervisors; compensation /pay/; benefits, communication between employees & senior management; and the work itself (Kennedy and Malveaux, 2011).

The result of employee job satisfaction and engagement research, therefore, has indicated that it helps organizations better understand and appreciate employee preferences when developing program and policies designated to influence these areas (Kennedy and Malveaux, 2011).

As aforementioned, there are different kinds of factors contributing to overall job satisfaction of employees in their working areas. This research discuss some factors of employee job satisfaction below that are considered contributing to job satisfaction of employees at Akir Construction Company.

#### **2.4.1 Pay/ Remuneration**

As Wubuli (2009) stated several researchers conducted their studies with empirical evidences that resulted high pay alone cannot improve job satisfaction. Even though

money is important to individuals, research has shown that individuals who earn more pay are not necessarily more satisfied in their jobs. Highly paid employees may still be dissatisfied in their job and they may feel that they cannot enter a more satisfying job. Spector (2008) on his research has shown that individuals who earn more are not necessarily more satisfied in their jobs.

Various researchers (Armstrong, 2006; Jain, 2007; Robbins, 2003; Kennedy and Malveaux, 2011; Hsieh, 2011; Lumly, 2011) have identified that pay /remuneration is a fundamental factor in the study of employee job satisfaction. Jain (2007) in the case study of Indian oil has shown that the influence of income on job satisfaction among engineers is that high income groups are more satisfied compared with the low income groups. In a research study made in 2009 and 2011 in USA, pay / compensation became among the top five factors affecting employee job satisfactions (Kennedy and Malveaux, 2011).

An investigation (Khan and others, 2012) was conducted about relationship among job satisfaction and pay, and it was found that job satisfaction is affected by the pay. Thus, pay or money is an important reason for the satisfaction of employees with their jobs. It is very important to understand the special role of money or compensation plays in the work satisfaction of employees. Armstrong (2006) has stated money, in the form of pay or some other sort of remuneration, is the most obvious extrinsic reward. Money provides the carrot that most people want. This means that money is an obvious cause of factor for employee job satisfaction.

Robbins (2003) had supposed that most employees will look for payment systems that believed to be fair, definite, and aligned with their expectations. Satisfaction is expected to be achieved if the payment seems to be equitable, equal with job demands, individual skill level and community payment standards. Thus, apart from helping people to achieve and obtain their basic needs, salaries or remuneration can play a significant role to satisfy the higher level needs of people. Therefore, Job satisfaction is affected by the levels of payment employee's earning.

An empirical study (Hsieh, 2011) on personality traits, job satisfaction and reward system preferences has emphasized the relationship of the variables. This study of direct seller's job satisfaction in the direct selling Enterprise has shown an effect of different reward systems. Accordingly, results show that if a direct selling company uses material rewards (bonus, commission, prize, etc) to direct sellers with outstanding performance they will

have high external satisfaction. And if the company perform social rewards (recognition, participation in decision making, public recognition) to direct sellers both their intrinsic and extrinsic job satisfaction will increase or they will have higher overall job satisfaction (Hsieh, 2011).

As Lumly (2011) stated that a research in the Chinese military has made a result that increase in pay is an important factor affecting or contributing to overall job satisfaction. It is the amount of financial remunerations that is received and the degree to which this is viewed as equitable. There is no doubt that monetary rewards may play a very influential role in determining job satisfaction. Pay can have a powerful effect in determining job satisfaction. Man has multiple needs and money provides the means to satisfy these needs. Hence, pay is associated with global satisfaction and even more closely with the facet of pay satisfaction.

#### **2.4.2 Promotion Opportunities**

Several studies (Khan and others, 2012; Solkhe & Chaudhary, 2011; Malveaux, 2009; Wubuli, 2009; and Robbins 1993) have supported that opportunities of promotion is highly related job satisfaction. Khan and others (2012) has conducted a research and concluded that there is positive relationship between promotion practices and perceive performance of employees. It has shown that job satisfaction is the result of promotion opportunities in the autonomous medical institutions of Pakistan. The empirical investigation of Solkhe & Chaudhary (2011) has shown that the whole results of the people are happy with the work and the organization in general, while the manager's satisfaction level on promotional policies and practices are below standard. Job satisfaction is likely to be experienced by individuals who perceive promotional opportunities to be fair (Robbins 1993). In the recent research studies made in America, opportunities to use skills and abilities became one of the top five job satisfaction factors (Malveaux, (2009).

Employees are more satisfied with their current job if they observe that a path is available to move up the ranks in the company and be given more responsibility and along with it higher compensation. For this reason many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion.

Thus, the level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. The promotion to the next level will result in

positive changes such as pay, autonomy and supervision, (Wubuli, 2009). Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotions take different forms and include a variety of rewards.

#### **2.4.3 Supervisor/ Management**

As several studies suggest that supervision/management is another important source of employee satisfaction with their jobs. Khan and others (2012) have suggested that relationship with supervisors has positive impact on job satisfaction and employee performance. Brunetto and Farr-wharton (2002) have concluded that supervision of the immediate manager increases the level of job satisfaction in the public sector employees.

In recent study on employee job satisfaction, the relationship with immediate supervisors became among the top five factors influencing satisfaction of employees within their job (Kennedy and Malveaux, 2011). Supervisor's behavior is also a determinant factor contributes to job satisfaction (Spector, 1997). Employee satisfaction increases when the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees' opinions and shows personal interest in them (Robbins, 1993). The nature of the work may be influenced by the supervisor's individual behavior. This means that behavior of the boss has strong influence on job satisfaction of employees.

From the leadership or management point of view, there are two dimensions of supervisory style that can affect employee job satisfaction. One is employee centeredness, which is measured by the degree to which a supervisor takes personal interest in the welfare of the employees. The second dimension is participation or influence, as illustrated by managers who allow their people to participate in decisions that affect their own jobs. This approach, generally, leads to higher job satisfaction. It is proved that a participative environment created by the supervisor has a more substantial effect on worker's satisfaction than participation in a specific decision.

Therefore, it is important to begin with the making of wise decisions when one appoints someone to the role of supervisor. There must be an awareness of that good employees do not always make good supervisors. The role of supervisor for that matter is extremely difficult. It requires leadership skills and the ability to treat all employees fairly.



#### **2.4.4 Co-workers**

Employee's relationship with their co-workers is an important source of job satisfaction. James (1996) has stated that working as a team has significant impact on the satisfaction level of employees as it affects their performance. Relationships with coworkers found to be an influencing factor to the employee feeling towards job satisfaction, i.e. it has positive impact on job satisfaction (Khan and others, 2012). There are several studies (Riordan and Griffeth, 1995; Khaleque & Choudhury, 1984; Viswesvaran and others, 1998; Sadegh and Tourani, 2012 and Ghazzawi, 2008) that show friendly and supportive colleagues enhance the rate of job satisfaction in a working environment. According to Ghazzawi (2008), an employee's co-workers, the groups they belong to, and the culture to which an individual is exposed all have the potential to influence job satisfaction. This means that the work group serves as a source of support, comfort, advice, and assistance to the individual. And a 'good' work group makes the job more enjoyable.

Researches of Riordan and Griffeth, (1995) has shown that friendship network among coworkers influence the outcomes of workplace. It has been found to increase job satisfaction, job involvement and organizational commitment, while reduces the intention to turnover. This implies that a hostile work environment with rude or unpleasant coworkers is one that usually has lower job satisfaction.

#### **2.4.5 Nature of work**

Various researchers (Ting, 1997; Locke, 1995; Lumley, 2011; Kennedy and Malveaux, 2011; Khaleque and Choudhary, 1984; Khan and others, 2012 and Rast & Tourani, 2012) have studied that the work itself has positively correlated with the satisfaction of employees. These scholars have concluded that the nature of work has positive effect/impact on job satisfaction and employee performance. According to Lumley (2011) the most important to employee job satisfaction is helping individuals believe that the nature of work they are doing is more significant and that their tasks are meaningful.

A research study that was conducted on the Indian managers by Khaleque and Choudhary (1984) has shown that the most essential factor to verify top manager's job satisfaction is the nature of work. Rast and Tourani (2012) on their research study stated that the nature of the work performed by employees has a significant effect on their level of job satisfaction. American's current study on job satisfaction in 2011 has indicated that the

work itself is one of the top five factors contributing to employee job satisfaction (Kennedy and Malveaux, (2011).

Therefore, according to Lumley (2011) the nature of work satisfaction is defined as the employees' satisfaction with the type of work they do. Employees prefer work that is mentally challenging in that it provides them with opportunities to use their skills and abilities and offers a variety of tasks, freedom and feedback on how well they are doing (Lumley, 2011). It is the extent to which the job provides the individual with interesting tasks, opportunities for learning and the chance to accept responsibilities.

#### **2.4.6 Recognition & Communication**

Recognition or contingent reward is an appreciation given to an employee for his good works. Every employee at all levels of any organization wants to be recognized for their achievements on the job for which contributes to employee satisfaction. Their successes don't have to be huge before they deserve recognition, but the praise given to them should be sincere. Whenever managers of a company noticed that employees are doing something well, they should have to take time to acknowledge their good work immediately. Publicly they have to thank them for handling a situation particularly well and to write them a kind of note of praise or honor. The human resource management profession should have to establish a formal recognition program, such as "employee of the month", "star of the week", "Hero of the year"... etc. This contingent reward is one of the factors contributing to the overall job satisfaction of employees.

In current researches made on employee job satisfaction in United States of America, communication between employees & senior management has been indicated to be among the top five factors influencing employee's job satisfaction (Kennedy and Malveaux, 2011). Thus, communication is one of the factors that contribute to job satisfaction of employees. Companies have to address their policies, business strategic plans, objectives and goals that are required. Employees have to be communicated to the overall objective plans of the company for which they would have to be gird or fixed to the success of the business strategic objectives. Communicating overall strategic business plan, even participation of employees in the preparation of same, would have a great job satisfaction of employees, i.e. it can create belongingness of employees to their job as well as the company.

#### **2.4.7 Fringe Benefits**

The Society of Human Resource Management survey study on employee's job satisfaction in 2011 has indicated that employee benefits are one of the top five factors that has been considered to be given attention (Kennedy and Malveaux, 2011). Hence, fringe benefits or employee benefits are essentially elements of remuneration given in addition to the various forms of cash pay. Normally they are provided at some cost to the employer, but there are a number of intangible benefits attached to most.

According to Spector (1997) fringe benefits are divided into monetary and nonmonetary employee benefits that can be cause of job satisfactions. These benefits are pension schemes, other provisions for personal security and financial protection, i.e. insurances, sick pay, enhanced redundancy pay and assistance; service agreements/contracts are fringe benefits that contribute to job satisfaction.

Entitlements recognizing the interface between work and domestic needs or responsibilities, i.e. holidays and other forms of leave, early or phased retirement options, financial and outplacement counseling and preparation for retirement provisions are parts of employee benefits. Additionally financial assistances, i.e. loans, house purchase assistance, relocation assistance, discounts, fees to professional bodies, company cars, subsidized meals and other more 'fringe' items which improve employees' standard of living are factors contributing to employee job satisfaction.

