

# A review and modeling on job satisfaction in Zahedan municipality district No.1

\*Mehran Aslaniyan \*\*Mahdieh Shahriari Moghaddam

## ABSTRACT

The effective orientation which an employee has towards his or her work has been described as job satisfaction. In other words, it is an affective reaction to a job that results from the comparison of perceived outcomes with those that are desired. The purpose of this study is to examine the level of job satisfaction among district-No.1 staffs of Zahedan municipality of Iran and define the relationships between Job Descriptive Index questionnaire (JDI)'s five involved parameters and job satisfaction and potential biographical variables on the staff retention. Moreover, finding the main effective involved factors regarding area and organization's culture is another objective which may ease understanding the area's working atmosphere. The Job Descriptive Index questionnaire was administered to gather data. The JDI measures job satisfaction on five job facets, namely, pay, promotions, supervision, co-workers and the work itself. Descriptive and inferential statistics were used to analyze the data. The results of the present study indicated that there is no significant relationship between two biographical variables, age and gender, and job satisfaction. Therefore, the relationship between biographical variables and job satisfaction level should be investigated in every country, based on its own economical level and cultural background. Considering culture of the area, with very complicated human behavior of Asian pattern, it was expected that there would be a significant relationship between participant's direct supervisor and their job satisfaction level. Significant relationship between salary and opportunity for promotion which is in close connection to the salary and job satisfaction among Zahedan municipality employees, has been seen, it seems that, the poverty of this deprived area and literacy level of employees do influence these involved parameters. This study also indicated that there is a significant relationship between co-workers and their job satisfaction level. The findings strengthen the argument that organizations should engage in the integration of employees so as to create group cohesion among employees and departments within the organization. It is also notable that absenteeism is regarded as withdrawal behavior when it is used as a way to escape an undesirable working environment.

## 1. Introduction

For a few decades, many researchers, scholars and administrators have noticed the importance of job satisfaction on a variety of organizational variables (Chu et al, 2003).Historically, this kind of studies dates back to the Elton Mayo's

research. Since Elton Mayo studied the work habits of the employees at Western Electric Plant in the 1920's (Pugh, 1990) and revealed that the perceptions the employee had about how they were treated by management system had some effect on their work habits and production, there

---

\* PhD Student, Department of Management, University of Sistan and Baluchestan, Zahedan, 98798155, Iran, Tel:+989133037898, E-mail: mehran\_aslaniyan@yahoo.com,

\*\* MSc of business administration, International Chabahar University and sunderland university,Zahedan,Iran, E-mail: shahriarimm@yahoo.com

has been considerable research on job satisfaction. By 1985, over 4700 articles had been written on some aspects and features of job satisfaction (Spector, 1985). As of July 1996, an ERIC search found in over 6000 entries related to job satisfaction. Undoubtedly, needs for accomplishment this popular unique study is, its over challenging nature. Furthermore, it may offer a solution to managers, who face with unsatisfied employees and its consequences. In particular, it is obvious that dissatisfied employees are likely to leave their jobs. Thus the understanding of employees' job satisfaction and its contributing variables are important for any organization to exist and prosper (Mrayyan, 2005). The studies show that, people differ in the extent to which they report job satisfaction, and the explanation for these differences lays in the nature of the jobs which various employees achieve. For this reason, researchers began investigating many occupations in order to bring more diverse findings to the literature. Literature reveals and validates that factors such as poor working conditions, staff shortages, below competitive salaries and lack of promotional opportunities are some of the major factors contributing to employee dissatisfaction within the sector (Ellickson & Logsdon, 2002; Herman, 2005; Ting, 1997). This project is conducted in Zahedan/Iran, where has strategic position between Iran and Afghanistan and Pakistan, with the purpose of investigating the problems and offering solutions. This deprived city is located in the south east Iran where still needs huge public sector activity regarding the area disadvantages and municipality's vast responsibility. There is a great diversity of ethnic groups all over the area which is a common cause of local struggles. Local people face low education opportunities and trainings. This city with the population of 750,000-800,000 is governed by 3000 employees of municipality in

3 separate districts and 10 areas, by municipality, though another authorized body, Governery, mainly focuses on the Zahedan Islamic council city and municipal. In between municipality changed from the N.G.O type organization to semi-governmental organization and works as of the name of public sector section. Admittedly many decision conflicts happen which is not our concern in this project but it is highly recommended to be observed in further studies. In terms of socio-cultural factors, many people have to work in black market or be peddler and garbage collectors; many others are smuggling commercial goods from Afghanistan and Pakistan in this borderline area to make money. Obviously, the city's culture significantly is under direct influence of its neighbours, Afghanistan and Pakistan. Regarding the Eastern (Asian) pattern of behaviour, very emotional behaviour, we expect that some human relationship like supervisor and co-workers factors have significant role in job satisfaction. So an organization can enjoy job satisfaction, knowledge promotion, particularly in public sector structured organizations, specially the municipality, with its specific bureaucracy and authority in Iran regarding its local culture, and in next sections the mentioned issues will be studied precisely.

## **2. Literature review and Theoretical framework**

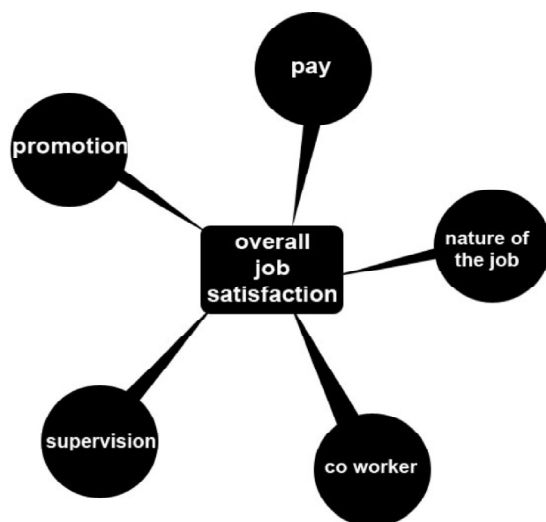
Johnson points of view in 2009 lead us to presume that: "Job satisfaction does influence job performance; it is moderately correlated with task performance. Furthermore, Job satisfaction is strongly correlated with affective commitment, so satisfied employees are more likely to want to stay with the organization. Spector (1997) says that the people who do not like their jobs could experience negative health effects that are either psychological or physical. Jonson (2009)

states that “according to French (2003) a high employee turnover rate is often prevalent in an environment, where employees are highly dissatisfied”. Greenberg and Baron (1995) contend that employees who suffer from the lacking job satisfaction often tend to withdraw situations and environments as a means of dealing with their dissatisfaction. A major form of employee withdrawal is voluntary turnover. By not reporting for duty, or by resigning to seek new job prospects, individuals might be expressing their dissatisfaction with their jobs or attempting to escape from the unpleasant aspects they may be experiencing. Phillips, Stone and Phillips (2001) concur that employee turnover is the most critical withdrawal variable. Another study conducted by Steel and Ovalle (1984) established a moderately strong relationship between job satisfaction and turnover, indicating that less satisfied workers are more likely to quit their jobs. “Research illustrates that job satisfaction levels are related to absenteeism. According to Luthans (1989), various studies conducted to show the relationship of these two factors indicates an inverse relationship between the two variables. Thus, when satisfaction is high, absenteeism tends to be low. Contrary to this, the findings of a study undertaken by Johns (1996) found the association between job satisfaction and absenteeism to be moderate. Robbins (1998) supports the view of a moderate relationship existing between satisfaction and absenteeism. According to Robbins et al. (2003), the moderate relationship between these variables could be attributed to factors such as liberal sick leave, whereby employees are encouraged to take time off. Considering traditionalists, we observe both intrinsic and extrinsic factors which create satisfaction or dissatisfaction. Intrinsic factors include recognition, achievement, responsibility, and advancement. Extrinsic factors of the job

