Enhancing Employees' Job Satisfaction in the Context of Workplace Bullying in a Project Management Organization (X)

Exploring the Effects of Good Working Environment, Promotion Opportunities, Recognition, and Personal Growth on Job Satisfaction

كيفية تعزيز الرضا الوظيفي لدى الموظفين، دراسة حالة التَسلُط في العمل في شركة إدارة مشاريع (X)

استكشاف تأثير بيئة العمل الجيدة، فرص الترقية، التقدير، التطوير الذاتي على الرضا الوظيفي

By
Student name: Rana Ayed Abdalla Janem
Student ID number: 110068

Dissertation submitted in partial fulfilment for the degree of
MSc in Project Management

Faculty of Business

Dissertation Supervisor
Professor Udi Ojiako

August-2015

Dissertation Release Form

Student Name	Student ID	Programme	Date
Rana Janem	110068	Masters in Project Management	July 2015

Title
How to Enhance the Employee Job Satisfaction: The Case Project Management Organization in Abu Dhabi. Exploring the Effects of Good Working Environment, Promotion Opportunities, Recognition, and Personal Growth on Job Satisfaction

I warrant that the content of this dissertation is the direct result of my own work and that any use made in it of published or unpublished copyright material falls within the limits permitted by international copyright conventions.

I understand that one copy of my dissertation will be deposited in the University Library for permanent retention.

I hereby agree that the material mentioned above for which I am author and copyright holder may be copied and distributed by The British University in Dubai for the purposes of research, private study or education and that The British University in Dubai may recover from purchasers the costs incurred in such copying and distribution, where appropriate.

I understand that The British University in Dubai may make that copy available in digital format if appropriate.

I understand that I may apply to the University to retain the right to withhold or to restrict access to my dissertation for a period which shall not normally exceed four calendar years from the congregation at which the degree is conferred, the length of the period to be specified in the application, together with the precise reasons for making that application.

Signature

Dedications:

❖ To my fabulous parents:

I would like to dedicate my dissertation to the most important people in my life my loving parents, *Ayed Janem* and *Somaia Shawareb* whose words of motivation and encouragement keeps ringing in my ears. This work wouldn't be completed without the support of the most amazing parents who dedicated their lives to shape the perfect life to me and sacrificing everything literally just to see me, my brothers and sisters graduating from the best academies and universities in the world. It is a dream coming true to them. I am proud of you and thank you for all the support and encouragement you gave me.

❖ To my beloved husband:

Ahmed Soliman, a special feeling of love and appreciation for your support and encouragement. You are my love and my strength.

❖ To all my brothers and sisters:

A special thanks to my brother *Ibrahim* for his support and encouragement, thanks a lot my brothers and sisters, *Luay, Mohamed, Husam, Ghada, Mohanned, Rayan, Abdulrahman, Hiba, Hala, Ayat, Essam, Halima and Anti Laila*.

Acknowledgement

I would like to thank everyone who has assisted me in the progress of my dissertation. They were ready and happy to provide me ideas, relevant papers or dissertations and answering the survey questions.

In particular, I would like to thank my dissertation supervisor Dr. Udi Ojiako for his support and direction and for reviewing my work and providing me with great guidance with this thesis.

I would like to send my gratitude to Dr. Mohammad Dulaimi who provided me with the valuable and useful information through teaching me his module of "People, Culture and Organization".

I would like to thank Prof. Bassam Abu Hijleh for all his support to me, and Dr. Arun Bajracharya, who provided me with the information about how to prepare quantitative and qualitative research and using SPSS program.

Abstract

The purpose of this study is to investigate the factors that enhance the employees' job satisfaction in organization X and to investigate the effects of specific factors on improving the level of employee's job satisfaction such as: good working environment, promotion opportunities, recognition and personal growth and development. Organization X is a private organization in Abu Dhabi – UAE. This organization is facing a problem with employees' dissatisfaction as the employees have faced bullying at workplace from the new general manager, and their work needs were not recognized by the management of the organization X. This issue considered as critical issue for the organization as the consequences of bullying phenomenon affects the employees' satisfaction and put the organization in a risk level as the employees' productivity affected as well. Therefore, this study aimed to understand how the organization can enhance the employee job satisfaction by taking suitable actions.

A literature review was conducted to study the consequences of bullying on employees' job satisfaction. Then, the effects of good working environment, promotion opportunities, recognition, and personal growth and development on job satisfaction were investigated. And the relationship between these four factors and job satisfaction was revealed.