#### **2.4.8 Operating Policy & Procedures**

The existence of a clear Operating Policies and Procedure Manuals or Company and Administrative Polices are among the great sources of job satisfaction of employees. It is obvious that unclear and unnecessary policies can cause for frustration or dissatisfaction of employees in their job. Operating policies would have to be fair and apply equally to all. Otherwise, policies and procedure manuals have to be printed copies and easily accessible to all members of the staff of the company (AAFP. 1999). In this case, any profit and nonprofit making organizations might have compared their policies to those of similar organizations' policies; in order to exist in the competitive world economy.

### **2.5 Measuring Job Satisfaction**

There are many methods for measuring job satisfaction. According to Armstrong (2006)

there are four methods of conducting measurement of job satisfaction by the use of attitude surveys. These methods are the use of structured questionnaires, interviews, combination of questionnaire and interview, and focus groups. The first structured questions can be issued to all or a sample of employees. The questionnaires may be standardized ones, and they may be developed specially for the organization. The advantage of using standardized questionnaires is that they have been thoroughly tested and in many cases norms are available against which results can be compared.

According to Armstrong (2006) the second method of measurement is an 'open-ended' or depth interviews in which the discussion is allowed to range quite freely. These may be semi-structured in that there is a checklist of points to be covered, although the aim of the interviewer should be to allow discussion to flow around the points so that the frank and open views of the individual are obtained.

The combination of questionnaire and interview is the third method and it is an ideal approach for which it combines the quantitative data from the questionnaire with the qualitative data from the interviews. It is always advisable to accompany questionnaires with some depth interviews, even if time permits only a limited sample. The final method focus group is a representative sample of employees whose attitudes and opinions are required on issues concerning the organization and their work. The essential features of a focus group are that it is structured, informed, constructive and confidential (Armstrong, 2006).

The most common method for collecting data regarding job satisfaction is the Likert Scale. The other less commonly used method for measuring job satisfaction includes questions to be answer: Yes/No, or True/False, point systems, checklists, and forced choice answers.

As Smith, Kendall, & Hulin (1969) stated that the Job Descriptive Index (JDI) is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple; participants answer either yes, no, or can't decide in response to whether given statements accurately describe one's job.

Other job satisfaction measurement questionnaires include: the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale. The MSQ measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one item from each facet).

The JSS (Spector, 1997) assessed that measures nine facets of job satisfaction (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of the work and communication), as well as overall job satisfaction. The JSS is a 36 item questionnaire, all of which were considered to be of equal value and to which subjects responded in terms of how true the statement was. Finally, the facets Scale of job satisfaction, one of the first scales used widely, measured overall job satisfaction with just one item which participants respond by choosing a facet.

## **2.6 Recent Job Satisfaction Studies of Construction Workers in Some African Countries**

Various researchers (Chileshe & Haupr, 2007; Yerenkyi-Fiank & Chileshe, 2012; Oduro-Owunsu, 2010; Abdullah and others, 2011; and Thwala and others, 2012) have conducted their studies on job satisfaction of construction workers in different countries of Africa.

The research of Chileshe & Haupr (2007) in South African construction workers, based on descriptive statistical analysis, has investigated the impact of age on various aspects of job satisfaction and its subsequent effects on outcomes such as indifference, lack of alertness, motivation and dejection. According to this study controlling for type of work done and length of service in current employment, poor recognition of abilities, job dissatisfaction and indifference are found to be the key drivers of job satisfaction for younger construction workers whereas lack of alertness, dejection and lack of confidence for the older construction workers. The study resulted that the factors leading to positive worker satisfaction in both old and younger workers are relationship with workmates, relationship with supervisor and personal health whereas negatively are personal development, quality of life and satisfaction with occupation. Overall the findings suggest that although both younger and older workers ranked the relationship with co-workers as being poor, age did not have an influence on the effects of the aspects of work.

The research study of Yerenkyi-Fiank & Chileshe (2012) has investigated job satisfaction of construction professionals (white collared construction workers) within the Greater Accra Region in Ghana. Data collected to use descriptive analysis of a sample survey from 35 construction firms, 11 consulting firms, 2 client organizations, 3 management consultants and 5 construction management firms within the Ghanaian construction industry, were examined the relationship between age and job satisfaction. The result indicated that relationship with supervisor and workmates as the highly ranked factors leading to positive employee's satisfaction whereas quality of life and personnel health were the least ranked. The factors leading to negative job satisfaction were lack of motivation and job dissatisfaction where as lack of alertness and lacks of confidence were considered to have minimum efforts.

Oduro-Owunsu (2012) has also studied on factors influencing construction workers Job satisfaction in the Ghanaian construction industry. As Construction workers like all other workers need this sort of motivation to enable them give off their best, the research has indicated factors affecting construction worker job satisfaction in Ghana. The study focused on the relationship between demographic variables and job satisfaction of workers working with contractors. The results have indicate that workers were generally satisfied with their job and found no significant difference between workers level of job satisfaction and workers site location, age, industrial experience, educational level and motivation to choose a career in the construction industry. However with respect to career choice there was a significant difference found. The study concludes that management of the various firms should sustain the current conditions and seek to improve areas of compensation to ensure continuous workforce availability.

Abdullah and others (2011) have identified the level of job satisfaction of employees in small and medium sized firms in the Nigerian construction industry, and examined the level of job performance of personnel, to investigate the relationship between job satisfaction and job performance of employee. Data collected with the Job Satisfaction Index (JSI) and Performance Rating Index questionnaire (PRI) from employees in Nigerian small and medium sized construction firms found that satisfaction with coworkers ranked the highest while satisfaction with pay ranked the lowest. The Job performance ranking found that personnel appearance ranked highest while satisfaction with propensity to leave the company ranked the lowest. The research has indicated that

there is positive relationship between overall job satisfaction and job performance in small and medium sized firms.

Thwala and others (2012) have indicated that the construction industry in Sudan faces a variety of problems relating to human resource efficiency which in turn affect the entire productivity in the industry. Their research has viewed the job analysis of personnel in the Sudanese construction firms, identified the level of job satisfaction of personnel, and identified the level of job performance of personnel and investigated the relationship between job satisfaction and job performance of personnel. The study has shown that there exist weaknesses in the job analysis of personnel. The level of job satisfaction and performance of personnel in the Sudan construction industry was found to be on the 'average'. The study has also indicated its suggestion of a positive relationship between personnel job performance and job satisfaction.

The research studies conducted in four African countries, i.e. South Africa, Ghana, Nigeria and the Sudan are based on descriptive analysis methods. The South African and the Ghanaian white collared construction workers job satisfaction researches are based on the relationships between age and job satisfaction. These studies have indicated the positive and negative impacts of demographic groups on job satisfaction. The other job satisfaction researches of Nigerian and the Sudanese, deal on the relationships of personnel performance and job satisfaction of employees.

From these studies we can learn that job satisfaction factors of construction workers are not identical. The factors affecting or contributing to job satisfaction of construction workers may differ from one country to another based on the working environments, leaving standards of the society, individuals' attitudes, perceptions and feelings in the society they are working in. Since employee job satisfaction study is an attitude survey study, management of every construction companies in all African countries should have to gauge the level of job satisfaction of their people, for which it enables them to take appropriate actions.

## **CHAPTER THREE: Research Design and Methodology**

### **3.1 Introduction**

This chapter of the study begins with a discussion of the research design and methodological approach conducted in the study of employee job satisfaction at Akir Construction Company. The literature on the topic of this study has been examined and information was collected by quantitative research questionnaires and observation check lists. As discussed above the research problems have been formulated and the research process has been identified. And the research design has been created to answer those research problems and objectives. Then, it has been followed by an outline of the research methods, population and sampling techniques, data collection instruments used, and a discussion and decision of the ethical consideration that should be made for achieving the purpose of this research.

### **3.2. Research Design**

A research design is a clear and detailed explanation or set of actions for achieving a research output or end product (Mouton, 2001; Babbies & Mouton, 2006). It is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

The research design for this study is more of a quantitative research approach. This research refers to the systematic empirical investigation of social phenomena via statistical, mathematical or computational techniques (Given, 2008). It gathers data in numerical form which can be put into categories, or in rank order, or measured in units of measurement. This type of data can be used to construct tables and graphs of raw data. The numerical data can be durations, scores, counts of incidents, ratings, or scales. Quantitative data can be collected in either controlled or naturalistic environments, in field studies or laboratories, from samples of the general population (Jeanette, 2006). A rating scale or closed questions on a questionnaire would generate quantitative data as these produce



either numerical data or data that can be put into categories (e.g. “yes”, “no” answers) (Hunter and Erin, 2008). Whereas open-ended questions would generate qualitative information as they are a descriptive response. A good example of a qualitative research method would be the case study (Denzin and Lincoln, 2005). Qualitative research constitutes a method of deriving detailed oral and written accounts of descriptions of persons, objects, systems, processes and situations (Saunders, 2009).

The purpose of this approach is to quantify data and generalize results from a sample to the population and measure the incidence of various views and opinions in the chosen sample. The defining factor here is that numbers result from the process, whether the initial data collection produced numerical values, or whether non-numerical values were subsequently converted to numbers as part of the analysis process. That is, real things exist, and these can be measured, and have numerical values assigned as an outcome measure, and these values are meaningful (Jeanette, 2006).

This approach has been integrated in the research through the derivation of both descriptions of the human resource strategies of Akir Construction Company, particularly in managing employee job satisfaction and develop organisational commitment and motivation to build loyalty and high productivity among its employees. The aim of this research design, therefore, is to set clear actions of conducting an investigation on the level of the factors contributing to job satisfaction of employees at Akir Construction Company.

### **3.3. Research Methodology**

As discussed above the research design is the plan of the research to be performed. The research methodology is the procedure or the way that the researcher should follow to find solution or answer the research problem designed. The research design of this study, the quantitative descriptive analysis, is to solve or overcome the current employee job dissatisfaction problems faced in the company. The research method used in this research design or study is, therefore, an applied surveying research, for which the findings will enable managers and decision makers to grasp the general nature and impacts of employee’s job

satisfaction factors on the successfulness of the company's business objectives. This research method focused on facts distinguishing and counts or scores emphasising through the survey data collected, i.e. questionnaire, observation checklist and structured interviews.

Hence, the research methodology should comprise the following main dimensions: sample & sampling techniques; sources, methods & procedures of data collection; and methods of data analysis.

### **3.3.1. Sample and Sampling Techniques**

Akir Construction Company is working with 720 permanent employees and management members at eight different Construction Projects and the Main Office in Addis Ababa. The eight construction projects of the company are located in different areas. From these projects four are building construction projects, for which they are out of the scope of this study. The remaining four projects are road construction projects and one project is newly started and very far, more than 1,000 kilometers away from Addis Ababa, i.e. not accessible to the research and the people working at this project are almost newly employed. Therefore, this research focused on the three road construction projects and the main office comprises 390 permanent employees.

The research study has been conducted by randomly selecting of 120 non-supervisory employees and 30 management members. This sample has been taken from the total population of the employees, i.e. 390, in three Road Construction Projects and the Main Office.

The reason the study focused on road construction projects and the main office is that the road section's working nature is based on the camp administration facility services. Employees of road sectors are forced to live in the projects site in the camp provided. Employees in the main office are also serving both sections of road and building projects and the research has been designed to focus on the road section and the supporting office employee's job satisfaction survey.

Therefore, the random sampling selection of non managerial employees of the three road projects and the main office has focused on the skilled workforce, i.e. technicians, operators, mechanics, engineers and supportive professionals.