include salary, working conditions, supervision, and administrative policies (Finley, 1991). Porter and Lawler (1968) collect the influences on job satisfaction in two groups of internal and external satisfactory factors. According to them, internal satisfactory factors are related to the work itself (such as feeling of independence, feeling of achievement, feeling of victory, self-esteem, feeling of control and other similar feelings obtained from work), whereas external satisfactory factors are not directly related to work itself (such as good relationships with colleagues, high salary, good welfare and utilities). So, the influences on job satisfaction can be also divided into work-related and employee-related factors (Glisson and Durick, 1988). “There have also been studies that link job and organizational factors to job satisfaction. Using a large survey of US municipal employees, Ellickson and Logsdon (2002) found significant effects for various environmental factors, such as availability of opportunities for promotion and supervisory relationships. Another researcher whose writings encouraged us to mainly focus on just 5 involved items is Ting. He (1997) states that empirical evidence consistently indicates that job characteristics such as pay satisfaction, opportunities for promotion, task clarity and relationships with co-workers and supervisors have significant effects on job satisfaction of government employees. In support, a study conducted by Ellickson and Logsdon (2002) reflected that job satisfaction of public sector employees was significantly influenced by perceptions of employee satisfaction in terms of pay, promotional opportunities, relationships with supervisors, employees ‘performance management systems and fringe benefits. However, a survey conducted by Schneider and Vaught (1993) indicated that lower skilled public sector employees place more emphasis on

factors such as achievement, growth, the work itself and recognition while public sector professionals indicated extrinsic factors such as management policies and rules, job security, pay, supervision and working conditions to be important Westover ( 2011).

Johnson (2003) suggested the following figure in terms of involved parameters with no consideration on their weight:



**Figure 1 :**  
**Involved parameters of**  
**Overall job satisfaction**

He also defines: “Pay satisfaction refers to employees’ feelings about their pay, including whether it is as much as they deserve, secure, and adequate for both normal expenses and luxury items. His definition for Promotion satisfaction refers to employees’ feelings about the company’s promotion policies and their execution, including whether promotions are frequent, fair, and based on ability. He says that supervision satisfaction reflects employees’ feelings about their boss, including whether the boss is competent, polite, and a good communicator and co-worker satisfaction refers to employees’ feelings about their fellow employees, including whether co-workers are smart, responsible, helpful, fun, and interesting as opposed to lazy, gossipy, unpleasant, and boring. His idea about satisfaction with the work itself reflects employees’ feelings about their actual work tasks, including whether those tasks are challenging, interesting, respected, and make use of key skills rather than being dull, repetitive, and uncomfortable.”

Table (1) Job satisfaction research summary reported by Daniel B. Swartz in 1999 on his dissertation on Job Satisfaction of Interpreters for the Deaf, illustrates:

**Table1 : Studies and findings**

<b>Studies</b>	<b>Findings</b>
McNeal (1996); McNeese-Smith (1996); Jun (1998)	Satisfaction was related to management style and ability to empower employees
Dinham (1996)	there was no significant relationship between age and teacher satisfaction
Tett (1993)	Intention/withdrawal cognitions and personality type strongly predict satisfaction
Bedeimx et al. (1992)	tenure was a more stable predictor of job satisfaction than chronological age
McNeely et al (1986)	A positive relationship between job satisfaction and extra-role, prosocial behavior
George and Baumeister (1981)	Low salary and excessive job variation were major contributors of stress
Herzberg et al, (1957); Kacmar and Ferris (1989)	job satisfaction started high, declined, and then started to improve again with increasing age in a U-shaped curve
Kalleberg and Loscocco (1983)	decline in satisfaction in the middle ages
Spector (1985)	Satisfaction and age were both related to congruence, work locus of control, salary, and organizational tenure.
Campbell et al (1976)	Have lower expectations and aspirations as we age - easier to achieve satisfaction

In respect with age and gender Goff (1998) also found: "Women are much less satisfied than men and Satisfaction varies greatly according to age." Black-Branch (1996) who examined teacher satisfaction along the constructs of nature of work (teaching responsibilities, students/parents, and work conditions), context of the job (physical environment), and the consequences of the job satisfaction(remunerations, federation/union, and career development) presents that women were more satisfied than men with their physical work environment. They also found: As age increased, so did satisfaction. Furthermore, satisfaction is

greatly affected by accomplishments and gains made by the federation/union, especially when it relates to pay. Vanden and Wooden (1997) also reported gender differences, with women exhibiting higher levels of satisfaction than men. Their research supports earlier research which showed that older workers are more satisfied (Campbell et al, 1976). However, Vanden Heuvel and Wooden (1997) found that the youngest of workers are also very satisfied, suggesting a U-shaped distribution of satisfaction, with those in their mid-thirties being least satisfied. According to social information processing theory, workers'

attitudes are formed through social interaction with other members in the organization (Salancik and Pfeffer, 1978). Positive work relations with co-workers (Kalleberg, 1977) and supervisors/managers (Harrick et al, 1986; Reiner and Zhao, 1999) have been reported to raise job satisfaction. There is some empirical evidence that, compared to private sector employees, government workers show a stronger desire to work in a supportive working environment (Buelens and van den Broeck, 2007); place a higher importance on their co-workers and superiors (Posner and Schmidt, 1996); and respond more favourably to a people-oriented leadership style (Zeffane, 1994). Although work relations with managers and co-workers both influence job satisfaction, they can affect job satisfaction to different degrees. In their longitudinal study, Sargent and Terry (2000) found that co-worker support was more strongly related to job satisfaction than managerial support.

## **2.1 Measurement of job satisfaction in relevant literature**

Much of the lack of success in constructing a theoretical basis for the study of job satisfaction may be due to the inability of researchers to agree on a common assessment device. There exist numerous instruments for the measurement of job satisfaction (Brayfield & Rothe, 1951; Buckley, M., 1992; Holland and Gottfredson, 1994; Hoppock, 1935; Koustelios, A., & Bagiatas, 1997; O'Connor, Peters, and Gordon, 1978; Spector, 1994; Weiss, D., 1977; Wood, Chonko, & Hunt, 1993). Among survey instruments, the Job Satisfaction Blank #5 (JSB) was one of the first used, developed by Robert Hoppock, the pioneer of job satisfaction research (Hoppock, 1935). It is a four-item, 7-point Likert scale measure of global job satisfaction. Like most job satisfaction survey instruments used today, subjects respond by checking weighted value

statements that ask how much they like their jobs, how much of the time they are satisfied with their jobs, how they view the prospect of changing their jobs, and how much they enjoy their jobs compared to other people they know. Crites (1969) indicated 30 years ago that the JSB is the "best-known and most widely used measure of job satisfaction" (p. 480). Crites (1969) says that the Hoppock Job Satisfaction Blank #5 (JSB) is probably the best survey for most purposes because it is easy to administer and score, takes only a few minutes to complete, and is applicable to all occupations. The JSB assumes that global job satisfaction is different than a simple summation of components of the job (Crites, 1969), i.e. the whole (gestalt) is greater than the sum of the parts. Thus, when completing the instrument, employees are expected to sum their likes and dislikes of the job and weigh them subjectively by personal importance (Crites, 1969). Many inventories for job satisfaction have been developed for specific populations, such as the one by Koustelios & Bagiatas (1997), which is for Greek workers, and the inventory by Edwards (1978), which assesses occupational attitude among U.S. Air Force airmen. For assessing job satisfaction among interpreters, an instrument with application to general populations, as well as good validity and design, would be preferable. The Index of Job Satisfaction (IJS) by Brayfield and Rothe (1951) appears to be a good instrument for this purpose. Brayfield and Rothe (1951) noted that the IJS had high validity based on the nature of the items, the means in which the instrument was constructed, and the ability of the tool to differentiate job satisfaction between two or more groups. The IJS had a significant correlation of  $r = .92$  when correlated with scores on the Hoppock Job Satisfaction Scale (Miller, 1978). The IJS has been used with success by McNeely, Feyerherm,

