

Significant Dimensions of Job Satisfaction for Non – for Profit Organization

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ABSTRACT

A short research study concavely explores the important factors contributing towards overall satisfaction of employees working in a non - for - profit organization, that help employees to perform up to the mark while at work. Sample selected via combination of convenient and snow ball sampling helped in gathering 101 final responses including male and female employees working full time. Reliability and normality examined via statistical tests affirmed both. Correlation analysis and regression analysis was employed for figuring out the significant dimensions of job satisfaction among the considered sample. The five dimensions considered for the study included satisfaction with work environment, satisfaction with supervisor (immediate boss), satisfaction with salary (pay), satisfaction with workload and satisfaction with learning opportunities. Results affirmed that satisfaction with supervisor, pay and learning opportunities are the most vital factors for employee satisfaction. Results are discussed in comparison with the already available research studies. Study proves to be beneficial for the guidance of researchers, employers, educationists and students. The study suggests that if good supervision, job compatible salary and learning opportunities are provided to the employees working in this organization particularly and to all the non – for – profit organizations in general, this will help employees achieve sustainable satisfaction from their work.

KEY WORDS: Job satisfaction, Employees, non - for - profit organization, Pakistan.

INTRODUCTION

The management of employees at the work place is vital for organizational growth. In this regard satisfaction of employees is a crucial factor. It has been discussed time and again in the organizational studies. A well managed organization takes care of its employees for quality and productivity gains. Satisfaction from work is directly related to the productivity increase. The current study looks at the important factors that contribute most towards the job satisfaction of employees working in a non - for - profit organization. The study aims at knowing the factors important in achieving employee satisfaction from their jobs because this in turn motivates them to perform well at work.

A theory presented by Herzberg in the year 1968 states that there are two set of forces that can either motivate or de-motivate, via satisfaction/dissatisfaction, the employees while at work ^[6]. The factors present in the organization like achievement, recognition, advancement, responsibility, advancement and the work itself are motivators. Cameron and Green ^[6] recognized them as job content factors. On the other hand there are factors which, if not, taken care of results in job dissatisfaction of the employees. The factors may include salary (pay), interpersonal relations, technical supervision, working conditions and organizational policies etc. also identified as the job context factors ^[6]. It lays emphases on continuously examine the satisfaction of employees with the passage of time to achieve the organizational goals effectively.

Job satisfaction is responsible for bringing positive change in the employees and organizations ^[25]. Satisfied employees have the tendencies to be productive and efficient ^[10]. Additionally, satisfied employees are proved to manage their home and work responsibilities in a balanced manner ^[16]. At the

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same time retention of satisfied group of employees results in un-interrupted organizational operations ^[15]. So it becomes necessary to know the antecedents that help in achieving satisfaction from work.

The satisfaction achieved in turn help the employees to perform well in the organization and remain beneficial for employers to retain their employees for longer tenure. Employee job satisfaction can be defined as the pleasure coming out of work ^[11]. When employees feel pleasure out of their work they become more active and pay complete attention towards their activities at work. The study will be valuable for the employers and employees at the same time. The employers will be able to look at the factors that their employees demand from their work places. Upon availability of the factors, they are looking for they get motivated and work with more satisfaction. Keeping in view all the benefits of job satisfaction identified by different researchers, the current focused on identifying the factors that contribute towards achieving job satisfaction. The literature review helps to highlight the contributions of the researchers regarding similar issues in detail.

LITERATURE REVIEW

The researchers across the globe have been emphasizing the factors effecting job satisfaction of employees. Azman and Zakaria ^[5] investigated the effect of pay for performance and interactional justice on job satisfaction by gathering 132 responses from the employees working in seventeen GIATMARA canters in Kuala Lumpur and Selangor - two states of Malaysia. They revealed that interactional justice does act as a full mediating variable in the pay system models of the studied organizations. Similarly another opinion is in this regard was given by Danish and Usman ^[8], who investigated the relationship between incentives, rewards recognition on employee motivation and satisfaction. The researchers gathered 220 responses from workers related to financial services, telecommunication, education, health and manufacturing, including both the public sector and the private sector. The authors reported a close relationship between work motivation and satisfaction by revealing a significant correlation between work itself, operating procedure, recognition and work motivation and satisfaction. Moreover they revealed that compensation, relationship with coworker, security, supervision and growth were significant in explaining work motivation and satisfaction. Additionally they found that recognition along with work itself and operating procedures had weak and insignificant relationship.

Whereas, Nadeem and Abbas ^[19] were of the view that conflict can diminish job satisfaction of employees so they studied the work life conflict and its impact on job satisfactions in Pakistan by gathering 162 responses from the managers working at different managerial levels. They revealed that job satisfaction had inverse correlation with work to family interference and family to work interference. Moreover they revealed that stress also negatively effects job satisfaction.