### **3.3.2. Source of Data Collection**

The research study involves the gathering, collection and analysis of secondary and primary data. Secondary data of this study comes from books, journals, papers and online sources providing a framework for the study and supporting the significant of the research in terms of academic and organisational learning.

The primary data, of course, comes from the respondents' answers of the questionnaires, structured interviews and observation checklist given to the employees and management teams of Akir construction respectively. A combination of both secondary and primary data as well as observation checklist from the middle management has allowed the study to gather a wide range of relevant information to support the validity of the generalisations and conclusions.

### **3.3.3. Data Collection Tools/Instruments**

Structured interviews guide and questionnaires are the means or tools of collecting primary data. The questionnaire comprised of a combination of closed and open ended questions. Closed ended questions were constituted on factors of employee's satisfaction towards their jobs and organisational commitment to practice employee motivation for the achievement of its objectives. Open ended questions deal with the explanations or opinions of the respondents on the existing employee's job satisfaction and company commitment to employee's motivational strategies. Together with observation checklist, the suggestion or proposal gives improvements to the human resource strategies of the company, for which it will help to enhance the achievement of company business objectives. Combining closed and open ended questions will allow the research study to draw rich information.

Selected representatives from both the projects and company management have been chosen randomly based on the consideration that those management members should have firsthand knowledge or experience of the human resource management practices of the company directed towards the achievement of organisational business objectives.

Respondents from the employees will be selected randomly from a list of the employees of Akir Construction Company at projects and the main office. Thus, employee random sampling allows the research to elicit rich information from a diverse group of people as basis for insightful analysis and generalisations of the study.

### **3.3.4 Procedures of Data Collection**

#### **Preparation of Questionnaires**

The research data collection procedures has been conducted by preparing structured interview or open ended questionnaire and distributed to the top management body and middle level supervisors of the company. Observation checklist based on the research topic has been prepared and distributed to the management body of the company. Answers for the structured questions and the checklists are collected timely from the respondents given.

In addition to the open ended questionnaires or structured interviews and observation checklist, the well organized 36 questionnaires of Spector (1994) have been distributed randomly for about 120 employees of Akir Construction Company. These questionnaires are standardized and used in various previous studies of job satisfaction. Conference discussion with employees of Road Construction Projects of Akir Construction Company has been conducted. The researcher has made conference discussions with employees of three projects on the matter of job satisfaction.

Thus, questionnaires are one of the main tools used for data collection from the respondents. Different types and designs of questionnaires are used based on the nature of the study researched. In this study the questionnaire used are three types, i.e. questionnaire, open- ended questionnaire and observation checklist which are presented bellow.

#### **Questionnaire**

While a wide range of instruments / tools are used for measuring job satisfaction, the questionnaires prepared for this research is a Job Satisfaction Survey (JSS) of Spector (1997). This was used to measure the variable factors of job satisfaction for this study. This is because that the JSS of Spector has assessed nine factors of

job satisfaction as well as the overall job satisfaction, for which this study focused on. Since this research focused on employees' feelings of attitudinal survey, the JSS measure has been selected for this study, which has 36 different items or types of questionnaires. These 36 items of questionnaires are categorized into nine important facet scales. And these nine facets are assessed with four item questionnaires each. These nine facets used in the assessment are: pay, promotion, supervision, recognition, fringe benefits, operating/working condition/ procedures, co-worker, nature of work, and communication.

Each questionnaire item has six choices that have been ranging from disagree very much to agree very much. These six choices score of the questionnaire item are designed to assess the attitude of employee towards their job and aspects of the job they are assigned for are:

- Disagree Very Much = 1,
- Disagree Moderately = 2,
- Disagree Slightly = 3,
- Agree Slightly = 4,
- Agree Moderately = 5, and
- Agree Very Much = 6.

This part of questionnaires are required to rate or gauge items based on a 6-point likert response format that are related to factors contributing to the overall job satisfaction of employees at Akir Construction Company (see Appendix A).

**Table 1: Questionnaire Categorization Based on Facet Scale**

<b>Categorized Facet Scale</b>	<b>Item Number of Questionnaire</b>
Pay	Q1, Q10, Q19, Q28
Promotion	Q2, Q11, Q20, Q33
Supervision	Q3, Q12, Q21, Q30
Fringe Benefits	Q4, Q13, Q22, Q29
Recognition/ Contingent Reward	Q5, Q14, Q23, Q32
Operating Policies & Procedures	Q6, Q15, Q24, Q31
Co-Worker	Q7, Q16, Q25, Q34
Nature Of Work	Q8, Q17, Q27, Q35
Communication	Q9, Q18, Q26, Q36

### **Observation Checklist**

These parts of the research questionnaires are designed for the top and middle level managers to evaluate company's performance in the area of job satisfaction. This part of the survey also helps to identify the focus area that the company management should maximize its effort.

The observation checklist questionnaires have ten different items or areas of questions with a "yes" or "No" answers. The first part of the observation checklist is about Company and Administrative Policies with 8 different questions. The second is about Supervisory/Management issues focused with 5 questions. The third is about Salary/Remuneration with 5 questions. The next observation checklists are about Interpersonal Relations/Co-Workers Relation, Working Condition, Work itself, Promotion, Recognition, Responsibility and Advancement/ promotion with 3, 4, 3, 4, 4, 3 and 4 questions respectively (See Appendix B).

### **Open- Ended Questionnaire**

The structured interview or open ended questionnaires are prepared to the top level management body of Akir Construction Company. The open ended questions are 18 types that can give a chance to state personal feelings of the top managers in the area of job satisfaction. This part has been designed to give areas of improvement contributing to job satisfaction of employees at the company. The structured interview is prepared with how and what aspects of the top level manager feel about the factors contributing to job satisfaction (See Appendix C).

#### **3.3.5. Methods of Data Analysis**

The data analysis methods and procedures chosen for this research study are the descriptive analysis methods, which are based on the applicability of the exploratory nature of the research design, the quantitative research. The descriptive statistics are used to analyse the collected data on the research topic. The descriptive statistical analysis method comprises to use the mean, the median, the mode, the standard deviation, the standard error of the mean (SEM), percentage values ...etc. Thus, in this

study the descriptive statistical analysis methods used are the mean, the standard deviation and the percentage values of the data collected and presented in the tables.

#### **3.3.5.1. Data Analysis**

In order to analyse the quantitative data collected through closed and open ended questionnaires, observation checklist as well as group sessions and the workshop, the research has classified or categorized items together for further analysis. Since the questionnaires prepared are reliable and standardized, used in previous studies, they have been distributed to the sample of the study.

#### **3.3.5.2. Descriptive Analysis**

The descriptive statistics analysis of this section is conducted with mean, standard deviation and percentage values of the data collected. Frequency distributions for all respondents on the six alternative choices provided in the questionnaires were counted and computed in the analysis of the data. The personal data classification has been also computed.

## **CHATER FOUR: Results and Discussion**

### **4.1 Introduction**

This chapter of the study describes and evaluates the results of the data collected. It accomplishes all the objectives outlined and answers research questions raised in the first chapter. It briefly states the main results and interprets the implications of the research findings.

### **4.2 Results / Findings of the Study**

The findings section focuses on presenting survey results within the tables. It presents all relevant results obtained. The interpretation and analysis part will be presented in the discussion section separately from the tables.

#### **4.2.1 Survey Response**

The three types of questionnaires were distributed to the top & middle level managers and non supervisory employees of the company. The open ended questionnaires or structured interviews were distributed to 13 top level managers and 9 respondents returned. Observation checklist types of questionnaires were distributed to 20 middle level supervisors and 18 respondents have returned. The reason of distributing these observation checklists for the middle level supervisors was to measure and evaluate their observational feelings on job satisfaction of their employees in their stay in the company. Since supervisors were the immediate bosses who would have a day to day contacts with the people working under their custody, their observational responses on the factors of job satisfaction will support the research result to enrich relevant information.

A total of 36 sets of questionnaires were distributed to 120 non supervisory employees, and 99 respondents have returned. From these three types of questionnaires distributed to 153 individuals, only 126 have returned. The total response rate is 82%. Hence, the findings and discussion will focus on the responses of 126 respondents.

#### **4.2.2 Profile of the Respondents**

This section gives highlights on the general profile of the respondents surveyed. It simply presents respondent's working experience in the company, working department, educational level, marital status, age and the gender.



**Table 2: Respondents total Profile**

<b>Demography</b>	<b>Categories</b>	<b>No of respondents in (%)</b>
Gender	Male	(66.7%)
	Female	(33.3%)
Age	19-29	(47.6%)
	30-39	(38.1%)
	40-49	(9.5%)
	50-60	(4.8%)
Marital Status	Single	(48.4%)
	Married	(51.6%)
Educational status	High school	(3.2%)
	Certificate	(14.3%)
	College diploma	(58.7%)
	BA/BSC	(23.0%)
	MA/MSC	(0.8%)
Job position/Title	Eng/Construction	(46.8%)
	Mechanic/Technician	(9.5%)
	Finance	(14.3%)
	HR/others	(29.4%)
Years of experience in company	Less than a year	(16.7%)
	1-2 years	(38.9%)
	3-4 years	(19.0%)
	More than 4 Years	(25.4%)

Table 2 above shows the profile summary of respondents. Accordingly, the majority of the respondents (66.7%) were male. The highest numbers of group of respondents (47.6%) were aged between 19-29. The table shows that the majority of respondents (51.6%) were married and (48.4%) of them are single, i.e. unmarried or divorced. This research is focused on the road construction projects. Employments in the road construction works require leaving in camp sites provided by the projects. Employees in the road projects require facing challenges of separating from families for long period of time and leaving with hardship in remote areas without access of communication and accommodation facilities. Therefore, the data presents above shows that most of the employees are youngsters, unmarried and male. And this implies that most of the respondents are from the road construction projects and the data collected are relevant to this study.

Most of the respondents (82.25%) were college diploma holders and above. Since the questions were prepared in English language, it implies that it has been well understood by respondents. The large numbers of respondents (46.8%) were from the construction operations unit, i.e. Engineering & Construction Department. Almost (64.3%) of the

respondents have served the company more than a year. This indicated that the respondents have sufficient knowledge about their company. Since the study focuses on construction worker's job satisfaction, majority of the respondents were from the construction operations. This also indicates that most of the data collected were from the employees of construction operations. These all implies that the results of the data were relevant, reliable and valid for the discussions and conclusions made by the research.

#### 4.2.3 Observation Checklist Questionnaire Results

The observation checklists were distributed by the researcher to the middle level supervisors to gate “yes” or “no” responses of their observational feelings on the factors of job satisfaction, during their stay in the company. The observation questionnaire respondent's answers have been summarized in the table below.

**Table 3 Observation Checklist Respondents Summary**

Item No	Description	No of Respondents Answered	Scored Answers						
			Total Questions	No	Total Scores	Yes Answers		No Answers	
						Scored	%	Scored	%
1	Company and Administrative Policies	18	8		144	42	29.2	102	70.8
2	Supervision/ Management	18	5		90	44	48.9	46	51.1
3	Salary/ Remuneration	18	5		90	20	22.2	70	77.8
4	Interpersonal Relations / Co-worker	18	3		54	34	63.0	20	37.0
5	Working Conditions/policy	18	4		72	14	19.4	58	80.6
6	Work Itself	18	3		54	36	66.7	18	33.3
7	Achievement/ Promotion	18	4		72	25	34.7	47	65.3
8	Recognition	18	4		72	24	33.3	48	66.7
9	Responsibility	18	3		54	31	57.4	23	42.6
10	Advancement	18	4		72	20	27.8	52	72.2
<b>Total</b>			<b>43</b>		<b>774</b>	<b>290</b>	<b>37.5</b>	<b>484</b>	<b>62.5</b>

Table 3 above shows the respondents result for ten job satisfaction facets. The facets scored above half were nature of work (66.7%), co-workers relationship (63.8%), and responsibility (57.4%). This implies that respondent's feelings towards the three satisfaction facets were recorded positive, i.e. yes answer. Accordingly, these were the top three factors contributing to job satisfaction of employees at Akir Construction Company.