& Johnson (1986) for assessing job satisfaction among human service populations. While the IJS appears to be an excellent tool for measuring job satisfaction, another tool, or tools, should be used to assess the various correlates of job satisfaction. These variables, such as working with colleagues, autonomy, and workload, have been measured with success by Spector (1994) and Quinn et al. (1974). From another side, after the analysis of nine operational definitions of job satisfaction, Wanous and Lawler (1972) concluded that, "As far as the measurement of satisfaction is concerned, the data suggest that there is no best way to measure it" (p. 104). Barrett (1972) stated that one major problem confronting industrial psychology was the lack of standardized measurements. The JDI measures five facets of job satisfaction. Each facet is measured using words or short phrases to determine if the word or phrase matches the respondent's assessment of the job satisfaction of that particular facet. The total score on the JDI is supposed to measure total job satisfaction; however, it is now hypothesized that total job satisfaction is more than the sum of facets satisfaction (Scarpello & Campbell, 1983). The developers of the JDI counter this charge by indicating that the main objective and accomplishment of the JDI is in measuring the satisfaction of the individual facets and not in measuring overall job satisfaction. The Job Descriptive Index (Smith, Kendall and Hulin, 1969) was the instrument used to measure job satisfaction of 266 secondary female principals throughout the United States. The study was conducted in 1984 by Fansher and Buxton. A second study employing the JDI was conducted in 1989 by Ashton to assess the job satisfaction of middle school principals in Connecticut. Ashton's investigation revealed two sub-areas, work on the present job and present pay, as the

two independent variables that predicted job satisfaction. The first and strongest predictor, work on the present job, explained 31.87 percent of the variance in the dependent variable of job satisfaction. The second predictor, present pay, accounted for an additional 3.63 percent of the variance. Both predictors were statistically significant at the .05 alpha level with p values of .000 and .046, respectively. Spector (1994) has developed the Job Satisfaction Survey (JSS), a 36 item, nine facet scales to assess employee attitudes. These nine facets include pay, promotion, supervision, fringe benefits, contingent rewards (performance based rewards), operating procedures (required rules and procedures), co-workers, nature of work, and communication. The JSS (Spector, 1994) was originally developed for use in human service organizations, and is one that would suit the assessment of employees in municipality. As stated earlier, many factors compose what we consider to be overall job satisfaction. For our purposes, we will consider factors that are especially important to our research. Considering all above found literature, we are going to focus on the involved variables and parameters which are mostly influence public sector organizations.

### 3. Research Hypothesis

There are significant positive correlations between job satisfaction and the following variables: age, gender, direct supervisor, salary and other benefit, promotion opportunities, collaboration and colleagues, the nature of job.

H1, section1: There is a relationship between age and job satisfaction of employees.

H1, section2: There is a relationship between gender and job satisfaction.

H1, section3: There is a relationship between

direct supervisor and job satisfaction of employees.

H1, section4: There is a relationship between salary and other benefit and job satisfaction of employees.

H1, section5: There is a relationship between promotion opportunities and job satisfaction of employees.

H1, section6: There is a relationship between collaboration and colleagues, and job satisfaction of employees.

H1, section7: There is a relationship between the nature of job, and job satisfaction of employees.

## **4. Methodology**

### **4.1 Variables, levels of measurement**

The main dependent variable in this study is job satisfaction (interval). The independent variables in this study included the following: gender (nominal-dichotomous), age (ratio), direct supervisor (interval), salary (interval), promotion (interval), working with colleagues (interval) and the nature of job (interval). The scale measures five facets of job satisfaction. These facets include: work, pay, promotion, supervisor, and co-workers. The JDI measures satisfaction perceptions for five (5) job facets, namely: pay, promotions, supervision, co-workers and the work itself (Spector, 2000). The applied questionnaire was taken from Nezzam Luddy's mini-thesis in 2005, which was going to explore the same parameters. The reliability of the scale is acceptable as well as with previous research finding it to range from 0.73 to 0.92 (Wheless et al, 1984). The original version of the Job Descriptive Index contained 72 total items with either 9 or 18 items included in each section.

Furthermore, researcher found only choosing a Y/N response more proper than the more usual Likert type scale, typically 1 – 5 ones as it take less time and more determined and clear cutting.

### **4.2 Reliability of the JDI**

The Cronbach alpha coefficient indicates the consistency of responses to items in a measure (Foxcroft & Roodt, 2002). Reliability assessments using Cronbach alpha coefficient has exceeded .80 for the JDI (Smith et al, 1969). According to Smucker et al. (2003), seventy eight (78) surveys conducted among female sports journalists assessing their level of job satisfaction using the JDI yielded the following results for the reliability Cronbach alphas: .88 for the facet of pay satisfaction, .78 for promotion satisfaction, .90 for supervision satisfaction, .77 for people satisfaction, .91 for work satisfaction, and .92 for overall satisfaction. The results obtained reflect the consistency of responses to items in the measure.

### **4.3 Validity of the JDI**

According to Anastasi and Urbina (1997), "validity refers to the degree to which the test actually measures what it purports to measure." According to Nagy (2002), the JDI was administered in over 400 studies and has documented proof of convergent and discriminate validity. Smith et al. (1969) cited in Smucker et al. (2003) conducted a validation study on the JDI through factor and cluster analysis. The results obtained from the study reflected that the JDI possessed high levels of discriminate and convergent validity.

### **4.4 Rationale for inclusion of the JDI**

The rationale for the inclusion of the JDI to measure the construct job satisfaction is founded



by the following underlying factors: The JDI is easy to administer and does not require a high level of reading ability to complete (Heneman et al, 1983). Smith (1969) cited in Spector (1997) states that the JDI is a proven valid and reliable instrument for the assessment of job satisfaction; The JDI is regarded as the most carefully designed and developed instrument for measuring job satisfaction (Vroom, 1964 cited in Schneider & Vaught, 1993). It is professed that over 50% of the articles published between 1970 and 1978 in seven leading management related journals that used non-ad hoc measures of job satisfaction employed the JDI; and The JDI has been employed in previous surveys in the public sector to measure employee job satisfaction levels (Schneider & Vaught, 1993).

#### 4.5 Instruments, sampling and data collection methods

The sampling technique used in the research is, 'non probability convenient sampling' in which questionnaires were distributed among employees of Zahedan municipality according to convenience (Sekaran, 2009). Therefore, in this research, questionnaires will be distributed to the participants based on convenience, who are easily available and willing to participate in survey. In the beginning of the research, Zahedan municipality district No.1, terminated the contract of 12 illiterate employees and sent them to one private company to work in compost factory. Accordingly a paper based forms, with the supervision of researcher, covered all the workers. So, sample size is 70. All employee of Zahedan municipality in district No.1. Supprisingly, all the 70 questionnaire returned. According to Sekaran (2000), a response rate of thirty percent (30%) is regarded as acceptable for most research purposes.

To score the responses, employees are requested to indicate whether each statement does or does not describe their jobs. Positively discriminating items are scored (yes) = 3, (?) = 1, and (no) = 0 while negatively discriminating items are scored (yes) = 0, (?) = 1, and (no) = 3 (Cherrington, 1994). The higher the score obtained, the higher the level of job satisfaction (Kreitner & Kinicki, 2001).

The applied questionnaires included information in three general areas: (a) a very brief demographic variables, (b) job satisfaction, and (c) factors associated with job satisfaction. Selection of the items for the Individual Data Sheet was based primarily on variables in the job satisfaction literature dealing with the organization staff.

The research data were statistically analysed by means of the Statistical Package for Social Sciences (SPSS). The data analyses involved both descriptive and inferential statistics. The following inferential statistical methods were used to test the research hypotheses, Spearman and ANOVA Test have been used. An assessment of the normality of data is a prerequisite for many statistical tests as normal data is an underlying assumption in parametric testing. So, Kolmogorov-Smirnov test, at first this test was performed to assess the normality of gathered data.

#### 5. Analysis

Test of Normality shows that the K-S test of the data are all significant.

**Table2. One-sample Kolmogorov-Smirnov Test**

Group	
N	7
Kolmogorov-Smirnov Z	1.379
Asymp Sig. (2-tailed)	0.004

## 5.1 Hypothesis 1, section 1

There will be a significant relationship between age of participants and job satisfaction amongst Zahedan municipality employees. As Carson (1994) mentioned in her master thesis, researchers have written about many different biographical variables like age and gender, pertaining to job satisfaction. Gruneberg (1979) stated that problems in interpreting age factors included that individuals at different ages are members of different reference groups. For example, methods and levels of education, moral values, cultural background and life experiences are all different at different age levels in the population. Therefore, values and expectations at different age levels will be different. Age differences may be due to different values that different groups of individuals have because of their life experiences (pp.91&92). In previous studies, researchers mentioned three different relationships between age and job satisfaction. Lee and Wilbur (1985) stated that: The first view is that the relationship is best represented by a U-shaped function. Satisfaction decreases initially and then increases with age. The second view is that job satisfaction increases in a positive linear fashion with respect to age. Employees become more satisfied as chronological age increases. The third function is positive and linear until a terminal period in which there is a significant decline in job satisfaction (pp.781-82).