A group of researchers deemed work motivation as an important producer of job satisfaction. They conducted a study in a sample of 60 employees associated with mobile telecommunication service organization. Moreover they examined the extent to which the employees are satisfied with different dimensions of their job. Moreover they mentioned that the employees were satisfied from all the dimensions they considered ^[22].

Employees' perceptions towards organizational justice (work environment) and its effects on the job satisfaction of workers is another important area. Al-Zu'bi ^[3] considered a sample of 250 employees working at electrical industrial companies. The researcher found a positive association between organizational justice and job satisfaction. It means that the employees demand fair organizational dealing at work place to remain satisfied from their work.

Ahmad, Nawaz, Iqbal, Ali, Shaukat and Usman ^[1] analyzed the effects of motivational factors, including pay satisfaction, on job satisfaction of non – academic employees working in one of the public sector universities, which remain to be serving as non – for profit organizations. They found teamwork having a positive association with satisfaction and work stress caused by interpersonal relationships negatively associated with satisfaction. It is deemed that their study found a mild relationship of pay with workers' job satisfaction.

Personality traits and job stress also effect job satisfaction of employees Dehkordi, Sheykhshabani, Mohtashami and Nateqi ^[9] examined the same in a sample of 482 employees working in various government organizations. Government organizations are generally run for the welfare of the public and considered as non – for – profit organizations. They found a positive relationship between job satisfaction and personality traits like extraversion, openness for experience, agreeableness, and conscientiousness. Further they found job satisfaction negatively related to all the sources of stress. The sources of stress

included the role overload, role insufficiency, role ambiguity, role boundary, physical work environment and the responsibility. Their study concluded that when there was a fit between environment and environmental patterns with personality, then job satisfaction and achievement in organizational settings was found to be greater, job stress eased and elevated productivity.

Commitment towards an organization is an outcome of job satisfaction. Malik, Nawab, Naeem and Danish^[12] examined the effect of various dimensions of job satisfaction affecting commitment towards organization in a public sector university in Pakistan. They also examined the dimensions of job satisfaction responsible for enhancing satisfaction of employees. They found that the factors like satisfaction with work-itself, quality of supervision and satisfaction with pay having significant positive influence on organizational commitment of faculty members. Additionally they reported high degree of organizational commitment and satisfaction with work-itself, supervision, salary, co-workers and opportunities for promotion.

Social relationships are also found to have positive contribution towards achieving job satisfaction. Rostami, Ghazvini, Farmani and Saraei^[20] examined the relation of organizational social capital with job satisfaction and job stress among 272 employees of Insurance Corporations. The results showed that there were positive affect of social capital on job satisfaction. Additionally they reported a negative relationship of social capital and job stress. They concluded that social capital is a source of keeping employees satisfied while at work.

Another group of researchers, Malik, Zaheer, Khan and Ahmad^[17] collected data from 175 medical parishioners revealed significant effect of burnout at work and job satisfaction. They reported that the employees experiencing burnout at work were dissatisfied from their work. This burnout may be due the working conditions or the heavy work load they face during work hours.

commitment, Mensah^[18] revealed that lactating working mothers who got Workplace Facilities were more committed to their work and also more satisfied with their work than those who did not get workplace facilities. The researcher retrieved responses from 260 mothers working in several institutes like Hospitals, Schools, Banks, and Non-Governmental Organizations (N.G.O) and the Ministries.

Shakir, Ghazali, Shah, Zaidi and Tahir^[23] pointed out the most prominent factors of job dissatisfaction among doctors working at Bahawal-Victoria Hospital / Quaid-e-Azam Medical College, Bahawalpur. They managed to retrieve a sample of 60 doctors and found lack of proper service structure and low salaries were two most important reasons for their dissatisfaction from job.

To summarize, maximum of the researchers have examined the relationship of overall job satisfaction with various factors including employees' motivation, organizational commitment, stress etc. there is a need to identify the contributors of job satisfaction that this study has taken into consideration. This effort has been made by using the following materials and methods.

MATERIALS AND METHODS

The sample for the current study was selected by utilizing non probability sampling techniques including convenient and snow ball sampling techniques. The data was gathered via using questionnaire. The questionnaire was distributed among the employees of a non – for – profit organization located in KhyberPakhtunKhwa province of Pakistan. The employees were requested personally. Additionally the managers of various departments were approached for the same purpose. The positive response on the part of managers helped the research team to collect data. The collected data was screened for data analysis. In all 101 responses were included in the analysis. Incomplete and negligently filled questionnaires were removed to achieve better reliability.