The negative feeling results scored above half were: working conditions (80.6%), salary /remuneration (77.8%), advancement/development (72.2%), company & administration

policy (70.8%), recognition (66.7%), promotion/ achievement (65.3%), and supervision (51.5%). These were no answers, which imply that employees were dissatisfied on these factors. Accordingly, these were the top seven factors affecting job satisfaction of employees in the company.

#### 4.2.4 Structured Interview Questionnaire Results

The structured interviews were grouped into 8 job satisfaction factors and recommendations. These open ended questions were dealing with various opinions and feelings of respondents. Those ideas, opinions and feelings have been categorized into five different types of idea expression phrases and words. These phrases and words that were used to express feelings of respondents were very good, good, fair, poor and very poor.

**Table 4 Structured Interviewing Respondents Summary Result**

No	Description	No. Questions	Types of Respondent's Feelings									
			Very Good		Good		Fair		Poor		Very Poor	
			No	%	No	%	No	%	No	%	No	%
1	Pay/Remuneration	2	-	-	-	-	2	22.2	6	66.7	1	11.1
2	Supervision	2	1	11.1	1	11.1	4	44.4	3	33.3	-	-
3	Promotion/Advancement	2	-	-	-	-	2	22.2	7	77.8	-	-
4	Company policy/Procedure	3	-	-	-	-	2	22.2	7	77.8	-	-
5	Recognition & Fringe	3	1	11.1	1	11.1	1	11.1	5	55.6	1	11.1
6	Nature of Work	1	8	88.9	1	11.1	-	-	-	-	-	-
7	Communication	1	-	-	-	-	2	22.2	2	22.2	5	55.6
8	Others/recommendations	4	Develop New Mgt System, Operation Policy & Procedure Manuals, Organizational Structure, Job Position & Descriptions, Performance Mgt System, Salary Scale & Job Qualification...Etc									

Table 4 above shows that majority of the respondents (66.7%) suggested that current payment system of the company is poor and (11.1%) of the respondents feel the payment is very poor, whereas (22.2%) feel as fair. From the sample population (33.3%) suggested that they feel supervision of the company is poor for its people and others (44.4%) feel that it is fair. Other groups of respondents (22.2 %) feel good and very good.

Majority of the population (77.8%) feel that promotion/advancement is practiced poor and (22.2%) of respondents feel it is fair. Similarly (77.8%) of the population suggested that the existence of policy & procedure are poor. It is unacceptable and needs improvements. Majority of responses (55.6%) for recognition and fringe benefits were feeling poor, they feel it has not been practiced. And majority (55.6%) of respondents

agreed that communication within the company is poor. It depends on informal communication or clique approach. Majority of the respondents (88.8%) feel that the nature of the work was very good. Almost all respondents suggested the works they are engaged with are enjoyable.

#### 4.2.5 Job Satisfaction Survey Results

The tables below are job satisfaction survey summary of the 36 questionnaires (Spector, 1994), each components of the facets contains six choices. These choices are valued below:

	Score	Percentage	
Disagree Very Much	1	16.67	extremely very poor
Disagree moderately	2	33.33	very poor
Disagree slightly	3	50	poor
Agree slightly	4	66.67	good
Agree moderately	5	83.33	very good
Agree Very Much	6	100	excellent

**Table 5 Pay/ Remuneration Survey Questionnaire Results**

Ques tion No	Job Satisfaction Survey Questions	Total No of Respond ents	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree slightly	Agree Moderately	Agree Very Much	Total Score	Mean	STDV	Percenta ge (%)
1	I feel I am being paid a fair amount for the work I do.	99	62	15	2	12	6	2	197	1.99	1.48801	<b>33</b>
10	Raises are too few and far between.	99	9	9	4	17	16	44	459	4.64	1.6128	<b>77</b>
19	I feel unappreciated by the organization when I think about what they pay me.	99	8	11	13	15	9	43	436	4.40	1.68982	<b>73</b>
28	I feel satisfied with my chances for salary increases.	99	51	15	3	9	11	10	238	2.40	1.8009	<b>40</b>
Overall Satisfaction		<b>396</b>	<b>130</b>	<b>50</b>	<b>22</b>	<b>53</b>	<b>42</b>	<b>99</b>	<b>1330</b>	<b>3.36</b>	<b>2.02208</b>	<b>56</b>

Table 5 above shows that the mean score of pay/ remuneration is 3.36 and the standard deviation is 2.02. Thus, overall satisfaction of the facet covers above half (56%). The highest mean score of pay facet questionnaires is 4.46. The second highest mean score is 4.40. The first & second lowest mean score of this factor are 1.99 and 2.40. Thus, majority of respondents feel dissatisfied with the pay they earned.

**Table 6 Promotion Survey Questionnaire Results**

Question No	Job Satisfaction Survey Questions	Total No of Respondents	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree slightly	Agree Moderately	Agree Very Much	Total Score	Mean	STDV	Percentage
2	There is really too little chance for promotion on my job.	99	13	9	14	10	9	44	413	4.17	1.87921	70
20	People get ahead as fast here as they do in other places	99	37	16	17	18	8	3	250	2.53	1.82512	42
11	Those who do well on the job stand a fair chance of being promoted	99	52	5	6	12	16	8	260	2.63	1.44521	44
33	I am satisfied with my chances for promotion.	99	45	11	10	8	17	8	256	2.59	1.75552	43
	Overall Satisfaction	396	147	41	47	48	50	63	1179	2.98	1.86463	50

Table 6 above shows that mean score and standard deviation of promotion facet are 2.98 and 1.86, respectively. The overall satisfaction of the facet is 50%. The first and second highest mean score of the questionnaires is 4.17. The lowest mean score is 2.53. And the second lowest mean score obtained in this facet is 2.59. The result of this factor presents that the overall satisfaction is below standard values.

**Table 7 Supervision Survey Questionnaire Result**

Question No	Job Satisfaction Survey Questions	Total No of Respondents	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree slightly	Agree Moderately	Agree Very Much	Total Score	Mean	STDV	Percentage (%)
3	My supervisor is quite competent in doing his/her job.	99	12	15	31	12	15	14	345	3.48	1.56077	58
12	My supervisor is unfair to me.	99	22	17	29	11	13	7	302	3.05	1.53446	51
21	My supervisor shows too little interest in the feelings of subordinates	99	24	33	15	11	12	4	260	2.63	1.38936	44
30	I like my supervisor.	99	7	4	22	39	7	20	394	3.98	1.39225	66
	Overall Satisfaction	396	65	69	97	73	47	45	1301	3.29	1.54981	55

Table 7 above shows that the mean score of the fact is 3.29 and the standard deviation is 1.55. The lowest mean score of supervision questionnaires is 2.63. And the second lowest mean score is 3.05. The highest mean score and the second highest mean score are found to be 3.98 and 3.48. The overall supervision satisfaction's scored is over half (55%). This survey table has presented slight satisfaction on the supervision facet.

**Table 8 Fringe Benefits Survey Questionnaire Result**

Question No	Job Satisfaction Survey Questions	Total No of Respondents	Response Categories						Total Score	Mean	STDV	Percentage (%)
			Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree slightly	Agree Moderately	Agree Very Much				
4	I am not satisfied with the benefits I receive	99	14	2	3	14	11	55	459	4.64	1.82642	77
13	The benefits we receive are as good as most other organizations offer.	99	55	12	11	8	10	3	208	2.10	1.52191	35
22	The benefit package we have is equitable	99	24	11	7	11	27	19	214	2.16	1.72442	36
29	There are benefits we do not have which we should have	99	24	29	6	18	11	11	293	2.96	1.70185	49
Overall Satisfaction		396	117	54	27	51	59	88	1174	2.96	1.97677	49

Table 8 above shows the overall mean score of fringe benefits is 2.96. The standard deviation to the mean score is 1.97. The overall satisfaction is found to be below standard (49%). The highest mean score of the fringe benefits facet is 4.64. The second highest mean score is 2.96. The two lowest mean score of the facet are 2.10 and 2.16. The table above has presented that the overall satisfaction is found to be below standard.

**Table 9 Contingent Rewards /Recognition Survey Questionnaire Result**

Question No	Job Satisfaction Survey Questions	Total No of Respondents	Response Categories						Total Score	Mean	STDV	Percentage (%)
			Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree slightly	Agree Moderately	Agree Very Much				
5	When I do a good job, I receive the recognition for it that I should receive	99	60	6	3	5	14	11	245	2.47	1.96574	41
14	I do not feel that the work I do is appreciated	99	7	20	10	17	22	23	392	3.96	1.62204	66
23	There are few rewards for those who work here	99	20	14	14	10	12	29	342	3.45	1.88047	58
32	I don't feel my efforts are rewarded the way they should be	99	16	9	7	20	15	32	402	4.06	1.82286	68
Overall Satisfaction		396	103	49	34	52	63	95	1381	3.49	1.9258	58

Table 9 above shows the mean score of the facet is 3.49 and the standard deviation is 1.93. Overall satisfaction of the facet has become over half (58%). The lowest mean score of the facet's questionnaires is 2.47, and the second lowest mean score is 3.45. The two consecutive highest mean score of the facet are 4.06 and 3.96. The overall satisfaction of this facet is valued in between fair and good. Its result indicates below good values

**Table 10: Operating Procedures Survey Questionnaire Result**

Question No	Job Satisfaction Survey Questions	Total No of Respondents	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree slightly	Agree Moderately	Agree Very Much	Total Score	Mean	STDV	Percentage (%)
6	Many of our rules and procedures make doing a good job difficult.	99	27	16	11	21	21	3	299	3.02	1.58423	50
15	My efforts to do a good job are seldom blocked by red tape.	99	22	15	25	9	14	14	323	3.26	1.71182	54
24	I have too much to do at work	99	5	4	30	16	11	33	418	4.22	1.50886	70
31	I have too much paperwork	99	2	5	8	27	39	18	443	4.47	1.15479	75
Overall Satisfaction		396	56	40	74	73	85	68	1483	3.74	1.62047	62

The table 10 above shows that the mean score of operating procedure is 3.74 and the standard deviation is 1.62. The overall satisfaction of this facet is above half (62%). The two highest mean scores of the factor are 4.47 and 4.22. The lowest mean scores of this facet are found to be 3.02 and 3.26. The operating procedure as a satisfaction factor has been gauged below good values.

