

# Factors affecting Job Satisfaction with Moderating Role of Organizational Training

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**Abstract**— The main objective of this research is to determine both the direct and the indirect elements influencing satisfaction with job among employees in Khyber Pakhtunkhwa, Pakistan. The research study specifically aims to investigate the different impacts of economic concerns on employees in the elementary and secondary education department's job satisfaction. The study based on Primary Source of data and an adapted Questionnaire and survey technique was used to collect the data for further analysis and 274 Primary School Teachers were participated in this study. SPSS version 25 was used for Analysis. In order to create a collection of items that represent the idea of employees' job satisfaction, the first step involved reviewing the available research on the factors that influence job satisfaction. To address every facet of job satisfaction, an extensive list of items was developed. In order to generate more items, a focus group and a comprehensive questionnaire were also utilized. Overall, the results of several analyses, including multiple regression and correlation analysis, demonstrate that all the economic factors have a positive and significant influence on job satisfaction. Additionally, these elements may contribute significantly to an employee's job satisfaction. Furthermore, the most significant and effective moderating variable for this association is organizational training. Which play a crucial role in this study. To increase employee job satisfaction, organizations should develop a suitable financial compensation policy that includes either direct or indirect financial compensation. This study is crucial for HR practitioners, business owners, and educational institutions in the area because it explains the factors that determine job satisfaction, which is a crucial topic that has not received much attention in Pakistani research.

**Keywords**— Job satisfaction, Determinants, Pay & Promotions, Supervision, relationship with co-worker, Performance appraisal, organization training, job satisfaction, Khyber Pakhtunkhwa.

## I. INTRODUCTION

### 1. Background of the Study

Scholars from both the West and Asia have been interested in job satisfaction for a number of years. More research has been done on it in Western regions than any other institutional variable because of the effects it has on individuals and organizations as well (Abdulla et al., 2011). Research and theory suggest job satisfaction as a key variable (Spector, 1997). It has been discovered that employee relations, absenteeism, and turnover are all highly impacted by job satisfaction (Al Ajmi, 2001). While increased absenteeism and turnover are common among employees those who are not satisfied from their job (Metle, 2003). People who are satisfied with their jobs are less likely to skip work or hide from it, and they are also more

likely to manage daily challenges effectively (Zeffane et al., 2008).

To describe job satisfaction, certain scholars have explored. According to (Spector, 1997) The degree in which individuals are satisfied or unsatisfied with their work is known as job satisfaction. (Ozturk and Hancer, 2011) explore that It is usually seen as the level to which the desires of a worker of a job match with the work's characteristics. Consequently, the degree of satisfaction or dissatisfaction will rely on the gap among expectations and reality as well as the deviation's direction—that is, whether it is valued or disvalued. (Locke, 1976). In addition, (Metle, 2003) reported that it might be considered people's general feelings regarding their jobs. While the relationship between job satisfaction among individual and

organizational, and work-related demographics and external factors has been extensively studied in Western literature, the same cannot be said for the Asian Context.

In the underdeveloped world, the subject has mainly received little research attention. It is not possible to immediately apply research findings from Western countries to organizations in Asia or developing nations. A large amount of research indicates cross-cultural differences in the factors that influence and are affected by work satisfaction (Spector, 2008). The developing Countries has not only produced very few published studies on job satisfaction, but there has also been little study conducted in the region on this subject (Al Ajmi, 2001). Given the assumption that workers in developing nations do not view their jobs as sources of satisfaction and instead experience various forms of deficiency and withdrawal behavior, including absenteeism and high turnover, it is crucial for academics and practitioners to know the level of employee satisfaction in emerging markets (Metle, 1997). For a long time, it has been believed that addressing satisfaction with work should come before developing any internal incentive programs. To increase employee productivity and the sector's profitability, it is critical to understand the elements influencing the job satisfaction of a large number of working people in the various services sectors (Hayfaa A. Tlaiss, 2012). But it is very crucial for HR practitioners to identify those (internal as well as external) factors/elements that affect the employees job satisfaction. Further research on these elements is very important. Because satisfied, goal oriented, trained and committed employees are the key components of any organization.

(Narendra Singh Chaudhary; Preeti Bhaskar., 2016) Organizations must provide opportunities for employees to upgrade in order to gain a competitive edge and produce the best results. The best way to do this is by setting up programs for training and development, which boost workers' performance, motivation, and their overall job satisfaction in addition to improving their skill sets. Employee training have impact on job satisfaction, but salary and Pay also have a strong impact on the job satisfaction. According to (Al Ajmi, 2001) trained/Higher degree holders were shown to be satisfied with their jobs as well as with their current pay scales than were managers with only a high school education. Job satisfaction has been found to be influenced by a wide range of organizational elements, such as incentives, job security and salaries/payment levels. In addition, work-related variables are an effective indicator of job satisfaction (Abdulla et al., 2011).

According to (Reilly et al. 1993), managerial staff members are more engaged in the preparation and execution of organizational changes, have greater advancement opportunities, and are satisfied in their jobs. According to (Schermerhorn et al., 2005) display a wide range of employee emotions regarding the various dimensions of job satisfaction, including the type of work itself, compensation, prospects for advancement, and coworker satisfaction.

(Ellickson ; Logsdon, 2001) stated that supervision is also an element that effect the employee job satisfaction. According to (Lambert et al., 2001) Salary stage, climate management, advancement chances, honesty of appraisal processes, and satisfaction with coworkers are among the significant predictors of job satisfaction.

