

Full Length Research Paper

Investigating the demographic impacts on the job satisfaction of district officers in the province of kpk, Pakistan

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Irrespective of being in public or private sector, every organizational management is interested in understanding the causes (predictors) of job satisfaction or dissatisfaction. Given that demographic characteristics of the workforce has implications for their organizational attitudes, volumes of research is available as well as underway to compute the relationship between demographic factors and the variables of employees' attitude. Research is also telling that the nature and intensity of demographic impacts vary with the change in context. These effects are different in developing states than in the advanced countries. Similarly, the impacts can differ from country to country. The significance of this research is that it unearths the precise facts about the impacts of employees' personal and social attributes on their behaviors of job satisfaction and their consequences among the district officers of local government in Khyber Pakhtoonkhwa (KPK), Pakistan. The results are however, contrary to the hypothesized models. Only gender has surfaced as the most powerful predictor of all the dependent variables.

Keyword: District Officers, Job Satisfaction, Involvement, Commitment, Absenteeism & Turnover

INTRODUCTION

Previous research indicated that work, pay, supervision, promotion, environment, and coworkers are the main predictors of an employee's job satisfaction (Sokoya, 2000; Ellickson & Logsdon, 2001; Griffin, 2002:456; DeVaney & Chen, 2003; Saari & Judge, 2004). Likewise, personal and organizational factors, job characteristics, market factors (Saiyadain, 1996; Sokoya, 2000; Rocca & Kostanski, 2001), challenging work, supportive working conditions and colleagues (Bajpai & Srivastava, 2002), and demographic attributes have also been used to forecast the job satisfaction (Shah & Jalees, 2004; Tsigilis et al., 2006; Tella et al., 2007; Sattar et al., 2010a, 2010b; Saifuddin et al., 2010).

The public sector of developing countries is supposed to play pioneering role in the economic development therefore there are concerted effort to make public sector

management respond to the changing needs of developing nations (Wiedmer, 1998; Sokoya, 2000). Furthermore, very few studies have worked on the job satisfaction among government employees (Ellickson & Logsdon, 2001). However, thousands of the published research articles suggest that job satisfaction/dissatisfaction impacts on performance, productivity, organizational commitment, retention and turnover of the workforce (Bodla & Naeem, 2004; Tella et al., 2007; Sattar et al., 2010a). Given the established worth of job-satisfaction as the predictor of organizational efficiency and effectiveness, managements around the world apply all possible methods to predict the job-satisfaction itself (Wiedmer, 1998; Mulinge, 2000). Thus, the same factors can be used to foretell the future behavior of the workers and officers with reference to their job-satisfaction attitudes (Luthans, 2005:211; Robbins and Coulter, 2005:24; Beyth-Marom et al., 2006; Tella et al., 2007).

Job satisfaction is a global issue and a variety of resear-

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ch is going on to help organizations in understanding the job satisfaction and thereby resolve the related problems. Likewise, volumes of surveys are being conducted to measure the employee attitudes towards the dimensions of job-satisfaction, its facets the degrees to which workers are happy or otherwise from their job. The researchers are exploring “factors affecting employees satisfaction (Wiedmer, 1998)”, “personal predictors of job satisfaction for the public sector managers in a developing economy (Sokoya, 2000)”, “a comparative analysis among public versus private sector professionals (David & Wesson, 2001)”, “determinants of job satisfaction of Municipal Government employees (Ellickson et al., 2001)”, “identifying the job-satisfaction of Tutors (Beyth-Marom et al., 2006)”, “job satisfaction & burnout of educators: A comparison of public and private sector employees (Tsigilis et al., 2006)”, predictors and demographic impacts on the job satisfaction of district officers in local government (Sattar et al., 2010a, 2010b), demographic impacts on the job satisfaction of academicians in higher education (Saifuddin et al., 2010).

The consequences of job satisfaction are involvement and commitment (Mulinge, 2000; Moynihan & Pandey, 2007; Tella et al., 2007). Both the attitudes are positive and reported for their role in increasing productivity of the organization. Job-involvement is the physical, emotional and mental involvement of people in an activity like mental involvement in decision making (Beach, 1998:311; Mulinge, 2000). People with a high level of job involvement strongly identify with and care about the work they do (Robbins, 1998). Employees with a high level of job involvement strongly identify with and really care about the kind of work they do (Robbins & Coulter, 2005). Organizational commitment on the other hand is a state in which an employee identifies himself/herself with a particular organization and its goals, and wishes to remain member of the organization (Robbins, 1998:142; Mulinge, 2000; Gliem & Gliem, 2001).