A quantitative research method was conducted, and the data of a sample of respondents to questionnaire items from employees of organization X was analyzed. The correlation and regression were used to examine the relationship between the mentioned four factors and the job satisfaction. It was found that the four independent variables correlate positively with job satisfaction variable.

The research results conclude that promotion opportunity has a significant positive correlation with job satisfaction and the study suggests that promotion opportunities as it is the top influencer, it has a strong impact on employee's job satisfaction. And the other influencers that have proved to affect job satisfaction and have the second level influence on job satisfaction are good working environment, recognition, and personal growth and development. A number of recommendations were proposed to be realized in organization X to enhance the employees' job satisfaction.

ملخص البحث

الغرض من هذا البحث هو دراسة العوامل التي تعزز الرضا الوظيفي للموظف في الشركة X، وهي شركة خاصة في إمارة أبوظبي ـ دولة الإمارات العربية المتحدة. وتواجه هذه الشركة مشكلة عدم الرضا الوظيفي لدى العاملين، حيث يواجه الموظفين التسلُّط في مكان العمل من قِبل المدير العام الجديد، و احتياجات الموظفين لم تُأخذ بعين الإعتبار قِبل إدارة الشركة X. و الجدير بالذكر، أن قضية عدم الرضا الوظيفي لدى الموظفين تُعتبر قضية حرجة للشركة لأن النتائج السلبية المترتبة من ظاهرة التسلُّط في مكان العمل تؤثر على الرضا الوظيفي للموظفين بصورة سلبية و تضع الشركة في مستوى خطر حيث أن إنتاجية الموظفين تتأثر بهذه الظاهرة السلبية أيضا. وبالتالي، فإن هذه الدراسة تهدف إلى فهم كيف يمكن للشركة أن تقوم بتَعزيز الرضا الوظيفي لدى الموظف من خلال اتخاذ الإجراءات المناسبة.

وتم استعراض الأدب لدراسة عواقب التسلُّط في مكان العمل على الرضا الوظيفي لدى الموظفين. ومن ثم، فقد تم التحقيق في الآثار المترتبة من بيئة العمل الجيدة، و تقديم فرص الترقية للموظفين، والتقدير للموظفين، و اعطاء فرص التطوير الذاتي لدى الموظف على الرضا الوظيفي. و قد تم كشف العلاقة بين هذه العوامل الأربعة والرضا الوظيفي.

لقد تم تطبيق طريقة البحث الكمي في هذه الدراسة، و ذلك من خلال تحليل البيانات التي تم تجميعها من عينة من المشاركين في الإجابة على أسئلة الإستبيان من موظفي شركة X. و تم استخدام أدوات الإحصاء وهي الارتباط والانحدار من أجل دراسة العلاقة بين العوامل الأربعة التي تم ذكرها مُسبقا والرضا الوظيفي لدى الموظفين. وقد تم إيجاد أن المتغيرات المستقلة الأربعة ترتبط بشكل إيجابي مع متغير الرضا الوظيفي.

إن نتائج البحث تُلخص بأن إعطاء فرص الترقية للموظفين لها ارتباط إيجابي كبير مع الرضا الوظيفي، وترى الدراسة أن تقديم فرص الترقية للموظفين كونها هي العامل الأكثر تأثيرا، فإن لديها تأثير قوي على الرضا الوظيفي للموظف. و العوامل الأخرى المؤثرة و التي ثبت أنها تؤثر على الرضا الوظيفي و التي لها الدرجة الثانية بالتأثير على الرضا الوظيفي هي: بيئة العمل الجيدة، ، والتقدير للموظفين، و اعطاء فرص التطوير الذاتي لدى الموظف وتنميتها. تم اقتراح عدد من التوصيات ليَتم أخذها بعين الإعتبار و تطبيقها في الشركة X من أجل تحسين الرضا الوظيفي لدى الموظف.

الكلمات الرئيسية: الرضا الوظيفي، بيئة العمل الجيدة، فرص الترقية، التقدير، اعطاء فرص التطوير الذاتي لدى الموظف وتنميتها.