**Table 3 : Testing Hypothesis 1**

	<b>Correlation Coefficient</b>	<b>Sig (2-tailed)</b>
<b>Spearman's rho</b>	0.140	**0.225

Table (3) indicates the relationship between the age of respondents and their job satisfaction

levels as measured by the Job Descriptive Index (Sig=0.225,  $p < 0.01$ ). The result indicates that there is no significant relationship between age of Zahedan municipality employees who participated in this study and their job satisfaction levels. Now it is clearer that, every previous study in western countries cannot be exactly correct in a district like Zahedan. The cultural background of Zahedan municipality employees strongly influence on them.

## 5.2 Hypothesis 1, section 2

There will be a significant relationship between participant's gender and job satisfaction amongst Zahedan municipality employees.

Now that the second section of hypothesis is about relationship between gender and job satisfaction, it is necessary to mention that According to Gruneberg (1979), research results pertaining to gender and job satisfaction were inconclusive. Some researchers have found females to be more satisfied than males, some found males to be more satisfied than females and some found no significant differences. In consistencies in findings on gender and job satisfaction can therefore be due to a variety of factors. Not only might males and females in the same organization differ in job level, promotion prospects, pay and so on, in different occupations, they may differ in the extent to which the same job satisfies their needs. As Carson (1994) concluded in her study, work satisfaction is a function of what is expected and what is received. Thus, if one expects little and gets little, one will be satisfied. At the same time, if one expects a lot and gets a lot, one will also be satisfied. Now in second part of the hypothesis, it is stated that there is a significant relationship between participant's gender and their job satisfaction level.

**Table 4 : Testing Hypothesis 2**

	Value	Df	Asymp.Sig
<b>Chi-Square</b>	0.598	2	0.745

Chi square comparison in table (4) (Sig=0.745,  $p < 0.01$ ) shows that gender of respondents plays no important role in their job satisfaction level and there is no significant relationship in between. Like the first section of hypothesis, the results from previous studies are not completely correct in Zahedan municipality.

### 5.3 Hypothesis 1, section 3

There will be a significant relationship between participant's direct supervisor and their job satisfaction levels amongst Zahedan municipality employees. Herzberg, Mausner & Snyderman in (1959) stated that the relationship between workers and supervisors is overrated as a variable affecting job satisfaction. In the third part of hypothesis of this study, the relationship between participant's direct supervisor and their job satisfaction level is considered. The result from table (5) indicates that there is a significant relationship between job satisfaction levels of Zahedan municipality employees and their direct supervisor. This result means that when participants become satisfied with their direct supervisor, then the job satisfaction level goes up. The correlation coefficient shows that, this variable is the most important variable among all. This correlation means that there is considerable evidence demonstrating that job satisfaction is related to the consideration an employee feels is received from supervisors.

**Table 5 : Testing Hypothesis 3**

	Correlation Coefficient	Sig (2-tailed)
<b>Spearman's rho</b>	0.594	**0.000

### 5.4 Hypothesis 1, section 4

There is a significant relationship between participant's salary and other benefits and job satisfaction levels amongst Zahedan municipality employees. Results of Lawler's (1973) study indicated that wages were important to most people. He stated: Collective behavior does influence the amount of autonomy each individual experiences on his job and the amount of feedback he receive, The work group members can also influence the administration of rewards such as promotion and pay through their evaluation of the individual's performance (p.172). Also Gruneberg (1979) suggested that the amount of money which one receives is sometimes an indication of one's value to an organization, so it is associated with achievement and recognition by one's peers (p.57). In forth hypothesis, the relationship between participant's salary and their job satisfaction level is investigated. From table (6) it can be derived that there is a significant relationship between participant's salary and their job satisfaction level. Based on the correlation coefficient, wage had been assigned likely the highest rank by the Zahedan municipality employees in terms of its importance to overall job satisfaction level, as it was expected due to the local economic class and poverty.

**Table 6 : Testing Hypothesis 4**

	Correlation Coefficient	Sig (2-tailed)
<b>Spearman's rho</b>	0.513	**0.000

### 5.5 Hypothesis 1, section 5

There is a significant relationship between participant's promotion opportunities and job satisfaction levels amongst Zahedan municipality

employees. As it is mentioned in previous chapters, Promotion opportunities are an important aspect of an employee's career and life, affecting other facets of the work experience. How a worker views the opportunity for advancement is important to how satisfied the worker is with the job. Vroom (1982) found considerable evidence in related literature to suggest that promotional opportunities are important to a worker's satisfaction with the job. Vroom explained that job satisfaction is directly related to the extent that jobs provide individuals with rewarding outcomes. If a worker believes that achievement of organizational goals will lead to such personal rewards as promotion, then whether or not these rewards occur is likely to affect the worker's job satisfaction. In fifth section of hypothesis of this study, the relationship between Zahedan municipalities' promotion opportunities and their job satisfaction level is considered. Based on the table, there is a significant relationship between promotion opportunities of participant and their job satisfaction level. It can be interpreted that promotional opportunity is a goal, most workers desire and that an individual's performance is related to the degree to which the individual believes that being promoted is related to performance on the job and how strongly the individual desires promotion, salary scale of employees are in close connection of promotion.

**Table 7 : Testing Hypothesis 5**

	<b>Correlation Coefficient</b>	<b>Sig (2-tailed)</b>
<b>Spearman's rho</b>	0.513	**0.000

### 5.6 Hypothesis1, section 6

There is a significant relationship between participant's collaboration and colleagues and job

satisfaction levels amongst Zahedan municipality employees. A poll by job review site, The Job Crowd, found just under a third of 520 workers surveyed, believe having a good relationship with colleagues is the single most important factor in determining job satisfaction. The poll asked respondents who had been in a new job for less than two years what factors had been most important in ensuring they were happy in their role, with 29% stating that a good relationship with their colleagues was the key. In this study, the relationship between participant's colleagues and their job satisfaction level is investigated. And as it is shown in table (8) there is a significant relationship between Zahedan municipality employee's collaboration and colleagues and their job satisfaction level. But the correlation coefficient shows that this variable is not as important as other variable for Zahedan municipality staffs.

**Table 8 : Testing Hypothesis 6**

	<b>Correlation Coefficient</b>	<b>Sig (2-tailed)</b>
<b>Spearman's rho</b>	0.378	**0.001

### 5.7 Hypothesis1, section 7

There is a significant relationship between participant's nature of job and job satisfaction levels amongst Zahedan municipality employees.

**Table 9 : Testing Hypothesis 7**

	<b>Correlation Coefficient</b>	<b>Sig (2-tailed)</b>
<b>Spearman's rho</b>	0.416	**0.000

The result form the last hypothesis states that participant's nature of job influence on job satisfaction level and there is significant relationship between these variables.

## 5.8 Analysis of Variance

**Table10 : Testing Alternative Hypothesis 1**

Age in Categories	Mean	S	N	F	P	Scheffe's Test
1 : under 20	93.10	16.63	5			Respondents under 20 years old differed from the other groups
2: 20-29	101.31	8.48	16			
3: 30-39	103.36	13.47	30			
4: 40-49	99.75	7.30	16			
5: 50-59	110.33	8.08	3			

Results depicted in Table (10) Highlight that there is not a significant mean difference in the job satisfaction levels of Zahedan municipality employees. But, as it is clear in the table, employees in the age group of under 20 years old, reported lower levels of job satisfaction compared to other age categories with a mean score of 93.10 and SD of 16.63. Interestingly, employees in the age categories of 50-59 years old reflect the highest level of job satisfaction having a mean of 110.33 and SD of 8.08.