**Table 11: Co-workers Survey Questionnaire Result**

Question No	Job Satisfaction Survey Questions	Total No of Respondents	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree slightly	Agree Moderately	Agree Very Much	Total Score	Mean	STDV	Percentage (%)
7	I like the people I work with	99	6	9	6	15	32	31	454	4.59	1.42864	76
16	I find I have to work harder at my job because of the incompetence of people I work with.	99	6	16	18	19	31	9	378	3.82	1.38036	64
25	I enjoy my coworkers	99	4	4	10	10	49	22	461	4.66	1.21354	78
34	There is too much bickering and fighting at work.	99	8	19	40	22	10	0	304	3.07	1.03266	51
Overall Satisfaction		396	24	48	74	66	122	62	1597	4.03	1.42365	67

In the table 11 above the mean score of the facet co-workers relationship is 4.03 and the standard deviation is 1.42. The overall satisfaction value of the facet is above half (67%). The first and second highest mean scores of the questionnaires are 4.66 and 4.59 respectively. The lowest mean scores are found as 3.07 and 3.82 consecutively. The overall satisfaction of this facet in the table has presented above good value.

**Table 12: Nature of Work Survey Questionnaire Result**

Question No	Job Satisfaction Survey Questions	Total No of Respondents	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree slightly	Agree Moderately	Agree Very Much	Total Score	Mean	STDV	Percentage (%)
8	I sometimes feel my job is meaningless.	99	33	15	25	13	7	6	267	2.70	1.52833	45
17	I like doing the things I do at work.	99	1	1	33	17	24	23	423	4.27	1.22739	71
27	I feel a sense of pride in doing my job.	99	8	8	9	18	34	22	421	4.25	1.46624	71
35	My job is enjoyable	99	10	3	10	17	44	15	421	4.25	1.43102	71
<b>Overall Satisfaction</b>		<b>396</b>	<b>52</b>	<b>27</b>	<b>77</b>	<b>65</b>	<b>109</b>	<b>66</b>	<b>1532</b>	<b>3.87</b>	<b>1.5664</b>	<b>64</b>

The table 12 above has also shown that the mean score for the facet, nature of work is 3.87 and the standard deviation is 1.57. The overall satisfaction of the facet has been above half (64%). The smallest mean score of the questions is 2.70. The two highest mean scores are 4.27 and 4.25, for which the latest stands for two questions. This survey table presents that the overall satisfaction of the facet is became slightly below good value.

**Table 13: Communication Survey Questionnaire Result**

Question No	Job Satisfaction Survey Questions	Total No of Respondent	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree slightly	Agree Moderately	Agree Very Much	Total Score	Mean	STDV	Percentage (%)
9	Communications seem good within this organization	99	48	6	6	11	14	14	280	2.83	1.97453	47
18	The goals of this organization are not clear to me.	99	13	4	5	10	19	48	456	4.61	1.766	77
26	I often feel that I do not know what is going on with the organization	99	6	16	10	7	13	47	450	4.55	1.69195	76
36	Work assignments are not fully explained	99	7	7	3	15	9	58	480	4.85	1.52773	81
<b>Overall Satisfaction</b>		<b>396</b>	<b>74</b>	<b>33</b>	<b>24</b>	<b>43</b>	<b>55</b>	<b>167</b>	<b>1666</b>	<b>4.21</b>	<b>1.91795</b>	<b>70</b>

The above table 13 has shown that the mean score of the facet is 4.21 and the standard deviation is 1.92. The overall satisfaction of communication system in this table has been found above half (70%). The lowest mean score of the questionnaires is 2.83. The highest mean score is 4.85. The second and third highest mean scores of the facet are 4.61 and



4.55 consecutively. The survey data table above presents that communication is rated above good value.

**Table 14: Respondent’s Frequency Distribution results of Job Satisfaction Survey**

	Pay		Promotion		Supervision		Fringe Benefits		Contingent Rewards		Operational Procedure		Co-Workers		Nature Of Work		Communication	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Disagree Very Much	130	32.8	147	37.1	65	16.41	117	29.5	103	26	56	14.1	24	6.06	52	13.1	74	18.7
Disagree Moderately	50	12.6	41	10.4	69	17.42	54	13.6	49	12.4	40	10.1	48	12.1	27	6.82	33	8.33
Disagree Slightly	22	5.56	47	11.9	97	24.49	27	6.82	34	8.59	74	18.7	74	18.7	77	19.4	24	6.06
Agree slightly	53	13.4	48	12.1	73	18.43	51	12.9	52	13.1	73	18.4	66	16.7	65	16.4	43	10.9
Agree Moderately	42	10.6	50	12.6	47	11.87	59	14.9	63	15.9	85	21.5	122	30.8	109	27.5	55	13.9
Agree Very Much	99	25	63	15.9	45	11.36	88	22.2	95	24	68	17.2	62	15.7	66	16.7	167	42.2
Total	396	100	396	100	396	100	396	100	396	100	396	100	396	100	396	100	396	100

Table 14 above has shown frequency distribution of nine facets for six choices. Each facet contains four questions. The table of frequency distribution presents that how many times respondents selected the values of six alternative choices given. Accordingly, the highest frequency distribution of respondent’s choices for pay facet is disagreeing very much (32.8%) and the smallest frequency distribution selected is disagree slightly (5.6%). And the highest and smallest frequency distribution selected for promotion are disagree very much (37.1%) and disagree moderately (10.4%) respectively. This can indicate that most of the respondents selected the smallest values.

The supervision’s and fringe benefit’s two highest frequency distributions are disagree slightly (24.49%) and disagree very much (29.5%) respectively. Their smallest frequency distributions are agreeing very much (11.36%) and disagree slightly (6.82%). This implies that the higher frequency selected choices are those with poor and very poor values.

The highest frequency distributions for contingent rewards is disagree very much (26%); for operational procedure- agree moderately (21.5%); for coworkers relationship- agree moderately (30.8%); for nature of work- agree moderately 27.5% and for communication- agree very much (42.2%). Their smallest frequencies distributions are disagreeing moderately or disagreeing very much. These all frequency of selection expresses that the respondents selection of choices depended on the smallest value of the gauge prepare.

### **4.3 Discussions**

This section of the chapter deals with evaluation, interpretation and analysis of the findings obtained from the three types of survey questionnaires and gives significant answers based on the responses of the respondents for the research questions raised in chapter one.

#### **4.3.1 Research Question Number One: Pay / Remuneration**

To begin with the discussion, Table 5 above has presented that the mean score of pay /remuneration facet is 3.36, i.e. above poor below good values. The highest mean score (4.64) in this facet implies that majority of the respondents (44.4%) feel agree very much on which raises are too few and far between. This means that they suggested raises are too few within the company for which it is not satisfactory. The second highest mean score (4.40) of this category also pertains that (43.4%) of the population feel agree very much on unappreciated by the company when they think about their income earned. Due to low payment received, as the expectancy theory explains, they feel unappreciated and valueless in the company. The second lowest mean score (2.40) pertains that majority of the respondents (51.5%) answered disagree very much on that they feel satisfied with their chances for salary increment. This also implies that they agreed on the non existence of chances for salary increases. The lowest mean score (1.97) also comprises that majority of the respondents (62.6%) suggested disagree very much on the feelings of being paid a fair amount for the work they do. This implies (62.6%) of the respondent agreed that the payment of the company is not fair compared to the work employees performed.

Table 14 above has also shown that the highest frequency distribution of respondent's choices for pay facet is disagreeing very much (32.8%). This means that from six alternative choices given to four questions disagree very much has been scored high frequency of selections. It has expressed dissatisfaction.

The observation checklist result of Table 3 has shown that the feeling of majority of the respondents (77.8%) for the pay system of the company is negative effect. It has a negative implication towards job satisfaction of employees. The open - ended questionnaire survey result of Table 4 above has also indicated that majority of the respondents (66.7%) agreed on the unfairness of company's pay system. They feel that it is not updated. It has not been examined or evaluated with the market payments in the

industry. Even among management members the payments are not equitable and fair. Contrary to the equity theory they feel that there is a great biasness towards the engineering profession. Since engineering cannot do anything alone; finance, HRM, supplies, auto mechanics, procurement...etc are too important. It lacks contributing to satisfaction of employees as well as managers. Thus, all respondents agreed company's pay system to be improved. The workshop discussion has also indicated that the company requires consistency of payment system based on qualification and performance of employees.

From the data presented above in the tables and the discussions made the level of job satisfaction on the pay factor at Akir Construction Company is very low. Therefore, present pay's significance of contributing to job satisfaction of employees at Akir Construction Company is insignificant. It is not satisfactory. As suggested by respondents it requires fast improvement.

Vroomg's expectancy theory explained that pay or salary can have a powerful effect in determining job satisfaction (Hackman & Oldman, 1976). The statement of the discussion above on current salary/ pay is considered as a key factor affecting job satisfaction of employees in Akir Construction Company. As the instrumentality theory (Armstrong, 20069) explains, the management of Akir needs to develop the best pay and compensation system to increase employee job satisfaction and loyalty.

#### **4.3.2 Research Question Number Two: Promotion Opportunities**

Table 6 above has presented that the mean score (2.98) of the promotion facet is below poor value. Majority of respondents (44.4%) of the highest mean score (4.17) pertains to feel agree very much on that there is really too little chance for promotion on their job. It indicates that the extents of promotion chances are insignificant. The second highest mean score (2.63) which pertains that (52.5%) of the respondents feel disagree very much about employees who do well on the job stand a fair chance of being promoted. This implies that the chance of being promoted by doing well is not expected form the company. As the expectancy theory explains, the promotion principles of the company is found to be means of dissatisfaction of employees. Company management is not in a position of evaluating employee's performance for further promotion purposes.

The lowest mean score (2.53) of this category comprises that (37.4%) of respondents feel disagree very much on that people get a head fast here as they do in other places. The second lowest mean score (2.59) of question number 33 comprises that majority of respondents (45.5%) feel disagree very much on employee satisfaction with their chances for promotion. This implies that promotion is one of the main factors affecting job satisfaction in the company. The company management consideration of promotion as an influential factor of job satisfaction is low. It is below standard. Table 14 above has suggested that the highest frequencies of selection from the six choices of promotion are disagreeing very much. It implies that most responses are reflecting dissatisfactions.

Moreover, majority of respondents (65.3%) in Table 3 above feel that the level of job satisfaction for promotion/ achievement facet is very low, i.e. it is contributing to job dissatisfaction. The structured interview and workshop discussion result above in Table 4 has also indicated that majority (77.78%) of respondents' belief that the company lacks training and development practices. Promotions are not given based on the output performed. Small group of respondents feels that promotion and advancement is fair comparing to other private companies, for which they also suggested improvement here in the company. As majority of the respondents denied the existence of promotion, training and development programs in the company, the workshop discussion has also supported to develop human resource development and training system.

From those data presented and discussions made above the job satisfaction level contributed by the factor of promotion opportunity of employees at Akir Construction Company is below poor value. It is below standard. The data collected and presented has suggested that the current HRM practice on promotion do not have significant contribution to the satisfaction of employees with their jobs. Even it reflects that it has affected job satisfaction of employees in the company, for which promotion is not given based on performances and qualifications.

Thus, in Herzberg's Two-Factor theory, the extrinsic motivator or factor advocates that the level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. The promotion to the next level will result in positive changes such as pay, autonomy and supervision (Herzberg, 1959). Promotion opportunity is, therefore, a key factor in affecting job satisfaction in the company.