Abbreviations

DV: The dependent variable

FTE: Full Time Employees

HR: Human Resource

IV: The Independent Variable

SPSS: Statistical Package for Social Sciences

VIF: Variance Inflation Factor

Table of Contents

List of figures

List of tables

Chapter 1   Introduction

1.1   Background

In today's business environment, employees with their experiences, skills and knowledge are considered one of the most significant assets for the organization. According to Gruneberg (1979), job satisfaction is an important subject because the higher employees' job satisfaction drives to increase in productivity. Job satisfaction correlated to increasing the work performance and the productivity of an organization (Argyle 1988). However, trying to keep the employees feeling happy and satisfied in their work is one of the big challenges that the organizations faces. Furthermore, motivate the employees to drive their actions toward achieving the goal of the organization is one of the most management challenges. According to this, providing the employees with good working environment, promotion opportunities, recognize and appreciate their good work, and providing them with the required training and knowledge to develop their personality have been introduced as innovative factors that help in enhancing employee's job satisfaction and thus, increasing the performance of the organization.

Due to the importance of the employees' job satisfaction whereas when the employees are happy and satisfied in their job, they will show positive attitudes, and as a consequence, their high feeling with job satisfaction will increase the organization's productivity and will increase the overall performance.

Many researchers have been interested to study the concepts of the four factors which are: good working environment, promotion opportunities, recognition, personal growth and development, with job satisfaction concept and finding how these factors can be considered positive factors in enhancing employees' job satisfaction. The added values have been discussed to these factors and employees' job satisfaction literature.

The case of organization X has been considered in investigating the effects of the four factors (good working environment, promotion opportunities, recognition, personal growth and development) on job satisfaction in this dissertation. Organization X is a private organization which has more than 450 employees in Abu Dhabi Emirate, the capital of United Arab Emirates. It operates in the project management engineering field in Abu Dhabi mainly for construction projects. Organization X provides project management services to many different clients in UAE. Organization X supports the clients in managing their projects in all phases of the projects by providing them design management and construction supervision. Organization X is a branch of a private American organization based in Abu Dhabi and the mother company in USA. Accordingly, Organization X adds to its local experiences and proficiency with an international experience in project management field in order to continue serving its clients and managing their projects.

A big attention and consideration must be taken by Organization X in managing the employees to achieve its mission and vision as the employees are the significant assets for the company and the main source to lead the clients' projects.

However, organization X is facing a critical issue with employees' dissatisfaction lately as the employees have faced bullying at workplace from their new general manager, and their expectations and work needs were not recognized by the management of the organization X. Most of the employees in organization X are suffering from the new general manager who treats them without respect and dignity. Accordingly, this issue considered as critical issue for the organization as the negative consequences of the bullying phenomenon affects the employees' satisfaction and put the organization in a risk level as the employees' productivity has been affected as well. The main effects that have been realized from employees' dissatisfaction issue are the increasing in employees' absenteeism and the rate of employees' turnover. In this regard, providing the employees with good working environment, promotion opportunities, recognize and appreciate their good work, and providing them with the required training and knowledge to develop their personality, will be introduced and studied as an innovative factors and effective solution

that could help organization X in enhancing employee's job satisfaction and resolving the issue of dissatisfaction.

1.2   Research Problem

Organization X is facing a problem with employees' dissatisfaction as the employees have faced bullying at workplace from their new general manager, and their expectations and work needs were not recognized by the management of the organization X. In 2014, the higher management of organization X hired new general manager for Abu Dhabi office branch (organization X). Bullying has featured in this office branch since this new general manager was hired. The employees have psychological distress from the bad behaviour of the new general manager, as he always keep shouting among the subordinates without respecting the employees and ignoring to hear from them any ideas about the work, as well as ignoring their needs, and sometimes his sullen silence makes the employees feeling that they did mistakes even if they did not make any mistake.

The employees did not feel any respect or recognition for their good works, as well as no one has been promoted since the new manager join the organization, and this aggressive behavior from the new manager put the employees in a situation that they would not be able to defend themselves, and makes the employees unwilling to continue their work in such negative work environment, and thus lead to a demoralized workforce which affected on the employee's productivity and job satisfaction in general.

This issue considered as critical issue for the organization as the negative consequences of the bullying phenomenon affect the employees' satisfaction and put the organization in a risk level as the employees' productivity has be affected as well.   The main consequences that have been realized from employees' dissatisfaction issue are: increasing in employees' absenteeism and the rate of employees' turnover, employees lower productivity as the tasks which used to take two (2) hours, now it needs 3 or 5 hours in some times, as well as increasing the sick leaves of the employees.