### Research Gap

(Adigun and Stephenson, 1992; Huang and Van de Vliert, 2004; Jassem Abdulla et al, 2010) stated that the Workers in Western economies tend to be more satisfied with their jobs due to internal employment features that are associated with the nature of their work than workers in developing nations. Furthermore, studies have revealed that workers in non-Western nations are more satisfied with their jobs due to outer employment elements like compensation and working conditions than workers in industrialized Western nations. According to his research, environmental variables have a stronger correlation with job satisfaction than demographic ones and further indicate that a combination of extrinsic and internal elements may contribute to job satisfaction. It is hoped that further public and commercial entities would test these findings.

(Hayfaa A. Tlaiss, 2012) the aims of his study to fill gap about the employee demographic factors influencing the work satisfaction of women executives in Lebanon. 113 women managers in the banking sector in Lebanon participated in a study to investigate the link between job satisfaction and individual demographic such as (education, age, gender, marital status) and organizational demographic such as (job level, years of experience and size of the organization). He did not find sufficient result among these variables and suggest that further study should be conducted in another country with more factors like work related/ external factors.

This study will fill the theoretical gap through studying Direct and In-Direct Compensation / environmental / external factors such as (Salary, Promotion, Supervision, relationship with co-worker, job stress and performance appraisal) in Pakistani Context. Furthermore, this study will fill the conceptual gap through adding Organizational Training as a moderating variable in factors affecting on job satisfaction relationship. Empirical

evidence will be collected from government schools from Peshawar district and Peshawar is the capital of Khyber Pakhtunkhwa Province. In addition, the objective of this study to investigate the factors affecting job satisfaction with moderating role of Organizational Training.

### 1.2 Problem Statement

According to (Shishupal et al. 1999) a company needs a clear training manual and policy. It has been discovered that executive development programs help managers become more productive, efficient, and effective. So therefore if HR practitioner want to modernization of schooling and other activities carried out by educational institutions, such as developing creative methods of instruction, transferring technology, conducting research, providing community services, creating civilized societies, and creating nations, are all made possible by satisfied faculty members.

Moreover, the Elementary & Secondary Education Department is the largest department in the province terms of employees, it has about 50 thousand employees at the provincial level and the highest number of employees is in Peshawar district, which has about 05 thousand male's employees and about 03 thousand are female employees. As the department is big and vast, its problems are also more. (According to Teachers Recruitment Policy, 2018) Before 2018, trained and experienced teachers used to be hired/recruited, but nowadays, according to the new policy untrained and unprofessional employees are being recruited/hired. Which is a hindrance to the development of the organization and the organization is not developing properly so these employees need timely training.

(District Account Office report/Payroll, 2022; District education office report, 2022; District Election Commission data, 2022; Education Monitoring Authority report, 2022) And with it more problems like low pay compared to other organization, slow promotion system, lack of proper work supervision, lack of relationship with other employees working within the organization, extra work load in form of different kind of election duties, polio duty, lack of performance appraisal system. All these factors are also hindrance to the development of the organization.

Therefore, the main objective of this study to investigates the effect of Salary, Promotion, Supervision, relationship with co-worker, job stress and performance appraisal on employee job satisfaction and organization training play a moderating role in this study.

### 1.3 Research Questions

The study will be based on following research questions.

1. Does Salary and Promotion effect the employee job satisfaction?

2. Does Supervision and relationship with co-worker effect the employee job satisfaction?
3. Does performance appraisal effect the employee job satisfaction?
4. Does any impact of Organizational Training on this relationship?

### 1.4 Research Objective

The following are the research objective of this study.

1. To evaluate the factors that affect employee job satisfaction like Salary, Promotion, Supervision, relationship with co-worker, job stress and performance appraisal.
2. To examine the moderating impact of organizational training on this relationship.

### 1.5 Significance of the Study

Employees, managers, and the organization as a whole can all benefit greatly from job satisfaction in hundreds of ways. Employee retention as well as job satisfaction are closely related. Employee satisfaction lowers turnover costs and decreases the need for ongoing hiring and training since satisfied staff members are less willing to quit. Positive morale at work has a connection with job satisfaction. Positive mindsets develop improved teamwork and favorable workplace conditions when employees are satisfied with their jobs. Workers who are satisfied in their roles are able to feel confident to express their opinions and participate in creative solutions to problems. Employee satisfaction increases the probability that they will provide good customer service. When workers feel satisfied in their positions, they are more willing to do more extra mile to satisfy clients, which boosts client loyalty and happiness.

The success of an organization also depends on the job satisfaction of managers, since satisfied managers have a beneficial effect on multiple facets of the workplace. they are more likely to be capable leaders. They are able to motivate their teams more effectively, which improves performance as a whole. Effective communication between managers and their staff is more likely happens when they are satisfied. clear communication is crucial to set clear expectations, give positive feedback, and promote an enjoyable workplace atmosphere. Managers' ability to make decisions can be positively impacted by their level of job satisfaction. Managers are able to make planned, strategic decisions that are beneficial for the team and for the company as a whole when they are comfortable and satisfied in their positions. Positive work cultures are the consequence of satisfied management. Managers that are satisfied with their jobs are more capable to resolve issues at work and come up with positive solutions.

In summary, Pleasant and productive work environments are largely dependent on high levels of job satisfaction. It is beneficial for managers as well as for workers, and it also helps the company as a whole succeed and perform well.