#### **4.3.3 Research Question Three: Fringe Benefits and Contingent Reward/ Recognition**

For the convenience of the discussion the two factors are evaluated separately for the same questions. Table 8 above has shown that the overall mean score (2.96) and overall satisfaction (49%) of fringe benefits is below poor value. The highest mean score (4.64) of the facet, pertains large number of respondents (55.56%) feel agree very much on that they are not satisfied with the benefits they received. As the explanation of Herzberg's (1959) hygiene-factor, majority of respondents suggested their feelings of dissatisfaction with the benefits they received. The lowest mean score (2.10) of question number 13 is pertaining that majority of the respondents (55.56%) feel disagree very much on the benefits they received are as good as most other organizations offer. This means that the benefits employees received at Akir is smaller compared to other organizations.

Question number 29 with the second highest mean score (2.96) comprises that larger amount of respondents (29.3%) feel disagree moderately about the existence of benefits they do not have which they should have. This indicates that they disagree moderately to feel about they do not have when they have. The second lowest mean score (2.16), question number 22, pertains that (27.3%) of the respondents feel agree moderately about the benefit package they have is equitable. In Table 14 above the highest frequency of selections of respondents from the six alternative choices is found to be disagreeing very much. This comprises (29.5%) of the frequencies of selection.

The structured interview result in Table 4 has shown that (22%) of the respondent feel that fringe benefits are fair /good, but requires improvement, and 11% of the respondents feel as it is in a good condition. The majority (66.7%) of the respondents suggested employee benefit packages are not familiar or practiced within the company. Benefits like medical care, educational assistance, and insurance...etc services are not executed. There is no policy that directs employee benefits toward job satisfaction. .

Contingent Reward system is one of the factors raised in the research question. Thus, the mean score (3.49) of contingent rewards or recognition and its overall satisfaction (58%) in the table 9 above is valued over half, i.e. above poor below good values. The lowest mean score (2.47) of the facet pertains that majority of respondents (60.6%) feel disagree very much on receiving recognition for good job performed. This means that there is no

recognition received from the company for the good job they done. Question number 32 with the highest mean score (4.06) comprises that majority of respondents (32.3%) agree very much that they don't feel their efforts are rewarded the way they should be. As motivator hygiene-theory explained in the literature part, the responses of respondents suggested that they do not feel their efforts and performances are recognized.

The second highest mean score (3.96), question 14, of the facet comprises majority of respondents (55.6%) suggested to choose agree very much and agree moderately on that they don't feel the work they are doing is appreciated. It expresses that employees are not appreciated for their good performances. The third highest mean score (3.45) pertains (26.3%) of respondents feel agree very much on the existence of few rewards for those who work in the company. This means most of the respondent's feelings are that reward in the company is too few. It is not satisfactory compared to other organizations. The highest frequency distribution (26%) from the six alternative choices for the recognition facet is disagreeing very much, the smallest rate of value.

Observation checklist respondent's summary in Table 3 above has also supported the above discussion on that majority of the respondents (66.7%) feel lack of contingent reward/ recognition has affected job satisfaction of employees. Table 4 has presented that the majority (66.67%) of the open ended questionnaires respondents suggested that recognition is not familiarized and practiced within the company. These all suggests that recognition's contribution towards job satisfaction is low and requires improvement.

From the data presented above in Table 8, one can understand that the fringe benefit packages' existing in the company has affected job satisfaction of employees at Akir Construction. The extent of contribution level of fringe benefits as a factor of job satisfaction is below poor or the standard value. Similarly, the data presented in Table 9 above suggested that contingent reward's contribution as a factor of job satisfaction is valued below good. It is not on a significant level of contribution to job satisfaction. In the discussions above almost all issues are for lack of recognition and rewards for efforts and good performances. There is no criterion established to evaluate good performances and efforts. As a factor of job satisfaction, recognition is valued to be low. It is not on a significant level of satisfaction.

As Herzberg referred the motivating factors are considered to be intrinsic to the job (Hackman & Olaman, 1976), fringe benefit and contingent rewards are also key factors

affecting job satisfaction in Akir Construction Company. According to the process/cognitive theory (Gruneberg, 1979; Armstrong, 2006) and from the discussions employees are expecting contingent rewards for their good efforts and performances. Employees have perceptions of how they are treated compared with other organizations and Akir should improve and implement the best benefit package and contingent reward policies to increase employee job satisfaction, that can results loyalty and high productivity.

#### **4.3.4 Research Question Number Four: Operating Policy & Procedure**

The mean score (3.74) and overall satisfaction (62%) of operating policy & procedure in Table 10 is above half or poor and below good values. The highest mean score (4.47) of the facet pertains that majority of the respondents (39.4%) agree moderately on the feelings they have too much paper works. This is to say that the company lacks procedures and systems to simplify paper works. Additionally, the second highest means core (4.22) in the Table 10 consists (33.3%) of the respondents feel agree very much on having too much to do at work. The lowest mean score (3.02) of the facet pertains greater number of respondents (27.3%) to feel disagree very much on that many of rules and procedures make doing a good job difficult within the company. This implies that rules and procedures are not causes for doing good jobs difficult. Question number 15 with mean score of 3.26 pertains that greater number of respondents (25.3%) feel disagree slightly on their efforts to do good job are seldom blocked by red tape. This implies that they feel doing good job is not often blocked by rules & procedures. To some extent the rules are not causes to restrict doing good jobs. The frequency distribution Table 14 has suggested that the frequently selected choice in this facet is agree moderately. This comprises (21.5%) of the alternative choices of distribution.

However, the observation checklist survey Table 3 has indicated that the majority of respondents (70.8%) scored negative feelings on the existence of operating policy and procedure contributing to job satisfaction. Accordingly, operating policy and procedure stands third from the top five factors affecting job satisfaction in the company. Table 4 has also presented that structured interview respondent agreed to feel that the company lacks updated policy and procedure manuals. Majority of respondents (77.78%) suggested developing and reviewing operational policies for which enable the management to simplify works and create job satisfaction of employees. The workshop discussion

participants have also agreed that the company lacks proper operational policies and administration manual. The group discussion has suggested that the Company should have to develop business strategic plans with vision and mission statements and disseminate it within its people. According to the Goal Theory (Armstrong, 2006), setting specific operating policies and procedures, which are guidance for employees' accomplishment of their tasks, contributes to simplify tasks, aware responsibilities and increase job satisfaction of employees in the company.

The data presented in the Tables and the discussions made show that the level of contribution of policy and procedure as a factor job satisfaction is low. From the data presented and the discussions made the overall satisfaction of this factor contributing to job satisfaction is trivial. It means that its contribution toward job satisfaction is not significance. It is not as such satisfactory.

#### **4.3.5 Research Question Number Five: Co-workers Relationship and Nature of Works**

Since these two factors in same question have presented their findings in two different Tables, the discussion part will also examine them separately. Hence, Table 11 above has presented the mean score of co-workers relationship is 4.03 and its overall satisfaction value is above half (67%), i.e. above good value. This indicates that co-workers relationship is one of the main influencing factors contributing to employee job satisfaction in the company. The highest mean score of the questionnaires is 4.66. It pertains (78%) of respondents feel that they enjoy with their co-workers. From these respondents (49.5%) feel to agree moderately and (22.2%) feel agree very much on the enjoyment of their co-workers. These two choices comprise (71.7%) of the total respondent's choices.

The second highest mean score (4.5) of the question pertains that majority of the respondents (63.3%) feel agree very much and agree moderately in suggestion that they like the people they work with. Question number 34 with the lowest mean score (3.07) pertains that greater number of respondents (40.4 %) feel disagree slightly and others group of respondents (22.2%) in the same question feel agree slightly on the existence of too much bickering and fighting at work. The frequency distribution Table 14 has shown that the frequently selected choices of respondents are agreed moderately (30.8%) and agreed very much (15.7%). This implies that respondents have selected the highly valued choices frequently, indicating their positive feeling with their co-worker relationship.



The observation checklist Table 3 above has confirmed that co-workers relationship is among the top three factors currently contributing to job satisfaction of employee at Akir Construction Company, i.e. co-worker relationship stands at the second rank. Hence, majority of the respondent (63%) agreed being satisfied with their co-workers.

The significance level of contribution of co-workers relationship towards job satisfaction of employees at Akir Construction Company is above good value. From the whole presented data and discussions of opinions it has been valued at the second rank level of factors contributed to job satisfaction. Thus, majority of the respondents agreed that interpersonal relationship among employees of Akir is one of the causes of job satisfaction. Among the top management one has expressed his feelings on this fact by saying “Akir Fikir”. This implies that interpersonal relationship in the company is in a good condition. The management bodies, therefore, should have to use this input towards the achievements of company business objectives.

Table 12 above has shown that the mean score (3.87) and overall satisfaction (64%) of the factor, nature of work are valued above half or good. Question number 8 with the smallest mean score (2.70) pertains that majority of respondents (33.3%) disagree very much about feeling their job is meaningless, i.e. they enjoyed with their jobs. They feel as their job or the profession they are working is meaningful and important. They like the nature of the work they are engaged in. The highest mean score (4.27) of this facet comprises that greater number of respondents (33.3%) suggested disagree moderately on feeling that they like doing the things they do at work, whereas (47.5%) of the respondents for this question responded to feel agree moderately and agree very much on their satisfaction of doing things they do at work.

The highest mean score of question number 27 in this facet is 4.25, which pertains that majority of the respondents (56%) has voted to agree very much and agree moderately to feel a sense of pride in doing their job. A response of respondents with mean square 4.25 of question 35 is that they feel a sense of agree very much (15.2 %) and agree moderately (44.4%) for that their job is enjoyable. This implies that employees are significantly satisfied with the nature of works they are doing.

Observation checklist survey results of Table 3 has shown that nature of work is at the first rank of the top three factors that has been contributing to job satisfaction of employees at Akir Construction Company. Open ended questionnaire survey result in

Table 4 above has also suggested that all respondents agreed that the nature of work they are working is enjoyable. They have the feeling of satisfaction on doing their jobs. This implies that employees are engaged on the jobs for which they are interested to work.

From the data presented and discussion made the nature of work itself in Akir Construction is one of the important factors that are significantly contributing to job satisfaction of employees in the company. Thus, currently natures of work and co-workers relationship are found to be the most influential factors contributing to job satisfaction of employees in Akir Construction Company.

According to the Need/Content theory (Nel and others, 2004), the need to love and belongingness advocates that good relationship with the environment and friends can have a key role on employee's job satisfaction. Maslow's hierarchy of need theory (Maslow, 1954) indentified that socialization with others is an important factor of satisfaction. The job characteristics model theory (Hackman & Oldman, 1976) that was based on work design and nature, stated to increase both the quality of employees work experience and their productivity. Thus, job characteristics or nature of the work itself determines the relationship to work motivation, satisfaction and performances. Since co-workers relationship and nature of the work are found the most important factors contributing to job satisfaction, management of Akir should have to retain and capitalize these facets to increase employee loyalty and productivity.

#### **4.3.6 Research Question Number Six: Supervision and Communication**

Table 7 above has shown that the mean score of the supervision facet is 3.29 and its overall satisfaction is over half (55%). It indicates that it is above poor (50%) and below good (66.7%) values. It has shown slight importance of satisfaction. As mentioned above the highest mean score (3.98) pertains that majority of its respondents (39.4%) suggested agree slightly to feel that they like their supervisors. The second highest mean score (3.48) of this facet comprises that (31.3%) of its respondents feel disagree slightly on which their supervisors are quite competent in doing their jobs. It implies that it has been valued below standard. The third highest mean score (3.05) pertains that (29.4%) of its respondents have selected disagree slightly to feel that their supervisors are unfair to them. This means that they disagreed slightly about their supervisor's unfairness, valued below standard or poor.