**Table 11 : Testing Alternative Hypothesis 2**

Gender	Mean	S	N	F	P	Scheffe's Test
Male	101.0217	10.401	46			Males were less satisfied
Female	102.8750	13.472	24			

In terms of Table (11) the results indicate that there is not a significant mean difference in the levels of job satisfaction experienced by male and female employees. But as it is shown in the table, Male reported lower levels of job satisfaction (Mean= 101.0217, SD=10.401) relative to female employees.

## 5.9 Other useful analysis which may help interpretation of the results

This calculation investigate the question that, is there a significant mean difference in the job satisfaction levels experienced by employees based on their educational levels or not?

**Table 12 : Testing Hypothesis 8**

Educational level	Mean	S	N	F	P	Scheffe's Test
High School	103.23	11.92	26			Respondents with educational level up to associate degree differ from the other groups
Associate	99.37	11.78	27			
Bachelor	100.28	7.19	14			
Master	115.00	15.71	3			

From Table (12) the results indicate that there is not a significant mean difference in the job satisfaction levels experienced by employees based on their educational levels. In this instance, those with education levels up to associate, indicated the lowest job satisfaction relative to other education levels. Employees at this level reflected a mean score of 99.37 with a SD of 11.78. Respondents with a master degree reported the highest level of job satisfaction with a mean score of 115.0 and a SD of 15.71.

This calculation investigate that is there a significant mean difference in the job satisfaction levels experienced by employees based on their length of service in their present job or not?

**Table13 : Testing Hypothesis 9**

<b>Length of service in Present Job</b>	<b>Mean</b>	<b>S</b>	<b>N</b>	<b>F</b>	<b>P</b>	<b>Scheffe's Test</b>
1: 1-6 years	100.00	12.68	25			Those employed between 6-12 years differ from the other groups
2: 6-12 years	99.50	7.53	22			
3: 12-18 years	104.26	15.15	15			
4: 18-24 years	106.40	4.66	5			
5: more than 24 years	110.33	8.08	3			

Table (13) elucidates that there is not a significant mean differences in the job satisfaction levels of employees based on their length of service in their present job. However, as it is shown in the table, employees with 6-12 years experience in their present job reflect the lowest level of job satisfaction level with a mean score of 99.50 and SD of 7.53, compared to other categories. Those respondents with more than 24 years service in their present job, reported the highest level of satisfaction, indicating a mean score of 110.33 and SD of 8.08.

This calculation investigates the mean differences in the job satisfaction and length of services of employees in Zahedan municipality.

**Table 14 : Testing Hypothesis 10**

<b>Length of service in Zahedan Municipality</b>	<b>Mean</b>	<b>S</b>	<b>N</b>	<b>F</b>	<b>P</b>	<b>Scheffe's Test</b>
1: 1-6 years	98.18	12.75	16			Those employed between 1-6 years differ from the other groups
2: 6-12 years	98.75	6.01	20			
3: 12-18 years	109.08	16.70	12			
4: 18-24 years	102.05	8.72	17			
5: more than 24 years	105.20	12.17	5			

Table (14) elucidates that there is not a significant mean differences in the job satisfaction levels of employees based on their length of service in Zahedan municipality. However, as it is shown in the table, employees with 1-6 years experience in this organization reflect the lowest level of job satisfaction level with a mean score of 98.18 and SD of 12.75, compared to other categories. Those respondents with more than 12-18 years service in Zahedan municipality reported the highest level of satisfaction, indicating a mean score of 109.08 and SD of 16.70.

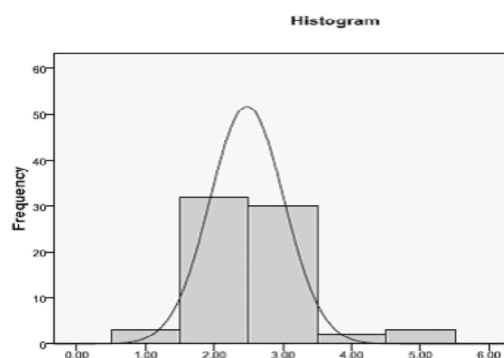
### 5.10 Scheffe's Multiple Comparison Method

The Scheffe's test reflected the following findings:

Employees in the age group of under 20 years old, reported lower levels of job satisfaction, male reported lower levels of job satisfaction relative to female employees, employees with education levels up to associate degree, indicated the lowest job satisfaction relative to other education levels, employees with 6-12 years experience in their present job reflect the lowest level of job satisfaction level ,employees with 1-6 years experience in Zahedan municipality reflect the lowest level of job satisfaction level.

**Table 15 : Overall Job Satisfaction level**

Job satisfaction based on mean categorization	Frequency	Valid Percent	Cumulative Percent
1: Mean= 70-85	3	4.3	4.3
2: Mean= 85-100	32	45.7	50
3: Mean= 10-115	30	42.9	92.9
4: Mean= 115-130	2	2.9	95.7
5: Mean=130-145	3	4.3	100



**Figure 2 : Overall Job Satisfaction Level**

### **5.11 Analysis of overall Job satisfaction variable**

The recoded variable job satisfaction which is gathered from variables from job satisfaction descriptive index (JDI) is categorized in 5 groups based on their mean. The first group depicted the lowest job satisfaction from his/her present job in Zahedan municipality. Based on likert scale, these groups recognized as very low, low, average, high and very high. The participants in fifth group, has shown the highest job satisfaction level (Mean= 130-145), as it is shown in above table, only 4.3 percent of participant has shown in very low category (Mean=7-85). But 45.7 % of respondent are less satisfied with their jobs. It means that Zahedan municipality employees are not totally satisfied with their job and some organizational and environmental variables must change on their work position.

### **5.12 The analysis of job satisfaction level reflected the following findings:**

Based on the mean differences, half of the participants in this study are less satisfied with their present job on Zahedan municipality, 42.9 % of this much categorized in average group. It means that they are somehow satisfied with their position in Zahedan municipality, in this study, only 7.2 percent of participants are satisfied with their position in Zahedan municipality.

## **6. Conclusions and Recommendations**

### **6.1 Research Hypothesis**

There are significant positive correlations between job satisfaction and the following variables: age, gender, direct supervisor, salary and other benefit, promotion opportunities, collaboration and colleagues, the nature of job.

### **6.1.1 Age**

Pond and Geyers (1987) reported that job satisfaction was greater for younger employees than older ones. Khaleque and Rahman (1987) reported that workers 30 years and older experienced a greater level of job satisfaction than employees under 30. However Walker (1990) found no significant relationship between age and job satisfaction in her study. The results of the present study indicated that there is no significant relationship between this independent variable and job satisfaction. As it is mentioned in previous chapter, the relationship between biographical variables and job satisfaction level, should be investigated in every country, based on its own cultural background.

### **6.1.2 Gender**

Gruneberg (1979) reported that although research results pertaining to gender were inconclusive, job satisfaction for men and women do not differ significantly. Walker (1990) found no significant main effect for gender. The results of the present study are also agreed with previous studies and there is no significant relationship between gender of participants and their job satisfaction level.

### **6.1.3 Salary and benefits**

Previous research (Voydanoff, 1980) has shown that monetary compensation is one of the most significant variables in explaining job satisfaction. Inadequate pay in relation to other occupations is one of the most important factors related to job satisfaction among employees. Lawler (1973), Locke (1976) and Gruneberg (1979) reported that wages were important to most people. Herzberg et.al (1957) reported that wages were seldom given as a reason for liking a job. Khaleque and Rahman (1987) found in their study that wages



has been assigned the lowest rank by workers in terms of overall job satisfaction. Ronen (1977) reported that employees level of job satisfaction is unaffected by whether employees are paid or not. Brown (1993) found no significant main effect for salary. The results of this study did not support those of Herzberg et.al, Khaleque and Rahman, Ronen and Brown. The results of the present study indicated significant relationship between salary and job satisfaction among Zahedan municipality employees.