The five dimensions of job satisfaction included in this study are (1) satisfaction with work environment, (2) satisfaction with supervisor (immediate boss), (3) satisfaction with salary (pay), (4) satisfaction with workload and (5) satisfaction with learning opportunities available at the workplace/organization. The statements written in the questionnaire were rated at five point Likert type scale ranging from '1 = strongly dissatisfied' to '5 = strongly satisfied'.

The dimensions of job satisfaction were selected for the current study after reviewing work of earlier researchers. The questionnaire after going through Minnesota Satisfaction Questionnaire - MSQ^[27], Job Descriptive Index - JDI^[24], Job Satisfaction Survey - JSS^[25] and Job Stress Questionnaire – JSQ^[7]. Additionally the research studies conducted by several other authors were also reviewed^[2,20,22,15,16,14,13].

After gathering the responses the statistical tests including cronebach's alpha, descriptive statistics, Pearson's correlation, and regression were applied to get the meaningful results. The details of the results are given below.

RESULTS

Demographic profile

The results of the study are divided into two parts. The former part provides the demographic picture of the respondents and the later concentrates upon the dimensions of overall employee job satisfaction.

The demographic profile of the respondents is given in table 1.

Table 1
Demographic Information of Respondents

Variable	Category	n	Percentage
Gender	Male	53	52.5
	Female	48	47.5
Marital status	Married	62	61.4
	Unmarried	39	38.6
Education level	Under-graduates	16	15.8
	Graduation	35	34.7
	Masters	34	33.6
	MS/PhD	14	13.8
	Others	02	01.9
Department	Finance	23	22.8
	Admin	23	22.8
	Logistics	14	13.9
	Grants	21	20.8
	HR	17	16.8
	Others	03	03.0

Source – Data from field study.

Table 1 show that most of the respondents who took part in the study are male, that comprised of more than half of the sample for the study. Either there is less number of working women in this organization or they were reluctant to provide responses for the study. Although it was clearly mentioned in the cover letter while gathering responses that the responses gathered will be kept confidential and will only be used for the sake of research project/paper. Mostly the respondents were enjoying their married lives (62%).

The respondents who were more enthusiastic were graduates. The organization encouraged the participation of highly qualified employees towards achievement of organizational goals by having 33.6% Masters degree holders and 13.8% having qualification either MS or Ph.D. Somehow the researcher managed to gather equal number of responses from the finance and administration department and at the same time managed to gather more than fifty percent responses from other departments, contributing a handsome data for analysis.

Pearson's Correlation

Pearson's correlation is used to examine the relationship of between variables. It ranges from zero to one. The value nearer to one shows strong relationship of the variables. The significance value is also important to note. It is rightly said as the measure of the strength of the association between variables. The results of the correlation analysis are presented in table 2.

Table2: Pearson's Correlation Matrix

		SWE	SWS	SWP	SWW	SLO	OJS
SWE	Pearson Correlation	1			**		*
	N	101					
SWS	Pearson Correlation	-.094	1	**		**	**
	Sig. (2-tailed)	.185					
	N	101	101				
SWP	Pearson Correlation	-.028	.332**	1			*
	Sig. (2-tailed)	.695	.000				
	N	101	101	101			
SWW	Pearson Correlation	.484**	-.053	-.070	1		**
	Sig. (2-tailed)	.000	.454	.326			
	N	101	101	101	101		
SLO	Pearson Correlation	.012	.258**	.105	-.044	1	*
	Sig. (2-tailed)	.864	.000	.141	.538		
	N	101	101	101	101	101	
OJS	Pearson Correlation	-.168*	.310**	.147*	-.191**	.181*	1
	Sig. (2-tailed)	.017	.000	.039	.007	.010	
	N	101	101	101	101	101	101

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: data from field study.

The results of correlation analysis show that satisfaction with work environment (SWE) and satisfaction with work load had (SWW) a weak negative but significant (-.168, 0.017) and (-.191, 0.007) relationship with overall job satisfaction (OJS). The dimensions having a positive relationship with overall job satisfaction include satisfaction with supervisor – SWS (.310, 0.000), satisfaction with pay – SWP (.147, 0.039) and satisfaction with learning opportunities – SLO (.181, 0.010). The dimensions having positive relationship are significant in nature. Despite the fact that data was normal, which the researcher confirmed after examining the skewness and kurtosis of the data, the relationships shown are weak.

Regression Analysis

The results of regression analysis are given in table 3, 3.1 and 3.3.

