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Job Satisfaction of Government Employees: Comparative Study

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A B S T R A C T

Employees' expectations and needs may differ from person to person and from place to place. Different types of employees may have different types of expectations at their organizations. Therefore, the acceptance level of job satisfaction may differ among them. This research consists of a comparative study between development officers and management assistants of government employees. The objectives of the research are to find out the factors influencing on job satisfaction, to evaluate the level of job satisfaction among the employees, and to suggest ways to improve the job satisfaction of employees. The conceptual framework includes the recognition of work, job characteristics, leadership, work environment, and corporate culture. Selected a hundred employees on the equal basis of the systematic random sampling method. Univariate analysis and SPSS used for the data analysis purpose. The finding of results shows that in the comparative analysis, the development officer is more satisfied than the management assistant.

Keywords: Job satisfaction, Involvement, Work environment

1. Introduction

Job satisfaction can be defined in several ways as it is the collection of feelings and beliefs people have about their current jobs, it is a measurement of how happy workers are with their job & working environment, positive feelings about the job resulting from an evaluation of its characteristics, relation with the mental health of the people and it relates to inner feelings of workers. Generally, satisfied workers perform well and show maximum efficiency and effectiveness. Employee satisfaction is defined as employees' feelings and thoughts about the organization, work, and co-workers (Beer, 1964). Locke (1976) proposed the theory of value and suggested that employee satisfaction does not address individual desires, but is associated with employees' needs or principles. Job satisfaction is very important not only for employees but also for the success of the organization (Lim, 2008) because if an employee is not satisfied with his job then he will not be loyal to the organization and dissatisfaction with a job and/or lack of loyalty to the organization, may search for other jobs (Reed et al., 1994). Employees who are unsatisfied with their jobs will not be motivated and enthusiastic toward any chores assigned to them, and they will be more prone to escaping their duties. Moreover, they will be seen with higher levels of absence from work. Even when they are present, they will show very little concern for the issues of the organization, which will certainly affect the organization's performance negatively.

On the other hand, those who are highly satisfied with their job tend to be more friendly, cooperative, and helpful with their colleagues and co-workers. This kind of cooperation brings in sharing and learning. Job satisfaction also induces security and superior workplace feelings with lesser negativity and clashes, thus aiding in the smooth running of the organization. Thus, it can be concluded that satisfied employees are more likely to perform superior than unsatisfied ones. Therefore, the researcher going to study the job satisfaction of government employees and compare the study with development officers and management assistants.

1.1 Research Objectives

Every research is conducted to find out or reach some objectives. The objectives of this study are as follows;

- To find the factors influencing on Job Satisfaction

- To evaluate the level of Job Satisfaction among the employees

- To recommend and suggest ways to improve the Job satisfaction of employees

2. Literature Review

Job satisfaction can be defined as an individual's general attitude toward his or her job (Robbins et al. 2003). It is the degree to which employees have a positive affective orientation towards employment by the organization (Price (1997), Cranny et al. (1992) defined job satisfaction as an affective

(emotional) reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired. Akinbobola (2011) expressed that there is a significant independent prediction of job involvement by age, job satisfaction, and some characteristics which are supervision, fringe benefit, contingent reward, operating procedure, co-worker, and communication. According to Vroom (1964) Job satisfaction is an orientation of emotions that employees possess towards the role they are performing at the workplace.

Variable of Job Satisfaction

Job satisfaction is the attitude that an employee has towards his or her job (Robbins, 2003). Job satisfaction is an affective reaction to a job that results from a person's comparison of outcomes with those that are desired, anticipated, or deserved (Oshagbemi, 1999). According to Robbins (2003), factors that influence job satisfaction are the work itself, promotional opportunities, the abilities of the supervisors to provide emotional and technical support, the extent to which fellow workers are supportive, working conditions, and the equitability of remuneration.

Recognition

Employee recognition (or lack thereof) affects job satisfaction in several different ways. Generally speaking, low job satisfaction is indicative of poor recognition. When employees aren't recognized by their employer, they may have a negative attitude toward their job and the company as a whole. Employee recognition is the timely, informal, or formal acknowledgment of a person's or team's behavior, effort, or business result that supports the organization's goals and values, and which has been beyond normal expectations.

Job Characteristics

Hackman and Lawler (1971) suggested that certain job characteristics, such as skill variety, task identity, autonomy, and feedback motivated employees in their job performance. Hackman and Oldham (1980) measured how job characteristics, such as skill variety, task identity, task significance, autonomy, and feedback, influenced job satisfaction, motivation, and performance in this model.

Skill variety is the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person for successful completion. The more skills are involved, the more meaningful is the job. Skill variety can be enhanced in several ways such as job rotation, enrichment, and enlargement.

Task identity is the degree to which a job requires the completion of a "whole" and identifiable piece of work that is doing a job from beginning to end with a visible outcome (Hackman & Oldham, 1980).

Task significance is the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or the world at large. A job is more meaningful if it is important to other people for some reason.