#### **6.1.4 Supervisor**

Research indicates that the quality of the supervisor-subordinate relationship will have a significant, positive influence on the employee's overall level of job satisfaction (Aamodt, 1999; Kinicki & Vecchio, 1994; Luthans, 1992; Moorhead & Griffen, 1992; Robbins, 1998). Research (Knoll, 1987; Pfeiffer & Dunlap, 1982; Rettig, 2000) indicates that supervisory activities foster motivation, inspiration and trust and thus help to improve job performance. The results of this study are exactly alike. There is a significant relationship between participant's direct supervisor and their job satisfaction level. Based on the correlation coefficient (0.594) it can be stated that this variable plays an important role in satisfaction issue.

#### **6.1.5 Promotion**

An employee's opportunities for promotion are also likely to exert an influence on job satisfaction (Landy, 1989; Larwood, 1984; Moorhead & Griffen, 1992; Vecchio, 1988). Robbins (1998) maintains that promotions provide opportunities for personal growth, increased responsibility and increased social status (Robbins, 1998). Drafke and Kossen (2002) postulate that many people experience satisfaction when they believe that their future

prospects are good. This may translate into opportunities for advancement and growth in their current workplace or enhance the chance of finding alternative employment. They maintain that if people feel they have limited opportunities for career advancement, their job satisfaction may decrease. According to McCormick and Ilgen (1985), employees' satisfaction with promotional opportunities will depend on a number of factors, including the probability that employees will be promoted, as well as the basis and the fairness of such promotions. Visser (1990) indicates that such an individual's standard for promotion is contingent on personal and career aspirations. Moreover, not all employees wish to be promoted. The reason therefore is related to the fact that promotion entails greater responsibility and takes of a more complex nature, for which the individuals may consider themselves unprepared. If employees perceive the promotion policy as unfair, but do not desire to be promoted, they may still be satisfied. The results of this study showed that there is a significant relationship between promotion opportunity and job satisfaction among Zahedan municipality employees. It is necessary to consider that Zahedan municipality employees' satisfaction is directly related to how they feel about their role in this organization, that is, their level of motivation.

#### **6.1.6 Colleagues**

Mowday and Sutton (1993) suggest that job satisfaction is related to employees' opportunities for interaction with others on the job. An individual's level of job satisfaction might be a function of personal characteristics and the characteristics of the group to which he or she belongs. The social context of work is also likely to have a significant impact on a worker's attitude and behaviour (Marks, 1994). Relationships with

both co-workers and supervisors are important. Some studies have shown that the better the relationship, the greater the level of job satisfaction (Wharton & Baron, 1991). Markiewicz et al. (2000) found that the quality of close friendship was associated with both career success and job satisfaction of employees. Riordan and Griffeth (1995) examined the impact of friendship on workplace outcomes; their results indicate that friendship opportunities were associated with increase in job satisfaction, job involvement and organizational commitment and with a significant decrease in intention to turnover. This study also indicated that there is a significant relationship between co-workers and their job satisfaction level. The findings strengthen the argument that organizations should engage in the integration of employees so as to create group cohesion among employees and departments within the organization (Lambert et al, 2001).

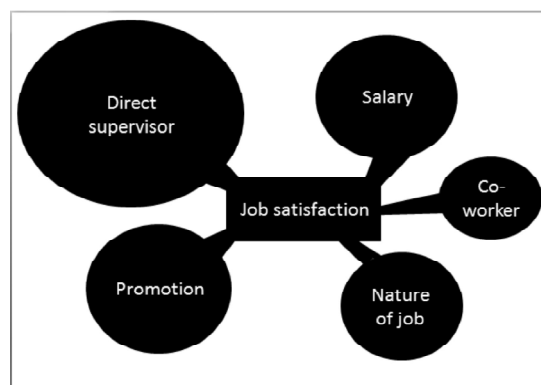
## 6.2 Discussion

The sample size of 70 employees has been investigated in a JDI questionnaire form. The following independent variables were investigated: age, gender as of the biographical factors and variables from the job satisfaction index, salary, promotion opportunities, direct supervisor, co-workers and nature of work lead us to examine the relationship in between. Seven hypotheses were tested at the 0.05 level of significance employing spearman, chi square ANOVA and Kolmogorov-Smirnov test. Based on the mean differences, half of the participants in this study are less satisfied with their present job on Zahedan municipality. So, the findings strengthen the argument that organizations should engage in the integration of employees so as to create group cohesion among employees and departments within the organization (Lambert et al, 2001).

Of the seven-section hypotheses, five were statistically significant at the 0.05 level. The larger number of male in this division is due to the nature of work in Zahedan municipality. Furthermore, it may be resulted from the gender discrimination of the area, which doesn't allow females to hire post or even become prepared and educated for employment though the difference between these two ranges could be more significant. The minority of the respondents (n=3 or 4.3%) fall in the age category of 50 years and older. From the ensuing results, it can therefore be concluded that the majority of the workforce participating in the study is fairly young, ranging between the age 30-39 years old. Obviously, notable for HR section as they have potential to be well-trained. It can therefore be concluded that in Zahedan municipality, educational level up to master or further plays no important role and the majority of employees are not well-educated and less that associate grade. These findings also, reflects the importance of long term trainings for staff as at least half of them spent less than 12 years in this organization, so they have much time for long term oriented training. But the results show, there is no significant relationship between Zahedan municipality employees' gender and their job satisfaction level. There is a significant relationship between participant's direct supervisor and their job satisfaction levels amongst Zahedan municipality's employees. The correlation coefficient (0.594) shows that, this variable is the most important variable among all and has the highest rank among the others. It was expected at the beginning, this kind of relationships may refer to area's mixed culture environment. As it is mentioned previously, there are significant relationships between promotion opportunity and salary and participant's job satisfaction level. The correlation coefficients (0.513) show that these two variable stay in a

same position and put exactly after direct supervisor variable. Due to the economical disadvantages of this area, the item of salary expected to be very important which is in close and direct connections of promotion opportunities. There is a significant relationship between participant's nature of job and job satisfaction levels amongst Zahedan municipality employees. The correlation coefficient (0.416) shows that this variable put in the fourth position and its significant relationship with job satisfaction level, is not so tight. As of the poverty of this area, people need to work in any situations to make money; their low educational level also, will lead them to accept any jobs and do not leave their jobs in many occasions. The study shows that there is a significant relationship between participant's co-workers and their job satisfaction level. The correlation coefficient (0.378) depicted that this relationship has the lowest rank among the other variables. Based on the mean differences, half of the participants in this study are less satisfied with their present job on Zahedan municipality. On the other hand, from the literature we have many surveys which are evident that the public sector is experiencing an exodus of professional skilled employees to other sectors and countries, but comparing the turnover rate of employees here, we come to the conclusion that though half of staff are less satisfied with their jobs, they have no other options to go the unsafe countries, Afghanistan and Pakistan. Due to the Iran economical problem especially in this disadvantaged area, they have to stay and make living on their salaries. From the other side, these employees are not well – trained and skilful with low level of education, so, they have no other opportunities except peddling and garbage gathering. So, comparing this results with the voluntary turnover rate, in the case of satisfaction, which review the literature has no

same pattern with the other areas, but the impact of physical health on their high take of sick leaves as Spector (1997) says that the people who do not like their jobs could experience negative health effects that are either psychological or physical or the high rate of some excuses to escape from stressful conditions. The next figure would be modified and proposed model to illustrate involved parameters and their weight in Zahedan municipality:



**Figure 3 : Overall Job Satisfaction Level**

### 6.3 Recommendations

The study should be replicated with a large random sample, in other work settings and in the other geographical locations to be generalized to the other public institutions and occupations. It is highly, recommended, the role of the other items, like race and religious and tribe diversity in multi-cultural areas, like the case study pattern, should be involved to get more clear result. It is recommended that executive management accord significant attention to future studies of this nature as to identify those variables having a major impact on job satisfaction in an attempt to retain high quality skills, in particular scarce skills, that is in line with the human resource development strategy of the Department of Labor. Admittedly the authorized body Governory and

municipality and their demission making conflict which changes the nature of municipality from the N.G.O structure chart to the semi-governmental one and its effects should be considered, its notable that most of the times this point generates conflict, which finally becomes religious and tribal struggles. Let's go back to the word "Eastern, Asian (pattern)" of behavior. As we know due to the very emotional behavior we have some humanitarian relationship, like supervisor and co-workers factors. For the case of absenteeism, the organization's main problem, HR section and managers should avoid undesirable situations which make staff force to leave. Though there is not voluntary turnover amongst them, only many sick leaves and absenteeism are the main problems which impose cost to the system or avoid working efficiency in this in very unique mixed –cultural area. From the result No.2 and 3, researchers can advise managers to invest on the long term trainings on human resource department to have more successful organization with more satisfied employees Finally, future research of this nature may assist personnel managers and operational managers on all levels to be aware of the status of job satisfaction and allow them to pro-actively put mechanisms in place to enhance job satisfaction of employees and ultimately, improve service delivery. Schneider and Vaught (1993) contend that being aware of the job satisfaction of employees afford personnel managers the opportunity to be proactive and decide on interventions that will ensure commitment and involvement from employees.