Creation of job satisfaction is not an easy job for the management. It requires efforts and arrangements, which may or may not be successful depending on the quality of efforts. If there is dissatisfaction, there would be negative consequences for an organisation.. There can be several negative attitudes. However, most widely reported problems are absenteeism, and turnover (Lee & Lin, 1999; Clark-Rayner & Harcourt, 2000; Rocca & Kostanski, 2001; Tan et al., 2007; Sattar et al., 2010a; Saifuddin et al., 2010). Dissatisfied employees tend to stay absent from their duties. It reduces organizational effectiveness and efficiency by increasing labor costs (Rocca & Kostanski, 2001). Most researchers are of the view that higher the rate of absenteeism, the lower is the job satisfaction (Verma, 2004:194). Research tells that satisfied employees practice lower levels of absenteeism than the dissatisfied workforce and it certainly makes some sense that dissatisfied employees are more likely to stay away from their jobs (Robbins and Coulter,

2005:375). Turnover reflects an employee's intention to leave the organization (Clark-Rayner & Harcourt, 2000). This problem can involve substantial costs, however, only some of them may be readily apparent to the organization (Lee & Lin, 1999; Clark-Rayner & Harcourt, 2000). The problem is critical and always sensitive for some organizations. Those who are dissatisfied in their job become less committed or give up the profession altogether (Rocca and Kostanski, 2001). Research on the relationship between satisfaction and turnover is that satisfied employees have lower levels of turnover while dissatisfied employees have higher intentions to quit their jobs (Robbins and Coulter, 2005:375; Tan et al., 2007).

Studies confirm that personal attributes and demographic features of the workforces have been acknowledged as the critical factors to bring proportional variations in all the organizational attitudes (DeVaney and Chen, 2003). Studies also indicated that demographic variables such as age, gender, experience, department, and exposure to different culture (foreign qualification) always have varying impacts on the total satisfaction of employees working either in public or private organizations situated in either advanced or developing countries (Shah and Jalees, 2004; DeVaney and Chen, 2003; Shamil and Jalees, 2004; Sattar et al., 2010b).

Figure (below) portrays a graph of the theoretical model showing the structure and distribution of the hypothesis tested for this publication and empirical outputs computed through stepwise regression analysis. The values of R² are given to show the empirical computations.

MATERIALS AND METHODS

Study Area

Job satisfaction represents several related attitude, which are the most important characteristics of a job about which people have effective response (Luthans, 2005:211). Low wages and lack of status and social security, affect motivation. Job satisfaction cannot be talked where there is absence of motivation (Tella et al., 2007; Sattar et al., 2010b; Saifuddin et al., 2010). Gender discrimination is widely researched (Ellickson and Logsdon, 2001; DeVaney and Chen, 2003). Studies in both the advanced and developing states have identified mixed results about the gender implications for job satisfaction, organizational commitment and turnover (Shah and Jalees, 2004; Moynihan and Pandey, 2007; Chughtai and Zafar, 2009). Likewise, the job should match with the qualification of an employee otherwise employees will be dissatisfied (Naval and Srivastava, 2002).

Population of Study

This research is based on the primary data collected from

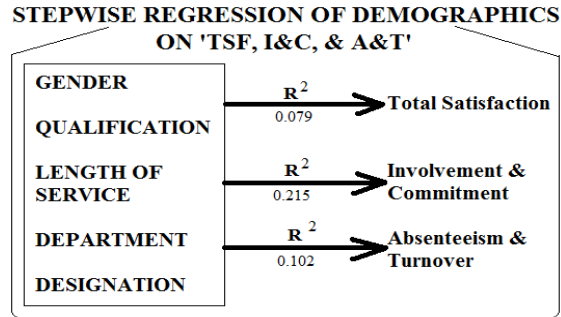


Figure Schematic Diagram of the Theoretical Framework

RESULTS

Demographic Predictors of Job Satisfaction and Dissatisfaction

Table 1: Frequencies of the Demographic Groupings (n=205)

Groups		Frequency	Percent
Department	Education	71	34.6
	Others	134	65.4
	Total	205	100.0
Designation	16-18	115	56.1
	19-20	90	43.9
	Total	205	100.0
Qualification	Postgraduate	151	73.7
	Graduate	54	26.3
	Total	205	100.0
Gender	Male	161	78.5
	Female	44	21.5
	Total	205	100.0
Length of Service	1-10	96	46.8
	10-Above	109	53.2
	Total	205	100.0

Hypothesis 1: Total satisfaction is determined by the demographic attributes of the respondents (H₁).