The lowest mean score (2.63) of the facet comprises that (33.3%) of the respondents feel disagree moderately about their supervisors show too little interest in feelings of subordinates. This means that they feel their supervisors show somewhat moderate interest of feeling to their subordinates. Table 14 above has also supported that respondent's highest frequency of selection (24.49%) for supervisions alternative choices are counted to be disagrees very much. This means from the alternative choices disagree very much has been scored highest number, which implies lowest value.

The observation checklist survey result in Table 3 above has also suggested that supervision's overall contribution towards job satisfaction is about (48.8%). Majority of respondents (51.1%) don't feel positive on their supervisors. The structured interview findings in Table 4 above and the group discussion have also supported that among the total respondents (44.4%) suggested supervision is to be fair, and (22.2%) feels it is good and very good. While (33.3%) of the respondents feel the leadership / supervision style is poor and unfair with its subordinates. Thus, respondents with fair, good and very good feelings of supervision comprise (66.6%). Since, these groups of respondents are supervisors; they may feel practicing well for their subordinates. Hence, these different opinions have indicated that supervision management system of the company is not at the level of excellence. The work shop discussion has also suggested that company requires developing a modern and participative leadership approach.

Job satisfaction survey result Table 13 has shown that the mean score of company's communication is 4.21 and its overall satisfaction is valued above half (70%). The lowest mean score (2.83) of the facet pertains that majority of the respondents (48.5%) feeling is disagree very much with the existence of good communication within the organization. This implies that these respondents have suggested that there is poor communication in the company. The highest mean score (4.85) of the facet pertains majority of the respondent's (58.6 %) feel agreed very much on which work assignments are not fully explained within the company. This means that majority of the respondents agreed that assignments, i.e. duties and responsibilities of employees are not clearly or fully communicated to them. This indicates job descriptions and assignments are not properly given and explained to employees.

The second and third highest mean score of communication facet are 4.61 and 4.55 respectively. Among the (48.5%) of respondents of the second highest mean score (4.61),

suggested to feel agreed very much on that the goals of the organization are not clearly communicated to them. This implies that goal of the company is not explained clearly to its people. The third highest mean score (4.55) of this facet has also indicated that majority of the respondents (47.5%) answered agree very much on which they often feel that they do not know what is going on within the organization. This again implies that the company management is not in the proper way of addressing company goals, objectives and operational plans to the people working in.

The open ended questionnaires surveying result in Table 4 above have also suggested that communication style conducted in the company is not in a proper management system. Even the strategic objectives and goals of the company are not known by its employees. The company lacks proper way of planning and reporting systems. They all agreed to develop and install proper management communication system to clarify responsibilities and accountabilities of employees.

Therefore, from the data presented and discussions the extent of contribution level of supervision to job satisfaction of employees at Akir Construction Company is in between fair and good value. This means that the level of contribution of supervision as a factor of employee job satisfaction is not satisfactory. It is low. It has been founded as a factor not contributing significantly to job satisfaction. And the data presented in Table 13 has shown that communication system of the company seems to be valued above good. The discussions made on each question of this facet have shown that communication system is not significantly contributing to job satisfactions of employees in Akir Construction Company.

The survey result of Table 4 has also suggested that the company is not on the proper way of conducting communication. It requires development and installation of modern communication system. So the contribution of communication as a factor of job satisfaction is not at the level of satisfactory. Hence, both supervision and communication system of the company are not found as factors contributing to job satisfaction of employees in Akir Construction Company.

The discrepancy theory (Higgins, 1987) explains that inconsistency in familiarizing company goals & objectives, and policies & procedure is key factor to create anxiety and unhappiness among employees. The management of Akir, therefore, should have to demonstrate company business objectives and goals to its people to create awareness of

their responsibility in the fulfillment of their satisfaction. Communication of employees with their supervisors should have to be easy. Supervision must be friendly and coaching style to increase job satisfaction for which the outcome will be maintaining high productivity and loyalty.

## **CHAPTER FIVE: Conclusion and Recommendations**

### **5.1 Conclusions**

The purpose of this research is to assess factors affecting job satisfaction of construction employees within Akir Construction Company. This research also explored the impacts of the job satisfaction on the nine dimensions of job effects. Results suggest that based on the overall population sample: fringe benefits, promotion, pay/remuneration, supervision, contingent rewards/ recognition, operating policy & procedures and communication as being poor. Whereas co-workers relationships and nature of work as being excellent. These two factors were reported in contributing an important positive effect on job satisfaction of employees as well as the management of Akir Construction Company.

Lack of motivation, i.e. pay system, recognition, fringe benefits, promotional opportunities and advancement /development were reported to the negative effects of job satisfaction. These are important factors in employee job satisfaction, but it has been found with low motivation and cause of job dissatisfaction amongst employees of Akir Construction Company.

This research contributes immensely to the knowledge pool of existing literature and it provides insight on the measurement of job satisfaction within Akir Construction Company, an area that is not previously studied. Management, HR Managers, HR Professionals, Policy Makers and Academicians will find this study valuable, as it enriches literature on job satisfaction of construction workers in the Ethiopian context, the fast developing economy.

Unlike the developing economies especially Africa, a lot of research has been carried out in the developed economies in the area of employee job satisfaction in various industries, including construction. Since there have not been done many studies on job satisfaction especially companies working in the construction industry of Ethiopia, this study contributes to this knowledge gap. And this study should be extended, with a larger sample size to include the effects of the different factors on job satisfaction of employees in the construction industry of Ethiopia.

The job satisfaction survey overall result indicates that communication system as a factor of job satisfaction is slightly contributing to job satisfaction. The discussions made on each questions of the survey to this factor have shown that communication system is not

significantly contributing to job satisfactions of employees at Akir Construction Company. The management discussions has also improved that the company is not on the proper way of conducting modern communication system. To conclude it requires further development and installation of modern management communication system. Generally the contribution of communication as a factor of job satisfaction is not at the level of satisfactory.

Employee job satisfaction survey presentation and discussion can be concluded that most of sample respondents of the research are male, youngsters and married. Majority of sample respondents are college diploma holders & above, served the company more than a year and they are from the operational department, Engineering & Construction. This is an implication for reliability of the data collected for the findings of the research.

## **5.2 Limitation of the Study**

The limitations of this study are that lack of prior research studies on the topic of employee job satisfaction at Akir Construction Company as well as other construction companies in Ethiopia. The data obtained from this research is only applicable for Akir construction Company, and the research did not include building construction projects and central maintenance workshop employees. Thus, the recommendations and suggestions may not be applicable to other building construction companies in the country.

## **5.3 Recommendations**

Construction is one of the nation's largest industries. A successful construction project is one that is completed on time, within budget, meets specified standards of quality, and strictly conforms to safety policies and measures. All of these are feasible only if the planned levels of productivity can be achieved.

The construction industry is continuously becoming more complicated, with clients with higher expectations and requirements. More commonly, clients are expecting more complex projects to be completed in a shorter period of time. Moreover, the increased competition is causing construction companies to complete day-to-day business with very low profit margins, while taking on more risks. Thus, the management of construction industry is based on schedule and plan work and materials to make certain that no one is waiting for materials, labor, or the completion of another task. Thus, proper management

of construction projects requires knowledge of modern human resource management techniques.

In order to be success full in this industry, decision makers and project managers need to be able to ensure that their projects are being completed as productively as possible. The management of a company in this sector is primarily interested in three things that are; cost, time, and quality. Having a firm understanding on these three issues will help ensure that a project is built on budget, on time, and in accordance with the plans and specifications. To realize this employee job satisfaction needs to be developed to ensure maximum productivity from the beginning to the end of each project, for which the company management should examine the factors that causes satisfaction of employees at their work place.

Accordingly, the management of Akir Construction Company should have to consider its people, the human resources, that plays the most decisive and indispensable role for the growth of the company in this most competitive construction industry working in.

### **5.3.1 Recommendation for Further Studies**

Opportunities for future study have emerged as a result of this study. In addition to overcoming the limitations of data gathering, additional research is needed to observe the causes of factors affecting job satisfaction in the construction industry of Ethiopia. The limitations have contributed to the lack of arriving at many strongly statistically proven findings and conclusions. For future research the following suggestions should be considered:-

1. It is suggested that for future research a proportionate stratified random sample be used to compare several private and public sector institutions of construction industries using a larger sample.
2. Research is needed for further investigation on the potential causes and effects of these factors and other extraneous factors; such as role ambiguity, job level, working conditions, job security, opportunities to use skills & abilities, career development opportunities and job specific trainings have on employee job satisfaction.



### **5.3.2 Recommendations for Akir Management**

Based on the data presented and the discussions made on factors affecting employee's job satisfaction this research makes the following recommendations for the management body of Akir Construction Private Limited Company:-

1. The management of Akir Construction Company is advised to develop and implement HR Policy and Procedure Manual, which shall incorporate the basic principles and provisions of the Ethiopian Labor Law in force.
2. The company management is required studying and developing updated Employee Salary Scale Manual based on the market prices for similar skills and professions. Employee's overall wage level, i.e. pay /remuneration treatment of employees should have to be improved and fairness must be realized.
3. The company should have to develop and implement employee benefit and assistance policy packages such as educational assistance, personal accident cover, medical care, insurance, death in service benefits, transport service, other benefits related to job status and profession ...etc.
4. Develop and implement Performance Management System Policy that should link rewards of employees with their performance activities. Good works and efforts of employees should have to be recognized. Employee reward strategies should have to align with the business strategy of the company. This policy should have to be designed to evaluate and identify super performance employees from the poor performances. Super performance employees must be recognized and supported for further growth and development. The poor performance employees must be evaluated transparently and they should have to be advised and trained for improvement or punished accordingly. The Performance Management System Policy will enable the management to make fair decision on employee's promotion, annual salary increment, succession and strategic plan of the company.
5. Management of the company should have to develop and install proper supervision/leadership style. There should be two way communication systems between supervisors and employees, i.e. participative management approach. Leadership should have to friendly when comes to the work. Leaders should have to be accessible to support their subordinate. Listening and understanding feelings

of employees towards their job costs simple for the successfulness of company objectives.

6. Develop and provide basis for Operation Policy and Procedure Manuals, i.e. Construction, Procurement, Supplies, Finance, and Equipment Administration & Maintenance Manuals, to make works easy and simple to employees.
7. Develop and improve proper management communication system. Install modern management reporting system, i.e. action plans and schedules shall be evaluated against the actual performances based on daily, weekly and monthly activity plans. The management should have to clarify missions, visions, goals, responsibilities, priorities and expectations of the company to the employees.
8. As discussed above, nature of work and co-workers relationships are the only two factors that are currently contributing to job satisfaction. Hence, the management should have to strengthen these factors to realize the achievement of company business objectives. Management has to maintain and support these factors contributing to job satisfaction, for which their outcomes will be high performance and loyalty of employees.