## References

- Anastasi, A., & Urbina, S. (1997). *Psychological testing* (7th ed.). New Jersey: Prentice-Hall, Inc.
- Aamodt, M.G. (1999). *Applied Industrial/Organisational Psychology* (3rd ed). Belmont: Wadsworth Publishing Company.
- Barrett, G. V. (1972). Research models of the future for industrial and organizational psychology. *Personnel Psychology*, 25, 1-17.
- Bedeimx, A. G.; Ferris, G. R.; & Kacmar, M. K. (1992). Age, tenure, and job satisfaction: A tale of two perspectives. *Journal of Vocational Behavior*, 40, 33-48.
- Black-Branch, J.L. (1996). The consequences of teaching and job satisfaction : Federation/union, remunerations, and career development, the most important factors. *Journal of Collective Negotiations*, 25(3), 247-269.
- Brayfield, A.H., & Rothe, H.F. (1951). An index of job satisfaction. *Journal of Applied Psychology*, 35(5), 307-311.
- Brown, R. G. (1993). Job satisfaction in hUman services: A rehabilitation agency. Unpublished master's thesis.Fort Hay s state university. Hays, KS.
- Buckley, M. (1992). Measurement issues concerning the use of inventories of job satisfaction. *Educational and Psychological Measurement*, 52(3), 529-543.
- Buelens, M. and van den Broeck, H. (2007) An Analysis of Differences in Work Motivation between Public and Private Sector Organizations. *Public Administration Review*, 67:1 pp65–74.
- Campbell, A., Converse, P.E., & Rogers, W.L. (1976). *The quality of American life... perceptions, evaluations, and satisfactions*. New York: Russell Sage.

- Carson, G., (1994), Job satisfaction, Unpublished Master thesis, Fort Hays states University
- Cherrington, D.J. (1994). Organizational behavior (2nd ed.). Boston: Allyn and Bacon, Inc.
- Chu, C.I, Hsu, H.M., Price, J.L. and Lee, J.Y. (2003), "Job satisfaction of hospital nurses: an emprical test of a causal model in Taiwan", *International Nursing Review*, 50: 176-182.
- Crites, J.O. (1969). *Vocational Psychology*. New York: McGraw-Hill.
- Dinham, S. & Scott, C. (1996). Teacher satisfaction, motivation, and health: Phase one of the Teacher 2000 Project. Paper presented at Annual Meeting of the American Research Association, New York, NY.
- Drafke, M.W., & Kossesn, S., (2002), *The human side of organizations*, 8th ed, Upper saddle river, New Jersey: Prentice Hall .
- Edwards, J. (1978). Comparative analyses of enlisted job satisfaction as measured by the Occupational Attitude Inventory, final report (Report No. AFHRL-TR-78-61). Brooks Air Force Base, TX: Air Force Human Resources Lab. (ERIC Document Reproduction Service No. ED 164 902).
- Ellickson. M.C., & Logsdon, K. (2002). Determinants of job satisfaction of municipal overnment employees [Electronic version]. *Public Personnel Management*, 31(3), 343-358.
- Fansher, T. A. & Buxton, T. H. (1984) A job satisfaction profile of the female secondary school principal in the United States. *NASSP Bulletin*.
- Finley, W. H. (1991). High school principal job satisfaction. Unpublished doctoral dissertation, Memphis State University, Memphis, Tennessee.
- Foxcroft, C., & Roodt, G. (2002). An introduction to psychological assessment in the South African context. Cape Town: Oxford University Press, Inc.
- French, W.L. (2003). *Human resources management* (5th ed.). New York: Houghton Mifflin Publishers.
- Futrell, C.M. (1979). Measurement of salespeople's job satisfaction: Convergent and iscriminant validity [Electronic version]. *Journal of Marketing Research*, 16(4), 594-598.
- Glisson, C.V. and Durick, M. (1988), "Predictors of job satisfaction and organizational commitment in human service organizations", *Administrative Quarterly*, 33 (1): 61-68.
- Goff, L. (1998, April 20). Annual job satisfaction survey: hallelujahs & heartaches [WWW document]. <http://cwstage2.cw.com/home/features.nsf/All/980420careers>.
- Greenberg, J., & Baron, R.A. (1995). *Behavior in organizations: Understanding and managing the human side of work* (5th ed.). Trenton: Prentice-Hall International, Inc.
- Gruneberg, M., (1979), *Understanding job satisfaction*, NY: John Wiley and sons.
- Harrick, E. J., Vanek, G. R. and Michlitsch, J. F. (1986) *Alternative Work Schedules*,

- Productivity, Leave Usage and Employee Attitudes: A Field Study. *Public Personnel Management*, 15:2 pp159–69.
- Heneman, G.H., Schwab, D.P., Fossum, J.A., & Dyer, L.D. (1983). *Personnel human resource management* (2nd ed.). Illinois: Irwin, Inc.
  - Herman, D. (2005, August 8). Children wait for ops as Red Cross short of ICU nurses. *Cape Times*, p. 5.
  - Herzberg, F., Mausner, B., Patterson, R. O., & Capwell, D. F. (1957). *Job attitude: Review of research and opinion*. Pittsburgh: Psychological Services of Pittsburgh.
  - Herzberg, F., Mausner, B. & Synderman, B.B., (1959), *The motivation to work*, NY: John Wiley & Sons , Inc.
  - Holland, J., & Gottfredson, G. (1994). *Career Attitudes and Strategies Inventory: An Inventory for Understanding Adult Careers*. Lutz, Florida: Psychological Assessment Resources, Inc.
  - Hoppock, R. (1935). *Job satisfaction*. Harper and Brothers, New York, p47.
  - Johns, G. (1996). *Organizational behavior: Understanding and managing life at work* (4th ed.). Kansas City: Harper Collins College Publishers.
  - Kacmar, Michele K. & Ferris Gerald R. (1989). Theoretical and methodological considerations in the age-job satisfaction relationship. *Journal of Applied Psychology*. vol. 74, no. 2, 201-207.
  - Kalleberg, A. L. & Loscocco, K. A. (1983) Aging, values, and rewards: Explaining age differences in job satisfaction. *American Sociological Review* vol. 48, 78-90.
  - Kalleberg, A. L. (1977) Work Values and Job Rewards: A Theory of Job Satisfaction. *American Sociological Review*, 42:1 pp 124–43.
  - Khaleque , M. A., & Rahman, M. A. (1987). Perceived importance of job facets and overall Job satisfaction of industrial workers. *Human Relations*, 40(7), Pp. 401-416.
  - Kinicki, A.J. & Vecchio, R.P. (1994). Influences on the quality of supervisor-subordinate relations: The role of time-pressure, organisational commitment, and locus of control. *Journal of Organisational Behavior*, 15(1) 75-82.
  - Knoll, M. (1987). *Supervision for better instruction: Practical techniques for improving staff performance*. New Jersey: Prentic Hall.
  - Koustelios, A., & Bagiatis, K. (1997). The Employee Satisfaction Inventory (ESI): Development of a scale to measure satisfaction of Greek employees. *Educational and Psychological Measurement*, 57(3), 469-476.
  - Kreitner, R., & Kinicki, A. (2001). *Organizational behavior* (5th ed.). New York: Mc Graw-Hill Inc.
  - Lambert, E.G., Hogan, N.L., Barton, A., & Lubbock, S.M. (2001). The impact of job satisfaction on turnover intent: A test of a structural measurement model using a national sample of workers. *Social Science Journal*, 38(2), 233-251.
  - Landy, F.J. (1989). *Psychology of work behavior* (4th ed.). Belmont: Wadsworth.
  - Larwood, L. (1984). *Organisational behavior and management*. Boston: Kent Publishing Company.