Autonomy is the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out. More autonomy leads to a greater feeling of personal responsibility for the work. Efforts to increase autonomy might lead to job enrichment.

Feedback is the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance. Feedback is intrinsically motivating because it helps employees understand the effectiveness of their performance and contributes to their overall knowledge about the work.

Leadership

Leaders of any organization are expected to carry out tasks with limited resources to the maximum level to maintain the competitive edge and sustain the profitability position of the organization (Raiz, & Haider, 2010). Leadership is about setting a direction or developing a vision of the future together with the necessary strategies for producing the changes needed to achieve a vision (Long, & Thean, 2011). Leadership is one of the most observed and least understood phenomena on earth (Burns, 1978).

Schermerhorn (1999) believed that leading is a process used to motivate and influence others to work hard to realize and support organizational goals, while Hersey et al. (2001) believed that leadership influences individuals' behavior based on both individual and organizational goals.

Every manager has his or her style. Some managers are classified as hard or autocratic, meaning they are characterized by having important values such as high-level ambition, achievement, and risk-taking. Other managers use the soft approach characterized by loyalty, trust, compassion, and a high regard for relationships. Employees will perform much better and be more loyal to a manager who uses the soft approach. Courtesy, humor, and moral integrity are other qualities that are important for a good manager (Ghosh, 2008).

Work Environment

The work environment refers to the relationship between a worker and his environment that can be broken down into different dimensions like the social, technical, and economic in which the work is normally viewed and designed. Stephen P. Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn, this will render a more positive level of job satisfaction.

An effective work environment encourages happier employees with their jobs which ultimately influences the growth of an individual and organization which leads to growth at an economic level. The concept of work environment is an actual comprehensive one including the physical, psychological, and

social aspects that mark up the working condition. Work environment performs to have both positive and negative effects on the psychological and welfare of employees.

Corporate Culture

There are several definitions of corporate culture. One view is that culture represents the unspoken code of communication among members of an organization. A related view is that culture is a convention that helps coordination (Cremer 1993). Among the many factors that affect an organization's ability to innovate, compete, and engage employees and customers is corporate culture.

Corporate Culture is the amalgamation of values, vision, mission, and the day-to-day aspects of communication, interaction, and operational goals that create the organizational atmosphere that pervades the way people work. Corporate culture can make a difference in performance, innovation, and employee development and retention. Corporate culture is an ongoing system of checks and balances that needs to be reinforced at all levels of the organizational and employee life cycle.

3. Methodology

3.1 Research Methods

The research model given below shows the relationship between the dependent variable and the independent variable.
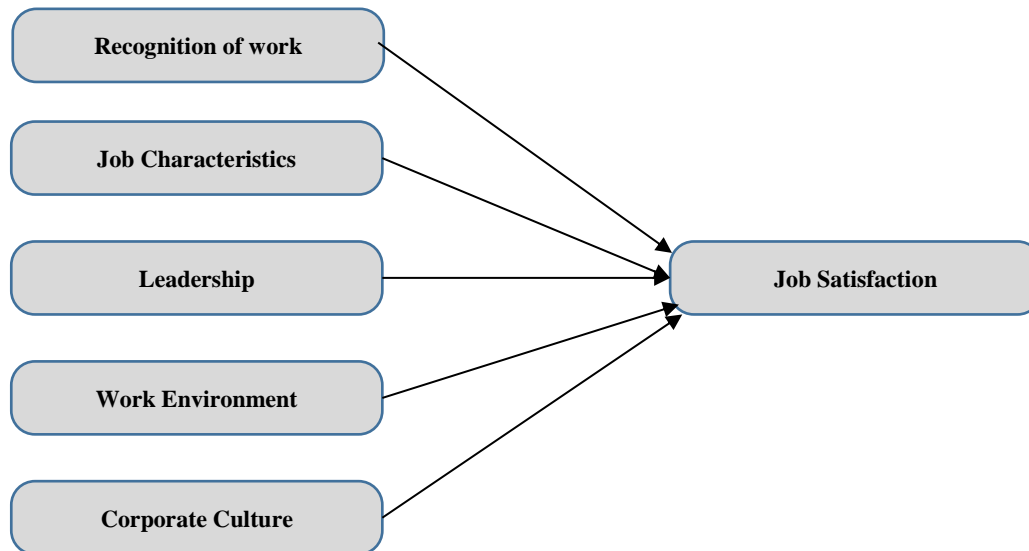
Conceptual Framework

Figure 1. Conceptual framework

Source-Develop for research purpose

Operationalization

In accordance with the conceptual framework, the operationalization has been formulated.