## II. LITERATURE REVIEW

According to Parvin & Kabir (2011), A worker's attitude towards their work, depending on the various aspects of the job, is known as job satisfaction. which refers to a person's attitude towards their work. It's a complicated idea that depends on a number of variables related to the nature of the work itself. According to (Puspita Rinny et al, (2020) A person's attitude towards their work, which is influenced by both internal and external factors such as the work environment, outcomes, and job itself, is known as job satisfaction. Because it is based on human perceptions and feelings, the meaning of satisfaction with work is difficult to understand. When an employee believes the benefits of their work equal the expenses and labor they have personally incurred and their salary is still sufficient to support them throughout their lives, they are said to be satisfied with their jobs.

Puspita Rinny et al, (2020) states that a promotion is a change in rank and responsibilities from a particular position to another. Moving to a position of greater responsibility typically entails receiving more money, though this isn't always the case. According to Puspita Rinny et al, (2020), technically a promotion is a change in status and pay that occurs when one goes up within the organizational structure. Employees are primarily interested in job promotions because they highlight many parts of the job in addition to the nature of the position as described in the job description. This aligns with the idea that Puspita Rinny et al, (2020) states that promotion is the move from one position to another which has a higher status and responsibility.

Fletcher (2001) defines "Activities through which organizations try to evaluate individuals to improve their competence, enhance performance, and distribute rewards" is the definition of performance appraisal in a broader sense. Simply said, performance appraisals can be summed up as an efficient procedure that assesses employee performance while also providing a means for supervisors to advance their careers and enhance organizational performance. According to Atiomo (2000) agree that Performance appraisals are always considered in terms of one particular goal: compensation. This goal encompasses the identification of training needs, enhancement of current employee performance, improvement of motivation and

communication, and assistance in determining compensation to raise employee job satisfaction levels.

Formal evaluations of employee performance are one of the most crucial aspects of human resource management. They are usually conducted annually or semiannually and have been thoroughly investigated (Murphy & Cleveland, 1995). Performance appraisals can be used for many different purposes, including professional advancement, salary increases, promotions, and thorough and insightful criticism. They usually include both an assessment and a developmental component (Boswell & Boudreau, 2002). The term "developmental use" refers to the experiences and abilities that workers should gain and which are determined by performance reviews (e.g., learning and growth needs). Additionally, appraisals for performance are a good way to identify an employee's strengths and shortcomings, or areas where they may grow, as well as to assist set goals and raise employee performance. It is possible to identify particularly bad performers and provide them with comments on how to get better over time.

According to Margulies & Murphy (2004) was explained that in addition to serving as a tool for employee development and coaching, the researcher highlights the importance of identifying specific behaviors or job performance that can be stopped or built. It also provides an accurate evaluation of an employee's readiness for promotion and, finally, serves as the foundation for merit pay awards for workers based on their performance.

According to Armstrong, M. (2001) As "the organized development of the expertise, abilities, and mindsets needed by a person to carry out properly an activity or job," training is commonly known. According to (Wesley & Skip, 1999) Improved self-esteem, lower employee turnover, improved quality and service regularity, higher guest satisfaction, lower company expenses, the use of new technology, a better ability to meet target market needs, an improved attitude, increased teamwork, higher job satisfaction, and a greater commitment from the organization have all been linked to training. Organizations must provide their employees with the tools to upgrade them if they want to gain a competitive edge and produce the best results. The best way to do this is by setting up training and development programs, which boost employees' performance, motivation, and sense of job satisfaction in addition to improving their skill sets. Employee training is still a major factor in promoting satisfaction with work (Batool, A., and Batool, B., 2012). Employers that offer training and development opportunities to their staff report high employee satisfaction and little staff turnover (Wagner 2000). The program for



staff training and development offers numerous advantages to employees (Jehanzeb and Bashir, 2012). The majority of workers want their pay to rise and understand the value of training programs (Dillich, 2000).

According to (Locke, 1976; Al-Saadi, 1996) For workers in emerging nations or those with low salaries in developed countries, income might signify security. A large percentage of employees in wealthy Western countries view salary as a source of respect. Companies compensate their employees for the labor they accomplish. Although the majority of people mistakenly believe that pay and compensation are synonymous, compensation actually entails much more than the financial benefits that a company offers. According to Milkovitch et al (2008), All monetary gains as well as material services and advantages that employees receive as a condition of their employment are collectively referred to as compensation. Dessler (2011) stated that Any payment made to employees as a result of their employment is referred to as employee compensation. For employees, compensation is the most crucial factor. What an employee receives as payment for their labor includes pay, benefits, paid time off, bonuses, and incentives. According to Mondy & Martocchio (2016) The sum of all awards made to workers as payment for their labour is known as compensation. There are two categories of compensation: non-financial compensation and financial compensation. Both direct and indirect financial rewards are the two types of financial compensation. The payment made to an employee in the form of a salary, wages, commission, or bonus is known as direct financial compensation. All forms of remuneration that aren't reflected in cash payments are referred to as indirect financial compensation. Employee benefits are another name for this kind of indirect financial compensation. Indirect financial compensation encompasses benefits including social security, worker's compensation, unemployment insurance, paid time off, medical insurance, life insurance, pension plans, disability insurance, employee options for stock schemes, staff services, and premium payments. Non-monetary rewards can take many different forms, such as recognition and gratitude, difficult work, advancement, job growth, independence, personal growth, flexibility in one's career path, comfort in one's role, and many more (Al Fajar & Heru, 2013; Kaswan, 2017).