Table 2: Showing the Details of the TWO Models

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.230(a)	.053	.048	.91204	11.315	.001(a)
2	.281(b)	.079	.070	.90146	8.686	.000(b)
a Predictors: (Constant), Qualification b Predictors: (Constant), Qualification, Gender c Dependent Variable: Total Satisfaction						

Table 3: Showing the Coefficients of Regression in TWO Models

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.986	.074		67.182	.000
	Qualification	-.486	.145	-.230	-3.364	.001
2	(Constant)	4.877	.086		56.468	.000
	Qualification	-.384	.149	-.181	-2.574	.011
	Gender	.385	.160	.170	2.406	.017

Table 4: Showing the Excluded Variables in TWO Models

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
2	Department	-.041(b)	-.428	.669	-.030	.511
	Designation	.001(b)	.011	.991	.001	.982
	Length of Service	-.016(b)	-.188	.851	-.013	.668

Table 5: Showing the Details of the TWO Models

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.442(a)	.195	.191	.70693	49.167	.000(a)
2	.464(b)	.215	.207	.69971	27.699	.000(b)
	a Predictors: (Constant), Gender					
	b Predictors: (Constant), Gender, Length of Service					
	c Dependent Variable: Involvement & Commitment					

Table 6: Showing Coefficients of Regression in TWO Models

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.039	.056		72.501	.000
	Gender	.843	.120	.442	7.012	.000
2	(Constant)	4.146	.072		57.307	.000
	Gender	.921	.124	.482	7.439	.000
	Length of Service	-.233	.102	-.148	-2.283	.023

Table 7: Showing the Excluded Variables from TWO Models

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
2	Department	-.104(b)	-1.240	.216	-.087	.552
	Designation	.027(b)	.432	.666	.030	.992
	Qualification	-.047(b)	-.616	.538	-.043	.664

Table 8: Showing the Details of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.320(a)	.102	.098	.62900	23.130	.000(a)
	a Predictors: (Constant), Gender b Dependent Variable: Absenteeism & Turnover					

Table 9: Showing Coefficients of Regression in ONE Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.762	.050		96.061	.000
	Gender	.515	.107	.320	4.809	.000

Table 10: Showing the Excluded Variables from ONE Model

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Department	-.134(a)	-1.508	.133	-.105	.553
	Designation	-.034(a)	-.502	.616	-.035	.992
	Qualification	-.009(a)	-.129	.898	-.009	.918
	Length of Service	-.041(a)	-.592	.555	-.042	.924

a sample of 'District Officers' (from six departments) selected from the whole population of same officers in the province of Khyber Pakhtoonkhwa, Pakistan.

Data Collection

This research uses survey approach with a structured questionnaire that was distributed among 217 District Officers in Local Government of KPK, Pakistan. The return of 205 completed questionnaires gave a return rate of 94.47%. The questionnaire included questions about

5-demographic (department, designation, qualification, gender and length of service) and 8-research variables (pay, work, supervision, promotion, environment, co-workers and the consequences of involvement & commitment and absenteeism & turnover). 7-point Likert scale has been used with: 1 = strongly disagree, 2 = disagree, 3 = mildly disagree, 4 = neutral, 5 = mildly agree, 6 = agree and 7 = strongly agree.

Data Analysis

Data was posted in a database created with SPSS 12.0

for further analysis. The Reliability-score of Cronbach' Alpha is 0.906 for 34 items. Descriptive tables were prepared for the respondents and research variables. For testing of the hypotheses (5factors*3variables=15 sub-hypotheses) STEPWISE multiple regression was used to gradually exclude the insignificant factors and finally figure out the best fit models for each of the variables.

The hypothesis of this research are:

- 1.Total satisfaction is determined by the demographic attributes of the respondents (H1)
- 2.Demographics determine the Involvement & Commitment of the District Officers working in the local government of KPK, Pakistan (H2).
- 3.Absenteeism and Turnover depends on the demographic characteristics of the respondents (H3).

b. Analysis I

In the first procedure for finding the best fit to predict jobsatisfaction, two out of five factors have surfaced as the significant predictors of total job satisfaction of the district officers in local government of KPK. Qualification is the top factor which emerges in the first model. Then in the second model gender indicates the impact. However, department, designation and length of service are playing no role in the bringing variation in the dependent variable.