Most of the employees in organization X case are not satisfied and suffering from the bad behavior of the new general manager. Moreover, employees' absenteeism leads to make the other employees who cover the works of those absent people feeling with more stress, anxiety all the time, and the cost of hire new employees increased, as well as the cost of sick leaves of the employees leads to a big load on the management of the organization. Furthermore, as consequences of employees' turnover, it has a high cost to replace staff which increases the pressure on the organization budget. Moreover, the employee who is not satisfied has bad effect on his work which leads to make the organization efficiency and productivity less.

The human resources manager (HR manager) and some of the supervisors started to notice how the employees are suffering and having stress and anxiety. Moreover, the administration and personal manager received a warning from the Labor Ministry in Abu Dhabi, as one of the employees has complained about the organization, because the validity of his employment contract is finished, and he had intended to resign, but the general manager tried to force him to sign a paper that he has no issue to stay with the organization for another year, and if he did not sign that paper, he will not get the salary of that month, then the employee raised this issue to Labor Ministry.

The top management of organization X was mainly worried about employee's job dissatisfaction which result in demotivation, lower productivity and higher turnover rates. And hence, employees' job dissatisfaction is generating a hindrance for organization X to accomplish its goals, since these goals cannot be accomplished without the employees' commitment to organization X, which raises a question of what is the effect of providing good working environment to the employees, promotion opportunities, recognition, personal growth and development, on employee's job satisfaction?

Therefore, top management took serious action to revive the work spirit between the employees and to rebuild trust and empowerment. Those actions varied from providing good working environment, promotion opportunities, recognition and personal growth and development. They hoped that such actions could make the employees feel that they like their job and improve their sense of job satisfaction.

This research answers the question of whether the **positives actions taken by organization X such as good working environment, promotion opportunities, recognition and personal growth and development– affect the employee's job satisfaction.**

1.3   Aim of the Research

This research aims to investigate the factors that enhance the employees' job satisfaction and it looks at the effects of specific factors on improving the level of employee's job satisfaction such as: good working environment, promotion opportunities, recognition and personal growth and development, and to explore its relationship with employees' job satisfaction.

1.4   Objectives

This research covers plenty objectives, the following objectives have been identified in order to achieve the research aim:

- Study the concept of Job Satisfaction and its importance.
- Study the concept of bullying at workplace and its effects on job satisfaction.
- Review some models of job satisfaction and factors influences on job satisfaction.
- To measure the level of employees job satisfaction and, explore the effects of good working environment, promotion opportunities, recognition, personal growth and development on the job satisfaction.
- Developing a level of understanding that how job satisfaction could help in enhancing the motivation, and how this can be related to the promotion opportunities and the good work environment.
- Suggest list of recommendations and providing ways in order to resolve issues linked to bullying at workplace, and to enhance employees' job satisfaction by considering these factors: working environment, promotion opportunities, recognition, personal growth and development.

1.5   Research Scope

This research paper is targeting the employees of organization X which is one of the private organizations in Abu Dhabi Emirate. Organization X is a project management organization, which has more than 450 employees in Abu Dhabi and it's a branch from the mother company in USA. Organization X provides different services in managing the projects, it is one of the premier organizations in the world in helping its clients to manage their projects and programs more effectively, so that the projects and programs are finished on time, within budget and with few claims as possible as can. It provides its clients with a full spectrum of services, including project management, program management, project management oversight, construction management, troubled project turnaround, and estimating and cost management services. The organization has managed all phases of the construction process, from concept through completion. Organization X supports its clients in achieving their vision. It is worth to note that this research will only study the effects of the four factors (good working environment, promotion opportunities, recognition, personal growth and development) on job satisfaction for those employees who are working in Abu Dhabi branch of the organization X.

1.6   Research Structure:

This research includes five chapters as shown in below figure.