Bernard (2005) stated that the capacity of superiors to shape subordinates' work habits in order to accomplish particular tasks or behaviors is known as supervision. It's an art to persuade people to accomplish organizational objectives. Bernard went on to say that the standard of supervision reveals how successful superiors are in shaping subordinates' work habits and completion rates. According to (Leonard & Trusty, 2016) A person who takes

supervisory responsibilities and has solid work knowledge is necessary to hold a position with supervisory tasks. As it entails a managerial ability that needs to be owned and utilized to evaluate performance efficiency, the person must be able to control the work. (Rowe et al., 2012) The following metrics can be used to gauge supervision effectiveness: 1. Facilitate. It is the responsibility of a supervisor to assist and mentor their subordinates. 2) Instruction. A supervisor needs to be able to transfer both general and technical abilities to their subordinates. Teaching strategies include keeping an eye on subordinates' development, making sure they stay "on track," providing helpful guidance to enhance performance, and acknowledging their accomplishments and strengths. 3) The management and administrative component. A competent manager can enhance employees' experiences and efficiently supervise daily tasks. 4) supervision. Serving as the entry point for the sector and advancing its future are two task-oriented aspects of this forward-oriented function. As a result, supervisors serve as gatekeepers, upholding the profession's quality standards. (Borders, L. D., & Brown, L. L. 2005) stated that as a control mechanism, supervision's job is to correct people's and groups' actions to make sure that their work is in line with plans. (Reichelt, S., & Skjerve, J. 2002) claimed that staff productivity is directly impacted by supervision. Supervisors assign duties and specify who is responsible for completing them; they then demand quality and punctuality from assignees, or workers. Moreover, Bouheni, F. B. (2013) Furthermore, supervision provides the proper guidance to supervised personnel so that those who exercise initiative and take on responsibility can progress independently. The goal of supervision is to provide people the knowledge, attitudes, and abilities they need to be productive members of their community, their immediate organization, and their nation. Nickson, A. (2008) Through improved productivity and effectiveness as well as the development of the organization's strategic vision, supervision plays a critical role in boosting production. A group can be activated, guided, improved, refreshed, encouraged, and watched over through supervision in the hopes of gaining their cooperation so that the supervisors can successfully carry out their supervision duties. (Esia-Donkoh, K., & Ofosu-Dwamena, E. (2014), According to their research, people who are under supervision are more productive in terms of gaining experience, skills, and knowledge. Additionally, they agreed that monitoring enhances employee productivity within the company by assisting in identifying their needs. In accordance with earlier research, (Bouheni, F. B. (2013) conducted research on how supervision affects banking performance and discovered that it significantly affects staff performance. Apenteng, J.O. (2012) The Ga South

Municipal Education Directorate's study on the impact of supervision on employee performance came to the conclusion that counselling sessions should take into account the findings of the appraisals since employees expect to be directed when they perform below expectations. It suggested that supervisor's priorities staff satisfaction with work in order to boost performance.

According to (Gupta, 2003) This study's theoretical approach relies on the Expectancy Theory, which emphasizes the relationship between behavior and incentives. In this study the reward is compensation while the behavior is job satisfaction. According to the theory, Motivation is the product of valence, instrumentality and expectancy. Compensation systems differ according to their impact on these motivational components and pay systems differ most in their impact on instrumentality. There is a belief that behavior and compensation are related. The degree to which an employee's job satisfaction is correlated with the rewarding outcomes they receive—such as compensation, variety in their work, attention provided by their supervisor, an excellent chance of promotion, close collaboration with colleagues, the ability to make decisions, and influence over their work pace—is directly connected to the degree to which an employee reports being satisfied with their job.

### 2.1 Vroom's expectancy theory 1964

Vroom's theory builds on the concept that people frequently favor some objectives or results above others. therefore, expect to feel satisfied in the event that such a desired result develops. The word "valence" describes this

emotion for particular results. Having the desired result is desirable if it has a good valence. If the result is negative, it is preferable not to have it. As a result of the value they have in themselves or due to the fact they are predicted to produce subsequent outcomes that will either satisfy or disappoint us, outcomes can also gain meaning. Therefore, while one individual may find the growth of profits per sight to be inherently fulfilling, another may regard it as a necessary way of achieving the goal of purchasing a sports vehicle.

The focus of expectation theory is on the expectations that workers bring to the workplace, as well as the circumstances and means that allows these expectations are met. "suitable degrees of efforts, resulting in output, can only be expanded if employees' expectations are fulfilled," is the basic hypothesis. rather than maintaining a fixed range of expectations shared by all employees, it raises the potential of various expectations. Reward perceptions range from expectations fulfilled to those not fulfilled. Expectancy theory asks managers to show staff members that going above and beyond will result in rewards that match their efforts. The compensation package and a range of other external or direct advantages must be considered in the relationship between effort and reward. Because employees are largely driven by money, reward programs must therefore establish a positive relationship between the amount of money received and the amount of effort put out.