The model explains 8% ($R^2 = 0.079$) of variation in the dependent variable. Thus, the best fit equation is:

$$\text{Total Satisfaction} = a + \beta_1 \text{QUA} + \beta_2 \text{GDR} + e$$

Total Satisfaction = 4.877+- .384+ .385+ .901
Hypothesis 2: Demographics determine the Involvement & Commitment of the District Officers working in the local government of KPK, Pakistan (H2).

b. Analysis II

Gender and length of service has survived stepwise regression and elimination process. In the first model only gender appeared as the predictor however, in the second regression model, length of service joins the equation. Three factors of department, designation and qualification have been excluded as insignificant variables. 22% ($R^2 = 0.215$) of change is defined by the factors in model 2. Thus, the best fit is:

$$\text{Involvement \& commitment} = a + \beta_1 \text{GDR} + \beta_7 \text{LOS} + e$$

$$\text{Involvement \& commitment} = 4.146+ .921+ -.233+ .69971$$

Hypothesis 3: Absenteeism and Turnover depends on the demographic characteristics of the respondents (H3).

b. Analysis III

Only one factor has emerged as the significant variable in predicting the negative attitude of absenteeism and turnover. It is surprising that four out of five factors are

totally indifferent in influencing any change in the negative attitude of the employees. Department, designation, qualification and length of service have no concern with the variation in absenteeism and turnover of district officers. The strength of impact is 10% ($R^2 = 0.102$). The best fit is:

$$\text{Absenteeism \& Turnover} = a + \beta_{1\text{GDR}} + e$$

$$\text{Absenteeism \& Turnover} = 4.762+ .515$$

DISCUSSIONS

Regression have been applied to predict organizational attitudes including job satisfaction and its consequences using factors of job satisfaction and demographics as the criterion variables (Wiedmer, 1998; Ellickson & Logsdon, 2001; DeVaney & Chan, 2003; Moynihan & Pandey, 2007; Tirmizi et al., 2008; Sattar et al., 2010b; Saifuddin et al., 2010). For example, job characteristics have been used to predict job satisfaction among public sector managers (Sokoya, 2000). Similarly, employee motivation, commitment, and job satisfaction are predicted by the personal attributes and work characteristics (Moynihan & Pandey, 2007). While Tirmizi et al., (2008) used age and tenure to explain and predict job satisfaction of the managers in public sector.

For example, most of the studies of job satisfaction in the developing countries have identified the demographic impacts. Saiyadain, (1998) identified gender and experience-effects among the Malaysian public managers. A study from Lebanon reports higher gender effects on the organizational attitudes of job satisfaction (Crossman & Abou-Zaki, 2003). Shah & Jalees, (2004) have documented significant impacts of gender but no effects of experience and department on the academicians working a public sector university of Pakistan.

Although the impacts of demographics on the organizational attitudes are well documented and widely reported particularly in the developing states however current study reveals unexpected results. Qualification, gender and length of service or experience have some effects on the job satisfaction and its consequences. Furthermore, the impacts are not phenomenal rather minor ranging from 8% to 22%. It is however notable that gender is consistently appearing as the critical factor in determining all the attitudes. It can also be postulated that public sector employees have more static environment than the business organizations in these that in non governmental sector competition is more powerful than in public sector employment. Therefore the role of personal attributes is more powerful in private or business organizations than in the governmental workforce. For example, department and designation have no role in changing the attitudes of the officers showing the same attitude across different ranks and work places.

CONCLUSIONS

Although demographic implications for job satisfaction are widely discussed and overly propagated, the results of this study are surprisingly different from expectations. It was hypothesized that five demographic factors are the strong predictors of the satisfaction and its consequences among the district officers of local government. Gender is the main factor, which explains the variation in all the tested variables. Similarly, qualification and length of service (experience) have also emerged as explaining one variable each, although these factors are totally insignificant. Thus, it can be concluded that there is need to further explore the impacts of gender, qualification and experience so that a real picture of these impacts could be sorted out thereby suggesting a more customized solution model.

The critical implication for the management in public sector organizations like local government departments is that 'gender discrimination' should be taken up seriously because the imbalance between the male and female workers' job satisfaction is a threat to the teamwork spirit in any organization. There is need to explore 'gender impacts' with more detailed instruments of data collection.

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