Chapter 1: Introduction

Chapter 2: Litreture Review

Chapter 3: Research Method

Chapter 4: Data Analysis, Results and Discussion

Chapter 5: Conclusion and Recommendations
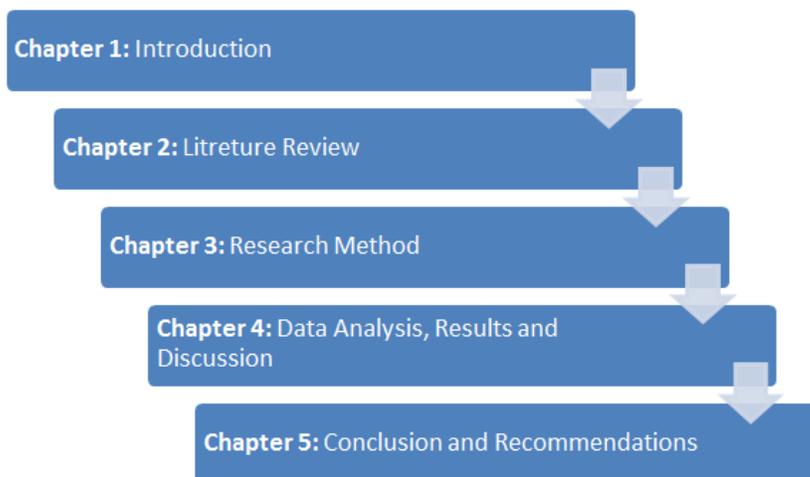
Figure 1.1: Research Structure

Chapter 2   Literature Review

2.1 Introduction

The aim of the literature review is to present and summarize previous studies researched by different scholars which relevant and meaningful to specific subject.

This chapter outlined and explored results from previous studies and researches done about subjects related to the research topic. This chapter gives extensive information which addresses the issues linked to the aim and objectives of this research. Many references were explored and this chapter is very substantial in this research as it gives a frame of sources within the focus of the study which validate the problem of this research. In this chapter, many ideas generated from different studies and researches were helped in developing the conceptual framework of this research. This chapter divided to four sections, the first section in this chapter will provide the definition of Job Satisfaction as researched by different researchers; and will present the importance of job satisfaction. The second section of this chapter presents the definition of bullying at workplace and its effects on job satisfaction. The third section will provide model of job satisfaction and factors of job satisfaction. The last section will show the path to develop the conceptual framework of this research and present the proposed hypotheses of this study.

2.2   Job Satisfaction

2.2.1   Definition of Job Satisfaction

According to Judge and Church (2000), employees' job satisfaction considered as one of the most important researches topics in the Organization's Psychology. Strydom (2011) claimed that thousands researches about job satisfaction are aiming towards suitable understanding about the concept of job satisfaction.

Armstrong (2006) claimed that the concept of job satisfaction refers to the feelings that someone has about his work, if the attitudes are positive towards the job this signify job satisfaction and if the attitudes are negative towards the job this signify job dissatisfaction. Statt (2004) claimed that, job satisfaction can be defined as the level that an employee is happy and satisfied with the rewards that he gets from his work, particularly in terms of actual motivation. According to Bernard (2012), employees' job satisfaction is mix of environmental, physical and psychological sides which makes someone to say I am happy with my work.

According to Kaliski (2007), job satisfaction can be considered as the main factor which drives to recognition and the fulfilment of other aims which gives a sensation of loyalty to the company. An employee can have feeling about different aspects of his job such as his pay, his coworkers, subordinates, supervisors, and the type of work he do, and job satisfaction can be considered as the set of beliefs and feelings which someone has towards his job (George & Jones 2008).

According to Tsigilis et al (2006), job satisfaction can be considered as the level of the affective feeling of an employee towards his job. Job satisfaction is a complicated concept that can have various meaning to many people, usually this concept is related with the motivation, and however this link is not clear, it is an attitude that could be connected with the feeling of achievement (Mullins 2005). According to Hagedorn (2000), the concept of job satisfaction is complex to describe. Jex (2002) claimed that people look at their work in terms of liking or disliking, and progress feelings of job

satisfaction or dissatisfaction about their job and the workplace. According to Usop et al (2013), employees' job satisfaction can be explained as the feelings which someone has towards his job, and it can be described as someone likes or dislikes some aspects of his work such as the work condition, recognition, rewards and promotion. Aziri (2011) considered that job satisfaction shows a feeling which comes due to understanding psychological needs from the work.

Bernstein and Nash (2008) claimed that job satisfaction consists of three (3) components: 1- behavioral, 2- emotional and 3- cognitive. The first component refers to the employees' actions with their work, for example: coming late to their work and pretending as a sick person. The second one refers to the employees' feelings such as: boredom from their work and anxiety, and the third component refers to the feelings that one's job is challenging and requires mentality.

Mueller and Kim (2008) classified the job satisfaction to two types according to the level of employees' feelings to their jobs, 1- global job satisfaction, for example "Overall, I love my job.", 2- job facet satisfaction, like: benefits, salary and relationships with co-workers, for example as one says "Overall, I love my job, but I face difficulty to manage my schedule".