- Lawler, E. E. (1973). *Motivation in Work Organizations*. Monterey, California: Brooks/Cole Publishing Co.
- Lee, R. & Wilbur, E.R., (1985), Age, Education, Job, Tenure, Salary, Job characteristics and job satisfaction: A multivariate analysis, *Human Relations*, Vol. 38(8) , P.781-791
- Locke, E.A. (1976). The nature and causes of job satisfaction. In Dunnette, M.D. (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1349). Chicago: Rand McNally.
- Luthans, F. (1992). *Organisational behavior*. (6th ed.). New York: McGraw-Hill.
- Luthans, F. (1989). *Organizational behavior* (5th ed.). New York: McGraw-Hill.
- Markiewicz, D., & Devine, I., & Kausilas, D., (2000), Friendships of women and men at work, *Journal of managerial Psychology*, Vol. 15(2) , pp:161-184.
- Marks, Stephan R. (1994), 'Intimacy in the public realm: *Friendship in Context*, Greenwich, CT: Jai Press
- McCormick, E.J., & Ilgen, D.R. (1985). *Industrial and Organisational Psychology*. (8th ed.). London: Allen & Unwin.
- McNeely, R.L., Feyerherm, W.H., & Johnson, R.E. (1986). Services integration and job satisfaction reactions in a comprehensive human resource agency. *Administration in Social Work*, 10(1), 39-53.
- Miller, D.C. (1978). *Handbook of research design and social measurement* (3rd ed.). New York: Longman.
- Moorhead, G. & Griffen, R.W. (1992). *Organisational behavior*. (3rd ed.). Boston: Houghton Mifflin Company.
- Mowday, R. T., & Sutton, R. I. (1993). Organizational behavior: Linking individuals and groups to organizational contexts. *Annual Review of Psychology*, 44: 195–229.
- Mrayyan, M.T. (2005), "Nurse job satisfaction and retention: comparing public to private hospitals in Jordan", *Journal of Nursing Management*, 13: 40-50.
- Nagy, M.S. (2002). Using a single-item approach to measure facet job satisfaction. *Journal of Occupational and Organizational Psychology*, 75(1), 77-86.
- Pfeiffer, I., & Dunlap, J. (1982). Supervision of teachers: A guide to improving. *Personal Selling and Sales Management*, 12(1), 49-61.
- Phillips, J.J., Stone, R.D., & Phillips, P.P. (2001). *The Human Resources Scorecard: Measuring the return on investment*. Boston: Butterworth-Heinemann.
- Pond, S. R. III, & Geyer, P. O. (1987). Employee age as a moderator of the relation between perceived work alternatives and job satisfaction. *Journal of Applied psychology*, 72(4), Pp. 552 – 557.
- Porter, L.W. and Lawler, E.E. (1968), *Managerial Attitudes and Performance*, Homewood, IL: Irwin.
- Posner, B. Z. and Schmidt, W. H. (1996) *The Values of Business and Federal Government Executives: More Different Than Alike*. *Public Personnel Management*, 25:3 pp277–89.

- Pugh, D. S. (1990). *Organization theory* (3rd ed.). London, England: Penguin books.
- Quinn, R. P., Graham, L. S., & M. R. McCullough (1974). *Job satisfaction: Is there a trend?* Washington, D. C.: U. S. Department of Labor.
- Reiner, M. D. and Zhao, J. (1999) *The Determinants of Job Satisfaction among United States Air Force Security Police: A Test of Rival Theoretical Predictive Models. Review of Public Personnel Administration*, 19:5 pp5–18.
- Rettig, P. (2000). *Leslie's lament: How can I make teachers supervision meaningful?* *Educational Horizons*, 79(1), 33-37.
- Riordan, C. M., & Griffeth, R. W. (1995). *The opportunity for friendship in the workplace: An underexplored construct. Journal of Business and Psychology*, 10, 141–154.
- Robbins, S.P. (1998). *Organisational behavior*. (8th ed.). New Jersey: Prentice Hall.
- Robbins, S.P., Odendaal, A., & Roodt, G. (2003). *Organisational behavior* (9th ed.). Cape Town: Prentice-Hall International.
- Salancik, G. R. and Pfeffer, J. (1978) *A Social Information Processing Approach to Job Attributes and Task Design. Administrative Science Quarterly*, 23:2 pp224–53.
- Sargent, L. D. and Terry, D. J. (2000) *The Moderating Role of Social Support in Karasek's Job Strain Model. Work and Stress*, 14:3 pp243–61.
- Scarpello, V. & Campbell, J. P. (1983). *Job Satisfaction: Are all the parts there?* *Personnel Psychology*. 36, 577-600.
- Schneider, D.S., & Vaught, B.C. (1993). *A comparison of job satisfaction between public and private [Electronic version]. Public Administration Quarterly*, 17(1), 68-84.
- Smith, P.C., Kendall, L.M., & Hulin, C.L. (1969). *The measurement of satisfaction in work and retirement*. Chicago: Rand Mc Nally.
- Smucker, M.K., Whisenant, W.A., & Pedersen, P.M. (2003). *An investigation of job satisfaction and female sports journalists [Electronic version]. International Sports Journal*, 49(7/8), 401-407.
- Spector, P.E. (1985) *Measurement of human service staff satisfaction. American journal of community Psychology*, 13 (6), 693-711.
- Spector, P.E. (1994). *Job Satisfaction Survey, JSS [WWW document]*.
- Spector, P.E. (1997). *Job Satisfaction: Application, Assessment, causes and consequences*. New York: Harper & Row.
- Spector, P. E. (2000). *Industrial and organizational psychology: Research and practice*. New York, NY: John Wiley & Sons.
- Steel, R.P., & Ovalle, N.K. (1984). *A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. Journal of Applied Psychology*, 69, 673-686.
- Swartz, Daniel B. (1999) *Job Satisfaction of Interpreters for the Deaf. A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy. The Graduate School of America Minneapolis, Minnesota.*



- Ting, Y. (1997). Determinants of job satisfaction of federal government employees. *Public Personnel Management*, 26(3), 313-334.
- Vanden Heuvel, A., & Wooden, M. (1997). Self-employed contractors and job satisfaction. *Journal of Small Business Management*, 35(3), 11-21.
- Vecchio, R.P. (1988). *Organisational behavior*. New York: Dryden Press.
- Visser, E. (1990). *Organisatoriese veranderlikes en lewenstyl as voorspellers van werkstevredenheid en –prestasie*. Unpublished master's thesis, University of the Orange Free State, Bloemfontein, Free State.
- Voydanoff, P. (1980). Perceived job characteristics and job satisfaction among men and women. *Psychology of Women Quarterly*, 5, 177-185.
- Vroom, V.H. (1964), *Work and Motivation*, John Wiley & Sons, New York.
- Vroom, V. H. (1982). *Work and motivation* (Rev. ed.). Malabar, FL: Robert E. Krieger Publishing Company.
- Walker, M., C. (1990). *Holland's congruence theory and job satisfaction*. Unpublished master's thesis, Fort Hays State university, Hays, KS.
- Wanous, J. P. & Lawler, E. E. (1972). Measurement of meaning of job satisfaction. *Journal of Applied Psychology*. 59, 95-105.
- Wharton, Amy, and James N. Baron. (1991). "Satisfaction?: the psychological impact of gender segregation on women at work." *Sociological Quarterly* 32 (3): 365–87.
- Wheelless, L. R., Wheelless, V. E., & Howard, R. D. (1984). The relationships of communication with supervisor and decision-participation to employee job satisfaction. *Communication Quarterly*, 32, 222-232.
- Zeffane, R. (1994) *Patterns of Organizational Commitment and Perceived Management Style: A Comparison of Public and Private Sector Employees*. *Human Relations*, 47:8 pp977–1010.