Table 1. Operationalization

Indicators	Attributes
Recognition of Work	- Appreciation for Job - Recognition for Effort - Rewarding / Compensation - Seeing Results from Works

Job Characteristics	- Skill Variety - Task Identity - Task Significance - Autonomy
Leadership	- Human Relation - Dedication Work - Decision Making - Direction / Guidance
Work Environment	- Equal Opportunity - Physical Space - Amenities - Infrastructure & Interior
Corporate Culture	- Teamwork - Work Sharing - Risks and the Perception of Risks - Co-workers
Job Satisfaction	- Need fulfilment - Job Performance

Source: Developed for this study

3.2 Methodology

It describes the data collection methods as well as the data analysis tools. These data collection method helps to analyze the data and to derive the conclusion of the research. Mainly conducted by using quantitative research methodology. This research has used primary and secondary data. Primary data were collected through questionnaires and annual administration reports, web searching, web-based databases, etc.

3.3 Sample

A sample is a subset of individuals chosen from a larger set. Each individual is chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process, and each subset of individuals has the same probability of being chosen for the sample as any other subset of individuals. Based on that hundred samples were selected on the equal basis of development officer and management assistant of government employees. Data was collected through a well-structured questionnaire.

3.4 Data Analysis Techniques

Likert Scale (Five Points) method is used to analyse the data such as;

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

Statistical Package for Social Survey (SPSS) version 23.0 is used to analyse the questionnaires. The univariate analysis also was used to analyse the mean and standard deviation.

3.5 Decision Rule

In evaluating the samples as a whole, the mean value of the respondent is compared with the medium. If a respondent's average score of an aspect is less than the mean value [3], it is assumed that the respondent has poor satisfaction related to the particular aspects. The minimum value of each respondent for a variable is 1 and the maximum value is 5.

Thus the decision rule can be formulated as follows.

Table 2. Decision rule

Range	Decision Rule
$1 < xi \leq 2.5$	Less satisfaction level.
$2.5 < xi \leq 3.5$	Moderate satisfaction level.
$3.5 < xi \leq 5.0$	High satisfaction level.

4. Results and Discussion

In the below table describes the univariate analysis of employees' satisfaction.

Table-3: Data analysis

Category of Employees	Recognition of Work		Job Characteristics		Leadership		Corporate Culture		Working Environment		Job Satisfaction	
	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation
Management Assistant	2.26	0.57	2.13	0.73	2.24	0.44	2.97	0.52	3.29	0.51	2.97	0.62
Development Assistant	3.55	0.55	3.47	0.62	3.60	0.62	3.44	0.56	3.60	0.56	3.68	0.48

Source: Survey data

Table-4: Overall satisfaction

Category of employees	Overall Satisfaction of all variables	
	Mean	Standard Deviation
Management Assistant	2.64	0.350
Development Assistant	3.56	0.400

Source: Survey data

Considering the recognition of work, development officers are doing the main part of the organization's main function. Those are the operation of databases, monitoring field works, taking part in meetings, conducting workshops, involving tasks related to the main source of funds of the department, etc. Therefore, they have the opportunity to apply innovative thinking and skills. However, management assistants are doing the regular tasks at the organization such as maintaining of personal files of all staff, preparing the vouchers, preparing subject matter letters, staff leave, vehicle maintenance, account procedures, salary-related works, etc. Those works should be done by predefined processes and procedures. Therefore, the mean value for recognition of work differs among management assistants and development officers. The next factor of job characteristics, development officers is a moderate level of satisfaction. Leadership is one of the more important success factors of an organization. The heads of the departments have more knowledge, ability, decision-making skills, etc. Beyond that, he or she is a good leader. They deal fairly with all employees. They take time to listen to

employees' opinions. It depends on the organization's needs and demands. For example, productivity, workshop arrangements, get-togethers, welfare trips, etc. Here also, the mean value differs from both categories of employees. Another factor of the working environment should be good and safe. And, all the staff are willing to work in a comfortable working environment. Both categories of employees agreed their working environment is comfortable to do the work in an organization. Corporate culture is one of the factors to sustain for a long period in an organization. The relationship among the staff should be reliable. All departments are structured into many divisions. There are good relationships and coordination within the unit. Some departments arrange some special activities such as lunch parties at the office, sports, and team-building events to build the best team for maintaining corporate culture among the staff.

5. Conclusion

Job satisfaction is one type of inner feeling of the employees, it plays a considerable role in determining the employees and organizational performance. It is a key player in the service industry. According to this research, management assistants have a moderate level of job satisfaction compared with development officers. A few suggestions are given below to enhance the job satisfaction of employees. Considering the recognition of work in the government sector, salary cannot be paid for staff additionally and it is limited according to the salary scale. Even though, staff can be motivated by encouraging words with the best compliments. In the job characteristics, identify the strengths and weaknesses of every staff, hereafter provide the equal opportunity to improve their skill and knowledge and do innovative things at work for all staff. The next factor of leadership is maintaining two-way communication properly, conducting regular meetings, and getting feedback. The work environment incorporates a good and safe working environment. Good corporate culture can be created by teamwork. Even though satisfaction is to be created by every individual of the employees, it relates to the inner feeling. They can change themselves adapt to the environment and provide better service effectively and efficiently.

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