Employee's job satisfaction can be linked with the level of feeling that whether someone his needs has been met or not in his work (Garland et al, 2009). According to Spector (2003), the employees' job satisfaction it is not only when someone likes or dislikes his job, but it is linked to the level of satisfaction that someone likes his work as well.

2.2.2 The Importance of Job Satisfaction

Spector (1997) claimed that there are many studies about job satisfaction in management literature because it is linkage with employee's mental and physical wellbeing and due to its effects on employee's productivity, turnover, absenteeism, and relationship with co-workers.

According to Kaliski (2007), the productivity directly related to an employee's job satisfaction. Aronson et al (2005) added that job satisfaction has an essential effect to improve the financial standing of an organization. The importance of employees' job satisfaction can be noticed when we see the negative consequences of employees' job dissatisfaction such as increased absenteeism, increased rate of turnover and lack of loyalty to the work. Wong (2009) emphasized in his study how the employees' job satisfaction affects the whole operation for a company.

Spector (1997) listed the following essential features for job satisfaction:

1- The organization should consider the human values by treating the employees with respect and dignity. In this case, the evaluation of job satisfaction for an employee could be considered as an indicator for the employee's effectiveness, extreme degree of job satisfaction can indicate a well mental and emotional status for people.

2- Employees' behavior according to their degree of satisfaction may influence the activities and functions of any firm. And hence, employees' job satisfaction will come up with positive behaviour from the employees and dissatisfaction will come up with negative behaviour.

3- Job satisfaction could be considered as indicators of the activities of an organization, as various levels of satisfaction in different units in the organization could be defined through the job satisfaction assessment. It can be considered as a good indicator according to the changes of the organization units that would enhance the performance that should be done.

Researches about job satisfaction are very important as job satisfaction is linked to improve the job performance, as it leads to good level of motivation, low average of employees' absenteeism, burnout as well as turnover (Chiu 2000). Aziri (2011) claimed that the successful employee is the satisfied employee where all his needs have been met in his work. According to Jain et al (2007), if the employees are happy and satisfied, they may show positive attitudes, and as a consequence, their high feeling

with job satisfaction will increase the organization's productivity and will increase the overall performance.

According to Usop (2013), job satisfaction has significant role to the administration employees as it makes them reviewing the current motivation procedures in order to enhance the work performance.

2.3 Bullying at Workplace and its Impact on Job Satisfaction

2.3.1 Introduction:

Bullying at workplace is one of the most significant issues in the work life. In the last two decades, there was a growing interest in research about this issue at work environment. Great efforts have been done by many researchers to understand and stop such phenomenon at workplace, many studies alarming the consequences of bullying at workplace on the employees (Duffy & Sperry 2012). Exploring the phenomenon of bullying at workplace started in the early of 1990s in Europe (Zapf et al 1996). After that, bullying at workplace named the "research topic of the 1990s" in employees' performance and achieved high international recognition as an important occupational issue (Hoel et al 1999).

2.3.2 Definition of Bullying at Workplace:

Einarsen et al. (2011) defined bullying at workplace as a negative behaviour that negatively affect employee's work, offending or harassing, and this bad behaviour should occur periodically, in regular basis and repeatedly. Moreover, the researchers argued that the situation will not be considered as bullying if two parties are in conflict and they have almost equal strength (Einarsen et al 2011). Bullying at workplace has been defined as a phenomenon that is causing the job stress (Leymann, 1996, p.169).

Einarsen and Hoel (2001) research reveals that negative behaviours at workplace can be embodied through different forms such as 1- excessive supervision (example: when the

bullying perpetrator monitor the employee's work in excessively way), 2- job isolation (example: ignoring the employee's opinions and his views), 3- social isolation (example: ignoring an employee or avoid him by others), 4- physical intimidation (example: threats by violence), and 5- impossible job demand (example: giving an employee some tasks with impossible and unreasonable targets).

2.3.3   Impact of Bullying at Workplace on Job Satisfaction:

Bullying at workplace is an important organizational concern. Many researches confirmed the negative effect of bullying at work on job satisfaction and these researches illustrated how this bad behavior has influence on an employee's capability to do his job. As claimed by Einarsen et al (2003), several researches revealed the career damage and mental distress suffered by employees who exposed to bullying. According to Armstrong (1996), negative attitude reflects the concept of job dissatisfaction.