### 2.2 Conceptual Framework of the Study

The research comprising on the following concept as shown in Figure No.1

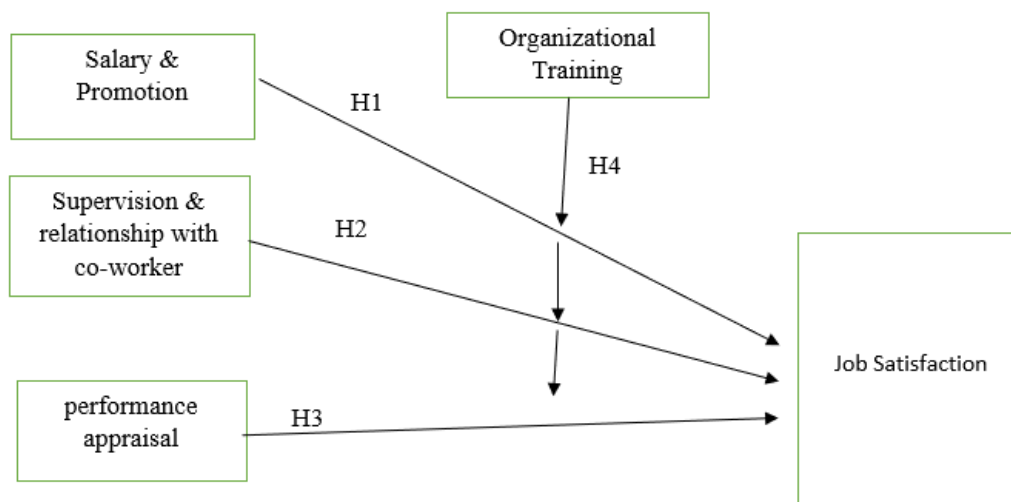


Fig.1: Source: Burhanudin, B., & Tambun, R. 2021

### 2.3 Hypotheses of the Study

H1: There is a Significant impact of Salaries & Promotions on employees Job Satisfaction.

H2: There is a Positive impact of Supervision & relationship with co-worker employee's job Satisfaction.

H3: Performance Appraisal has a significant impact on employee's job satisfaction.

H4: Organizational Training has a positive and significant impact on employee's job satisfaction.

### III. RESEARCH METHODOLOGY

#### 3.1 Research Design

Since the current study's objectives are dictated by the earlier theory, a deductive method will be employed, and positivism will serve as the philosophical foundation. In addition, it attempts to address irrelevant research questions to the subject at hand. a major data source that was used to compile and gather the information (Khawar, S., & Sarwar, A. 2021).

##### 3.1.1 Research Philosophy & Approach

Because positivism holds that reality exists outside of social actors, the study will be grounded in this research philosophy. And this study will use a deduction-based approach to theory. Yin (1994) claims that the deductive method provides a variety of mathematical and statistical methods that produce generalizable results.

##### 3.1.4 Research Method

The study will be based on mono method for data collection and analysis purposes. An adapted questionnaire will be distributed and survey method will be used to collect the data and for analysis purpose.

##### 3.1.5 Time Horizon

The research will be conducted through a cross-sectional approach because of financial and scheduling limitations. Cross-sectional designs have occasionally been used by empirical researchers to describe a population. The main characteristic of cross-sectional designs is the fact that all aspects of the data observed are only recorded once (Cummings, C. L. (2018).

#### 3.2 Population of the Study

The population of the study will be primary school teachers working in government primary schools in district Peshawar. There are total 974 primary school teachers in district Peshawar who are working in different grades (e.g

PST BPS-12, SPST BPS-14, Head Teacher BPS-15) involved in this study and performing their duties in different primary schools of district Peshawar.

#### 3.3 Sample Size and Sample Technique

The study will be based on simple random sampling technique and sample size will be based on Krejcie and Morgan formula as shown in appendix. According Krejcie and Morgan table, the sample size will be 274.

#### 3.4 Variables of the Study

Job satisfaction act as a dependent variable in this study.

(Salary, Promotion, Supervision, relationship with co-worker and performance appraisal) are acting as an independent variable in this study

Organizational Training act as a moderating variable in this study.

#### 3.5 Data Collection Tools

A 49-items an adapted questionnaire will be used for collection of data and for further analysis. In which 32-items will be related to (Salary, Promotion, Supervision, relationship with co-worker and performance appraisal) all these are act as an independent variable. Which is adapted from Jassem Abdulla et al, 2010. Secondly, 07-items will be related to Subjective factors and overall job satisfaction factors. Which is adapted from (Greenhaus et al.'s 1990; Scarpello;Campbell 1983). While remaining 10 items will be related to organizational training and organizational training act as a moderating variable in this study. Which is adapted from (Sobia Shaheen, 2020). All 49-items will be measured through 05 point Likert scale starting from Strongly Disagree (01), Disagree (02), Neutral (03), Agree (04), Strongly Agree (05). Furthermore, Survey method will be used for data collection and for further analysis.

#### 3.6 Data Analysis Techniques

SPSS version 25 will be used for analysis purpose. Descriptive analysis will be used to find the frequency, percentage, mean and standard deviation of the sample Size. Secondly, reliability analysis will be used to find the internal consistency of the items. Thirdly, Pearson Correlation analysis will be used to find the relationship among all variables. Fourthly, Multiple Regression analysis will be used to find the effect of both (independent variables and moderating variable) on dependent variable.

#### IV. ANALYSIS & DISCUSSION

Table for Summary of Reliability Test

S. No	Variables	Cronbach's Alpha	N of Items	Remarks
1	Salaries & Promotion	.827	16	V. Good
2	Supervision	.794	7	Good
3	relationship with co-worker	.849	6	V. Good
4	performance appraisal	.783	3	Good
5	organizational training	.910	10	Excellent
6	overall job satisfaction	.912	7	Excellent

#### Interpretation

The outcomes of a test of reliability on a number of variables pertaining to the work environment and job satisfaction are shown in the table. The inner consistency or accuracy of the scales is evaluated using Cronbach's Alpha. Higher inner consistency among the elements that make up each variable is generally indicated by higher Cronbach's Alpha scores. According to the findings, every variable has an internal consistency of good to exceptional, with Cronbach's Alpha values all over 0.7. In particular,

Cronbach's Alpha values for "Overall Job Satisfaction," "Performance Appraisal," "Supervision," "Salaries & Promotion," and "Relationship with Coworker" range from 0.783 to 0.849, indicating strong consistency. Furthermore, both "Overall Job Satisfaction" and "Organizational Training" exhibit outstanding reliability, with Cronbach's Alpha scores of 0.912 and 0.910, respectively. These results show that the study's variables have a high degree of internal consistency, which improves the validity of the metrics used to evaluate different facets of the working environment and job satisfaction.