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# **Appendixes:**

## Appendix A: Employee Job Satisfaction Survey

Full Name: \_\_\_\_\_ (if you are not interested omit it)

Position/Title: \_\_\_\_\_

Experience in the organization: \_\_\_\_\_

Salary: \_\_\_\_\_

Sex: \_\_\_\_\_

Age: \_\_\_\_\_

Education: MBA/MSC  BA  Diploma  Certificate

Marital status: Single  Married

<b>JOB SATISFACTION SURVEY</b>		
<b>PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</b>		
		Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much
1	I feel I am being paid a fair amount for the work I do.	1 2 3 4 5 6
2	There is really too little chance for promotion on my job.	1 2 3 4 5 6
3	My supervisor is quite competent in doing his/her job.	1 2 3 4 5 6
4	I am not satisfied with the benefits I receive.	1 2 3 4 5 6
5	When I do a good job, I receive the recognition for it that I should receive.	1 2 3 4 5 6
6	Many of our rules and procedures make doing a good job difficult.	1 2 3 4 5 6
7	I like the people I work with.	1 2 3 4 5 6
8	I sometimes feel my job is meaningless.	1 2 3 4 5 6
9	Communications seem good within this organization.	1 2 3 4 5 6
10	Raises are too few and far between.	1 2 3 4 5 6
11	Those who do well on the job stand a fair chance of being promoted.	1 2 3 4 5 6
12	My supervisor is unfair to me.	1 2 3 4 5 6
13	The benefits we receive are as good as most other organizations offer.	1 2 3 4 5 6
14	I do not feel that the work I do is appreciated.	1 2 3 4 5 6
15	My efforts to do a good job are seldom blocked by red tape.	1 2 3 4 5 6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1 2 3 4 5 6
17	I like doing the things I do at work.	1 2 3 4 5 6
18	The goals of this organization are not clear to me.	1 2 3 4 5 6

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	Disagree very much 1 Disagree 2 moderately 3 Disagree slightly 4 Agree slightly 5 Agree moderately 6 Agree very much
19	I feel unappreciated by the organization when I think about what they pay me.	1 2 3 4 5 6
20	People get ahead as fast here as they do in other places.	1 2 3 4 5 6
21	My supervisor shows too little interest in the feelings of subordinates.	1 2 3 4 5 6
22	The benefit package we have is equitable.	1 2 3 4 5 6
23	There are few rewards for those who work here.	1 2 3 4 5 6
24	I have too much to do at work.	1 2 3 4 5 6
25	I enjoy my coworkers.	1 2 3 4 5 6
26	I often feel that I do not know what is going on with the organization.	1 2 3 4 5 6
27	I feel a sense of pride in doing my job.	1 2 3 4 5 6
28	I feel satisfied with my chances for salary increases.	1 2 3 4 5 6
29	There are benefits we do not have which we should have.	1 2 3 4 5 6
30	I like my supervisor.	1 2 3 4 5 6
31	I have too much paperwork.	1 2 3 4 5 6
32	I don't feel my efforts are rewarded the way they should be.	1 2 3 4 5 6
33	I am satisfied with my chances for promotion.	1 2 3 4 5 6
34	There is too much bickering and fighting at work.	1 2 3 4 5 6
35	My job is enjoyable.	1 2 3 4 5 6
36	Work assignments are not fully explained.	1 2 3 4 5 6

## Appendix B: Observation Checklist for Middle Level Supervisors of the Company

**Full Name:** \_\_\_\_\_ (if you are not interested omit it)

**Position/Title:** \_\_\_\_\_

**Experience in the organization:** \_\_\_\_\_

**Salary:** \_\_\_\_\_

**Sex:** \_\_\_\_\_

**Age:** \_\_\_\_\_

**Education:** MBA/MSC                      BA                      Diploma                      Certificate

**Marital status:** Single                      Married

### 1. Company and Administrative policies

Yes    No

- Does the company have a policy manual? .....
- Are the policies easy to understand?.....
- Do employees perceive the policies as fair? .....
- Are all persons in the company required to follow the policies? .....
- Do employees have easy access to the policies? .....
- Do employees have input into the policies?.....
- Has the Company revisited or revised its policies recently?.....
- Are your policies reasonable compared with those fo similar Companys?.....

### 2. Supervisoin /management

- Do the Company's supervisors possess leadership skills? .....
- Do they treat individufals fairly?.....
- Do employees feel that they cantrust their supervisors? .....
- Do the Companys's supervisors use positive feedback with emplooyees?.....
- Does the Company have a consistent, timely and fair method fo  
r evaluating individual performance? .....

### 3. Salary /remuneration

- Are your Company;s slaries comparable to whaat other offices in your area are paying?.....
- Are your Company's enefits comparable to what other offices in your area are offering? ....
- Do your employees perceive that they are being paid fairly?.....
- Do your employees perceive that their benefits are sufficient?.....
- Does the Company have clear policies related to salaries, raises and bonuses?.....

### 4. Interpersonal relations /co-workers relations

- Do individuals have oppourtunities to socialized with one another durign the workday? .....
- Do they have a sense of camaraderie and teamwork? .....
- Does the Company deal with individuals who are disruptive? .....

### 5. Working conditions

- Does your company's equipment (everything from computers to scales) work properly?.....
- Is the facility clean and up to date? .....
- Are office conditions comfortable? .....
- Do individuals have adequate personal space? .....

**6. Work itself**

- Do employees perceive that their work is meaningful? .....
- Do you communicate to individuals that their work is important? .....
- Do you look for ways to streamline processes and make them more efficient? .....

**7. Achievement/ promotion**

- Do individuals have clear, achievable goals and standards for their positions? .....
- Do individuals receive regular, timely feedback on how they are doing? .....
- Are individuals' talents being utilized? .....
- Are individuals adequately challenged in their jobs? .....

**8. Recognition**

- Do you recognize individuals for their major accomplishments on the job? .....
- Do you recognize individuals' small victories? .....
- Do you give employees recognition in a timely, meaningful way? .....
- Does the company have a formal program (such as "employee of the month") for recognizing staff members' achievements on the job? .....

**9. Responsibility**

- Do individuals perceive that they have ownership of their work? .....
- Do you give them sufficient freedom and authority? .....
- Do you provide opportunities for added responsibility (not simply adding more tasks)? .....

**10. Advancement**

- Do you reward individuals for their loyalty? .....
- Do you reward individuals for their performance? .....
- Do you promote from within, when appropriate? .....
- Do you support continuing education and personal growth? .....

## Appendix C: Structured Interview Questionnaires for the Top Management Team

**Full Name:** \_\_\_\_\_ (if you are not interested omit it)

**Position/Title:** \_\_\_\_\_

**Experience in the organization:** \_\_\_\_\_

**Salary:** \_\_\_\_\_

**Sex:** \_\_\_\_\_

**Age:** \_\_\_\_\_

**Education:** MBA/MSC  BA  Diploma  Certificate

**Marital status:** Single  Married

1. How satisfied are you with your job security at the company?  
\_\_\_\_\_  
\_\_\_\_\_
2. How satisfied are you with the performance management system & the outcome of your employees?  
\_\_\_\_\_  
\_\_\_\_\_
3. How satisfied are you with the company?  
\_\_\_\_\_
4. How satisfied are you with the company's employee policies & procedures?  
\_\_\_\_\_  
\_\_\_\_\_
5. How satisfied are you with the fairness of the way the company treats all employees?  
\_\_\_\_\_  
\_\_\_\_\_
6. How satisfied are you with overall communication at your company?  
\_\_\_\_\_  
\_\_\_\_\_
7. How satisfied are you with the facilities provided by the company?  
\_\_\_\_\_  
\_\_\_\_\_
8. How satisfied are you with your job?  
\_\_\_\_\_  
\_\_\_\_\_

9. What is expected out of you at work?  
\_\_\_\_\_  
\_\_\_\_\_
10. How satisfied are you with your level involvement in work planning and execution?  
\_\_\_\_\_  
\_\_\_\_\_
11. How satisfied are you with your salary in the company?  
\_\_\_\_\_  
\_\_\_\_\_
12. What are the key three things/ initiatives that can be introduced?  
\_\_\_\_\_  
\_\_\_\_\_
13. If you have any additional information or comments that you feel will be assistance to this survey, please write them in the space below: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
14. How satisfied are you with the opportunities to advance in the company?  
\_\_\_\_\_  
\_\_\_\_\_
15. How satisfied are you with the training & development provided by the company?  
\_\_\_\_\_  
\_\_\_\_\_
16. How satisfied are you with the supervision you are receive and giving?  
\_\_\_\_\_  
\_\_\_\_\_
17. What are the three things that you feel needs to be improved the most at company? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
18. What are the three things that you feel need to discontinue at company  
\_\_\_\_\_  
\_\_\_\_\_



## Appendix D: Employee Job Satisfaction Survey Result Summary

Item No.	Job Satisfaction Survey Questionnaires	Total No. Respondents	Total Score	Mean	STDV	%
1	I feel I am being paid a fair amount for the work I do.	99	197	1.99	1.488	33
2	There is really too little chance for promotion on my job.	99	413	4.17	1.8792	70
3	My supervisor is quite competent in doing his/her job.	99	345	3.48	1.5608	58
4	I am not satisfied with the benefits I receive	99	459	4.64	1.8264	77
5	When I do a good job, I receive the recognition for it that I should receive	99	245	2.47	1.9657	41
6	Many of our rules and procedures make doing a good job difficult.	99	299	3.02	1.5842	50
7	I like the people I work with	99	454	4.59	1.4286	76
8	I sometimes feel my job is meaningless.	99	267	2.70	1.5283	45
9	Communications seem good within this organization	99	280	2.83	1.9745	47
10	Raises are too few and far between.	99	459	4.64	1.6128	77
11	Those who do well on the job stand a fair chance of being promoted	99	253	2.56	1.8251	43
12	My supervisor is unfair to me.	99	302	3.05	1.5345	51
13	The benefits we receive are as good as most other organizations offer.	99	208	2.10	1.5219	35
14	I do not feel that the work I do is appreciated	99	392	3.96	1.622	66
15	My efforts to do a good job are seldom blocked by red tape.	99	323	3.26	1.7118	54
16	I find I have to work harder at my job because of the incompetence of people I work with.	99	378	3.82	1.3804	64
17	I like doing the things I do at work.	99	423	4.27	1.2274	71
18	The goals of this organization are not clear to me.	99	456	4.61	1.766	77
19	I feel unappreciated by the organization when I think about what they pay me.	99	436	4.40	1.6898	73
20	People get ahead as fast here as they do in other places	99	250	2.53	1.4452	42
21	My supervisor shows too little interest in the feelings of subordinates	99	260	2.63	1.3894	44
22	The benefit package we have is equitable	99	214	2.16	1.7244	36
23	There are few rewards for those who work here	99	342	3.45	1.8805	58
24	I have too much to do at work	99	418	4.22	1.5089	70
25	I enjoy my coworkers	99	461	4.66	1.2135	78
26	I often feel that I do not know what is going on with the organization	99	450	4.55	1.692	76
27	I feel a sense of pride in doing my job.	99	421	4.25	1.4662	71
28	I feel satisfied with my chances for salary increases.	99	238	2.40	1.8009	40
29	There are benefits we do not have which we should have	99	293	2.96	1.7019	49
30	I like my supervisor.	99	394	3.98	1.3923	66
31	I have too much paperwork	99	443	4.47	1.1548	75
32	I don't feel my efforts are rewarded the way they should be	99	402	4.06	1.8229	68
33	I am satisfied with my chances for promotion.	99	256	2.59	1.7555	43
34	There is too much bickering and fighting at work.	99	304	3.07	1.0327	51
35	My job is enjoyable	99	421	4.25	1.431	71
36	Work assignments are not fully explained	99	480	4.85	1.52773	81