Table 3. Model Summary - Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.379 ^a	.143	.121	.64352

a. Predictors: (Constant), SLO, SWE, SWP, SWS, SWW

Table 3.1. ANOVA – Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.379	5	2.676	6.462	.000 ^a
	Residual	79.924	193	.414		
	Total	93.303	198			

a. Predictors: (Constant), SLO, SWE, SWP, SWS, SWW

Table 3.2. Coefficients – Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.969	.546		3.605	.000
	SWE	-.061	.057	-.081	-1.061	.290
	SWS	.267	.076	.256	3.502	.001
	SWP	.046	.078	.041	.585	.559
	SWW	-.095	.055	-.132	-1.728	.086
	SLO	.163	.107	.105	1.524	.129

Source: data from field study.

The results show that the overall model is significant with F statistic equal to 6.462. The variables effecting overall job satisfaction only explain 37.9 percent. By looking at the beta values it is evident that two dimensions are having negative effect on overall job satisfaction. The two dimensions are satisfaction with work environment and satisfaction with workload. These findings are reaffirmed by using regression analysis. However, the dimensions having positive effect are satisfaction with supervisor, satisfaction with pay and satisfaction with learning opportunities. Once again the relationships are weak.

CONCLUSION AND DISCUSSION

The current study aims at examining the relationship of five diverse dimensions of job satisfaction with overall satisfaction of employees working in non - for - profit organization. The results are based on the responses of 101 male and female employees working in different departments of the organization.

The results show that out of five, three dimensions are having a positive effect on overall job satisfaction of employees where as two of them have negative effect. The dimensions having positive effect include satisfaction with supervisor (SWS), satisfaction with pay (SWP) and satisfaction with learning opportunities (SLO). Whereas, the factors effecting negatively include, satisfaction with the work environment (SWE) and satisfaction with work load (SWW).

The study concludes that the organizations can achieve higher job satisfaction of employees if the focus is converged towards the practices that help employees to achieve high satisfaction dealing with a supervisor (SWS), satisfaction with pay (SWP) and satisfaction with learning opportunities (SLO).

It is evident that due to heavy workloads the employees are not satisfied and at the same time they are not happy with the work environment. This is again may be due to the heavy workloads. The results of the current study are aligned with few of the researchers like Malik, Nawab, Naeem and Danish^[12], Malik, Zaheer, Khan and Ahmad^[17] and Shakir, Ghazali, Shah, Zaidi and Tahir^[23].

Previous studies found satisfaction with work-itself, supervision, salary, co-workers and opportunities for promotion as few of the significant factors effecting employees' satisfaction. They conducted research study in public sector universities. The main motive of public sector universities is to disseminate knowledge instead of earning profits^[12]. Current study is also conducted on the bases of responses from the non for profit organization.

The researchers also reported that the employees experiencing burnout at work were dissatisfied from their work^[17]. This burnout may be due the working conditions or the heavy work load they face during work hours. The results of current research study also reports that the employees are less satisfied due to heavy workloads or uncomfortable work environment. It is advisable to keep away the employees from such factors that hamper their satisfaction at work.

Another research study pointed out the most prominent factors of job dissatisfaction among doctors working at Bahawal-Victoria Hospital / Quaid-e-Azam Medical College, Bahawalpur. They managed to retrieve a sample of 60 doctors and found lack of proper service structure and low salaries were two most important reasons for their dissatisfaction from job^[23]. The organization considered for the current study was not facing any problem regarding pay structures but it may having problem regarding organization structure, the flow of information and authority/responsibility issues. That is why the employees seem less satisfied from the work environment and the workloads.

Comparing the current findings with Herzberg's two factor model of employee satisfaction as a source of motivation, the authors identified two hygiene factors contributing more towards the satisfaction of employees that are satisfaction with the dealing of supervisor and the pay. The 'motivator' factor identified responsible for satisfaction of employees is satisfaction with the learning opportunities. The more learning opportunities offered at this organization the employees are more likely to be satisfied.

Recommendations

In the light of the results of the current study it is recommended that the organizations can use good supervision, job compatible salaries and learning opportunities as tools for achieving high satisfaction levels of employees. The highly satisfied employees have higher tendencies of being retained by the organization.

Maintaining conducive work environment with equitable workloads are additional factors improving satisfaction level, otherwise the employees may be dissatisfied and they may opt for leaving the organizations or their work may be hampered.

Moreover, keeping in view the Herzberg's two factor theory, it is clear that two hygiene factors that are satisfaction with supervisor and satisfaction with pay contribute more towards the satisfaction of employees working in a non – for – profit organization. Similarly only one factor from the set of Herzberg's motivators that is satisfaction with learning opportunities contribute the most towards job satisfaction of employees. So all these three factors can be taken care of and be provided to the work force.

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