Table for Summary of Correlation Analysis

		Salaries & Promotion	Supervision	relationship with co-worker	performance appraisal	organizational training	overall job satisfaction
Salaries & Promotion	Pearson Correlation	1	.297**	.379**	.542**	.423**	.523**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	274	274	274	274	274	274
Supervision	Pearson Correlation	.297**	1	.362**	.276**	.397**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	274	274	274	274	274	274
relationship with co-worker	Pearson Correlation	.379**	.362**	1	.472**	.502**	.571**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	274	274	274	274	274	274
job stress	Pearson Correlation	.357**	.258**	.501**	.425**	.411**	.630**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	274	274	274	274	274	274



performance appraisal	Pearson Correlation	.542**	.276**	.472**	1	.329**	.617**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	274	274	274	274	274	274
organizational training	Pearson Correlation	.523**	.518**	.571**	.617**	1	.442**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	274	274	274	274	274	274
overall job satisfaction	Pearson Correlation	.523**	.518**	.571**	.617**	.442**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	274	274	274	274	274	274

The correlation table shows the connections between a number of factors related to job satisfaction. The Pearson correlation value between each of the variables is displayed in each cell, along with the degree and progress of the association between them. Notably, this analysis uses organizational training as a moderating variable.

After analyzing the correlations, we find that there are multiple valuable positive relationships ( $p < 0.01$ ) between the dependent variable, which is overall job satisfaction, and the independent variables, namely salaries & promotions, supervision, coworker relationships and performance appraisals, moderated by organizational training.

The data indicates that there is a positive correlation between salaries and promotion and as a whole job satisfaction ( $r = 0.523$ ). This suggests that staff members who view better salaries and opportunities for advancement usually express a greater degree of satisfaction with their

jobs, particularly when organizational training is taken into account. Similarly, there is a positive association ( $r = 0.518$ ) between supervision and total job satisfaction, suggesting that good supervision raises job happiness, especially when combined with organizational training. Additionally, favorable associations between overall job happiness and coworker relationships and performance reviews are observed; these relationships are all influenced by organizational training.

According to these results, there is a moderating effect of organizational training on the favorable associations between different aspects of the job and total job satisfaction. In order to maximize the effects of elements like pay and advancement, supervision, relationships with coworkers and performance reviews on employees' total job satisfaction, it highlights the significance of making organizational training investments.

**4.7.1 Regression**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 <sup>a</sup>	.950	.952	.2210

The regression analysis was done through spss software version 25, regression model summary, R and R Square and Standard Error shows in above summary table. The value of R Square is 0.950 that clearly presented that explain 95% value of R Square this mean that performance appraisals, coworker relationships, salary and promotion, and supervision has a 95 % impact on employee Job Satisfaction.

Int\_1: T x JS

Test(s) of highest order unconditional interaction(s):					
	R2-chng	F	df1	df2	p
X*W	.0185	7.3216	1.0000	273.0000	.0051

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 Mod variable: T (W)

Conditional effects of the focal predictor at values of the moderator(s):

T	Effect	se	t	p	LLCI	ULCI
<b>4.2278</b>	<b>.1792</b>	.0531	2.1046	.0283	.2635	.0149
<b>5.3322</b>	<b>.2302</b>	.0554	3.1635	.0015	.3390	.0814
<b>5.6556</b>	<b>.2835</b>	.0630	3.6293	.0004	.4072	.1198

#### ANALYSIS NOTES AND ERRORS

Level of confidence for all confidence intervals in output: 95.0000

W values in conditional tables are the 16th, 50th, and 84th percentiles.

The conditional effects table shows that the effect of the independent variable (X) on the Dependent variable increases with the value of the moderating variable (from 4.2278 to 5.6556), with statistically significant effects at each level ( $p < .05$ ). The association appears to strengthen with increasing values of the moderator, as indicated by the effect sizes (.1792, .2302, .2835) and their related confidence intervals. This indicates the significance of taking the moderating variable into consideration when attempting to explain the primary relationship. This interaction raises the possibility that moderator actions or change could increase the independent variable's influence on the result.

## V. CONCLUSION & FUTURE RESEARCH DIRECTION

### Conclusion

According to the study's findings Employee job satisfaction is impacted by performance appraisals, organizational training, coworker relationships, salary and promotion, and supervision. Research by Abdulla, J., Djebarni, R., and Mellahi, K. (2011), Puspita Rinny et al. (2020), Batool, A., and Batool, B. (2012), and others that found that organizational training, performance appraisals, relationships with coworkers, salaries and promotions, and supervision all had an impact on job satisfaction. Luthans (2011) claims that financial compensation, in the form of pay or wages and benefits, is a significant determinant of employee work satisfaction. Financial reward in this study includes direct as well as indirect financial compensation. the basics salaries, bonuses, incentives, and allowances make up direct financial compensation. Indirect financial compensation comprises pension plans, health coverage,

employment insurance, holidays, and amenities like comfortable accommodations and safe parking spots.

One of the things that motivates employees is pay. According to this study, teachers who receive fair compensation will feel confident, inspired, and have great views about their work, all of which will lead to job satisfaction. Also sharing this is (Bennel, 2007). The results suggest that one key factor contributing to teachers' job dissatisfaction is their inadequate pay. The study's conclusion is based on the data, which shows that teachers' pay does not correspond with their duties. The base compensation that teachers receive was found to have a moderate impact on their job satisfaction, along with the pay structure, uniformity of policies, administration, and rapid salary payment by the account office. Paying employees, a decent salary is crucial for businesses and employees alike.

Furthermore, Results suggest that job satisfaction is directly influenced by Performance appraisals, a relationship that hasn't been thoroughly examined yet. The favorable impact appears to be supported by appraisals of financial results. There is evidence to suggest that an appraisal system may result in positive recognition from staff members, which may therefore have an encouraging effect on job satisfaction.

Additionally, the results of this study showed a positive significant correlation between supervision received and job satisfaction for professionals. Study results indicated that the supervision were present the professionals. This positive relationship should contribute to personal and professional development of professionals. Professionals should benefit from this favorable interaction in both their personal and professional development.

Supervisors have been characterized as goal-driven, logical thinkers, and results-oriented.

Moreover, the relationship with coworkers and whole job satisfaction are significantly positively correlated, according to the correlation analysis. This suggests that workers who get along better with their coworkers typically express greater job satisfaction. The significance of creating constructive interactions in the workplace to improve overall job satisfaction is highlighted by the correlation's strength. The importance of a cooperative and encouraging work environment in promoting employee satisfaction and well-being is pointed out in this conclusion.

The results of this study show a significant relationship between job satisfaction and training. The faculty members who participate in training programs believe they can improve their skills and areas of competence, according to the results. They also benefit from receiving appreciation from upper management and their peers. In addition to financial advantages like pay increases, promotions, and bonuses, it also opens doors for greater chances and professional advancement. They provide financial support in the form of paid leave, reimbursement for fees, and allowances to encourage them to take part in these programs. Thus, we can say that in the education sector, training programs result in job satisfaction.

Financial remuneration serves as both the primary source of revenue and a guarantee of financial security for employees. Their success or standing within the company and in society is reflected in their financial pay. Pay is another indicator of an individual's value or self-worth. Companies can use financial remuneration as a powerful instrument to help them accomplish their strategic objectives. Employee attitudes and conduct are significantly influenced by compensation. Although financial compensation represents a substantial expense for the business, transparency must be very high. The amount of money paid is typically based on a number of factors, including years of service, position, and degree of education. As such, these aspects must be taken into account when establishing financial compensation. Because sufficient financial rewards will affect job satisfaction.

### **Managerial Implications**

The findings of these research suggest that in order for Elementary & Secondary Education Khyber Pakhtunkhwa to accomplish the desired outcomes, job satisfaction is necessary. The study identifies a number of crucial managerial implications for improving job satisfaction among employees. Initially, managers need to focus on developing their supervisory abilities and offering their people regular feedback, assistance, and clear direction.

Secondly, establishing strong links with colleagues is important since favorable interactions with others considerably enhance workplace satisfaction. To improve these bonds, managers should promote team-building exercises and develop a cooperative workplace culture. Third, with a focus on staff development, performance appraisals need to be fair, open, and helpful. According to the study, training also functions as a moderating variable, strengthening the effect of the previously indicated elements on job satisfaction. Consequently, spending money on extensive training programs is essential since it enhances worker abilities and improves the benefits of supervision, connections with coworkers, and performance appraisals on entire job satisfaction. Managers can encourage a more positive and dedicated workforce by addressing these issues, which will ultimately lead to organizational success.

Furthermore, an employee needs encouragement from a variety of sources that contribute to productivity creation in order to be able to deliver performance that meets expectations and raise their level of job satisfaction. Offering competitive pay allows staff members to feel appreciated for their efforts and gives them the chance to learn more about their legal rights.

Promotion to a new position offers workers the chance to grow professionally and to use their knowledge, expertise, and abilities to fulfil responsibilities. After completing their initial training, workers will feel satisfied with their jobs, which is directly linked to improved performance. Additionally, make a strong and positive bond with the Teachers Union and examine basic salary and allowances for teachers according to changes in the economic condition of the country.

### **Limitation & Future Research Direction**

The limitations of this study is, our results are not as broadly applicable as they may be because we only looked at one public sector organization located in Khyber Pakhtunkhwa. While our findings may have direct effects for other public organizations across Pakistan, more research encompassing both public and private sector organizations is necessary to confirm that economic factors are the primary determinant of work satisfaction in Pakistani organizations. The second drawback of the research was This study used the cross-sectional approach, because of time constraints, the sample size was minimal.

The present study includes the following research directions.

- The company must implement job satisfaction schemes, one of which may involve conducting individual interviews to measure employee

satisfaction levels and determine what factors contribute to them.

- expressing respect to teachers by achieving job satisfaction in areas such as safety, policy, method, and rules development, as well as the development of positive relationships between teachers and supervisors.
- Because the study's independent variables have a significant impact on the satisfied educational staff members are with their jobs, it is expected that the findings of this research will serve as a guide for future researchers who will expand on the findings by examining additional variables, such as staff engagement, work discipline, competence, or variables not covered by this study. It is helpful to understand how significantly these factors influence job satisfaction.
- A larger sample size would be used in this study's revision to better understand the findings and generalize the study's significance.

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## Appendix

Abbreviation of Questionnaire

Strongly Disagree= (SD)=1

Disagree =(D)=2

Neutral = (N) = 3

Agree = (A) = 4

Strongly Agree = (SA) = 5

### Training Questionnaire

S.NO	Training items	1	2	3	4	5
1	I think my training has helped or will be given the opportunity to develop to my full potential in my Organization.	1	2	3	4	5
2	I Believe the training will help me do my current job better.	1	2	3	4	5
3	The Employees in this organization are penalized for not using what they have learned in training.	1	2	3	4	5
4	I use what I learn in training, it will help me get higher performance ratings.	1	2	3	4	5
5	I have time in my schedule to change the way I do things to fit my new learning.	1	2	3	4	5
6	The more training I apply on my job, the better I do my job.	1	2	3	4	5
7	Training usually helps me increase my efficiency	1	2	3	4	5
8	The trainer`s used lots of examples that showed me how I could use my learning on the job.	1	2	3	4	5
9	My officer let me know I am doing a good job when I will use my training.	1	2	3	4	5
10	After training, I get feedback from people on how well I am replying.	1	2	3	4	5

Source = Sobia Shaheen 2020

### Salary and Incentives Questionnaire

S.NO	Salary and Incentives items	1	2	3	4	5
11	My salary is adequate for my living expenses	1	2	3	4	5
12	The period between pay rises is reasonable	1	2	3	4	5
13	I feel appreciated by the organization when I think about what they pay me.	1	2	3	4	5
14	My organization has an appropriate salary scale.	1	2	3	4	5
15	All necessary fringe benefits are provided in my organization (e.g. health insurance, travel tickets, accommodation and allowances).	1	2	3	4	5
16	The performance recognition system in my organization is as good as in most other organizations	1	2	3	4	5
17	There are adequate financial rewards for those who work here.	1	2	3	4	5

18	Regarding salary, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years	1	2	3	4	5
19	Regarding fringe benefits, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years	1	2	3	4	5
20	Regarding recognition and rewards, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.	1	2	3	4	5

Source = Jassem Abdulla et al, 2010

### Supervision Questionnaire

S.NO	Supervision items	1	2	3	4	5
21	My supervisor is available when needed	1	2	3	4	5
22	My supervisor shows consideration for subordinates' feelings	1	2	3	4	5
23	My supervisor gives me the opportunity to participate in important decision-making.	1	2	3	4	5
24	Communication between me and my immediate supervisor is good.	1	2	3	4	5
25	I receive regular feedback about my performance	1	2	3	4	5
26	The feedback I receive from my supervisor is useful	1	2	3	4	5
27	The form my supervisor uses accurately evaluates my performance.	1	2	3	4	5

Source = Jassem Abdulla et al, 2010

### Promotion Opportunities Questionnaire

S.NO	Promotion Opportunities items	1	2	3	4	5
28	My organization has a clear career path (that is, the defined track a person follows in the pursuit of professional goals)	1	2	3	4	5
29	Promotion opportunities are not limited and are fairly adequate in this organization	1	2	3	4	5
30	My organization has a clear and fair promotion policy and strategy that takes efficiency, performance and experience into account	1	2	3	4	5
31	My organization puts the right person in the right position	1	2	3	4	5
32	My organization gives proper attention to staff complaints and grievances	1	2	3	4	5
33	Regarding promotion, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years	1	2	3	4	5

Source = Jassem Abdulla et al, 2010

### Relationship with co-workers Questionnaire

S.NO	Relationship with co-workers items	1	2	3	4	5
34	I receive an assignment with the proper staffing to complete it	1	2	3	4	5

35	I work with a team who operate quite consistently	1	2	3	4	5
36	I do not receive incompatible requests from all of my supervisors	1	2	3	4	5
37	Honest competition exists between workers in this organization	1	2	3	4	5
38	There is no bickering and fighting at work	1	2	3	4	5
39	I do not have difficulty in my job because of the competence of the people with whom I work	1	2	3	4	5

Source = Jassem Abdulla et al, 2010

#### Performance Appraisal Questionnaire

S.NO	Performance Appraisal items	1	2	3	4	5
40	My performance appraisal is conducted on time each year	1	2	3	4	5
41	I always receive a copy of my annual performance appraisal	1	2	3	4	5
42	Regarding performance appraisal, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years	1	2	3	4	5

Source = Jassem Abdulla et al, 2010

#### Subjective factors and overall satisfaction factors Questionnaire

S.NO	Subjective factors and overall satisfaction factors items	1	2	3	4	5
43	I am satisfied with the success that I have achieved in my career	1	2	3	4	5
44	I am satisfied with the progress that I have made toward my overall career goals	1	2	3	4	5
45	I am satisfied with the progress that I have made toward meeting my goals for income	1	2	3	4	5
46	I am satisfied with the progress that I have made toward meeting my goals for advancement	1	2	3	4	5
47	I am satisfied with the progress that I have made toward meeting my goals for the development of new skills	1	2	3	4	5
48	How satisfied are you with your job in general	1	2	3	4	5
49	All things considered, are you satisfied with your job	1	2	3	4	5

Source = (05) items from Greenhaus et al.'s (1990); (02) items Scarpello and Campbell (1983)



Sample Size &amp; Selection Table

$N$	$S$	$N$	$S$	$N$	$S$
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.— $N$  is population size.  $S$  is sample size.

Source: Krejcie & Morgan, 1970