Generally, there are numerous studies examine the consequences of bullying at workplace for example a study for Balducci et al. (2011) and another study for Bentley et al., (2009). Many findings of different studies about bullying at workplace (1) presented the frequency of bullying at work, (2) examined the types of negative acts and bad behaviour experienced by the employees, (3) specified the mental and physical stress related to bullying at workplace, and (4) showed the relationship between workplace bullying and the effects of this phenomenon on employees.

According to Namie & Namie (2003), bullying at workplace became widespread and has devastating effects on employees' career and life. Hoel et al (2002) claimed that bullying at workplace is a strong psychosocial hazard with negative influences on both employees and organizations. In fact, bullying at workplace can be considered as a powerful source of stress (Zapf et al 1996), Bowling & Beehr (2006) added that bullying has the same effects of other stressors in the workplace. Einarsen et al (2003) revealed in their researches about the negative effects of such behavior on the employees and the organization, which include depression, physical ailments, high level of absence, anxiety, low level of productivity and profit, and poor reputation of the organization.

Although normal conflicts occur frequently in daily interactions in the work environment, it is argued by various researchers such as Einarsen & Raknes (1997) and Keashly & Jagatic (2000) that when such conflicts occur regularly, it cause serious health problem.

Bullying at workplace is characterized by negative behaviors like isolation, intimidation and humiliation in order to push the employees into a defenseless and helpless position (Jacobshagen 2004). According to this, bullying at workplace is considered as one of the essential challenges for employees' health at workplace and considered as the main source of social stressors in the work environment (Zapf et al. 1996). Therefore, bullying was defined as a phenomenon that is causing the job stress (Leymann, 1996. p.169).

This climate of bullying and aggression may cause stress and create bad psychological effects like burnout, depression and anxiety on employees (Stelmaschuk 2010). According to Namie & Namie (2003), the employees who exposed to bullying at workplace, take more sick leave comparing to those who are not targets of bullying. As claimed by Needham (2003), bullying at workplace has become a serious problem that is cost a lot to ignore. As a result of this phenomenon, it may cause burnout, stress, anxiety and depression (McCormack et al 2006).

According to Hauge et al (2010) bullying at workplace affects negatively on employees' satisfaction and considered one of the main occupational stressor in many studies.

Bowling & Beehr (2006) had a meta-analysis which revealed bullying at workplace is negatively related with employees' job satisfaction (where r = -.32). The same result was confirmed in another analysis by Rodríguez-Muñoz, Baillien, De Witte, Moreno-Jiménez, and Pastor (2009) they found that the employees who exposed to bullying at their workplace they have lower level of satisfaction and suffer from job dissatisfaction compared with other employees who are not exposed to bullying.

Barling et al (2001) claimed that the employees who exposed bullying at workplace may suffer from bad mood at work and high level of fear. These outcomes will likely affect negatively on employee's job satisfaction. Moreover, Namie & Namie (2003) indicated that 82% of those employees who exposed to bullying, they leave their job, 44% were victims of the annual appraisal which have been manipulated by the bullying managers to

show how the victims are incompetent and they have low performance, and 38% were for health concerns.

A survey of 9,000 employees from Canadian federal shows that 42% of female and 15% of male employees are exposed to bullying in a period of two years, resulting in loosing productivity and time (Canada Safety Council 2002). Natinsky & Lynch (2005) added to that researches about bullying at workplace is important as it is costing organizations money and time, and costing the employees who exposed to bullying their job and their health. Human resource managers started to realize that there is a cost to the productivity for such kind of aggressive behavior (Urbanski-Farrell 2002). Needham (2003) emphasized that bullying at workplace affects on the direct costs of an organization such as increasing turnover, employee's absence, security expenses, and legal fees. According to Needham (2003), turnover affects negatively on the employers by losing the money and time spent on hiring new employees and providing them training. Bullying also affects on the indirect costs of an organization which can be observed in low level of productivity and a stressful environment work (Needham 2003). And as claimed by Melone (2006), increasing turnover of the employees may cost the organizations a lot.

2.4 Model of Job Satisfaction and Factors of Job Satisfaction:

2.4.1 Model of Job Satisfaction

Christen et al (2006) have provided a model of job satisfaction as shown in below figure (2.1) which included the four elements: 1- job factors, 2- problems with role perceptions, 3- job performance, and 4- firm performance.
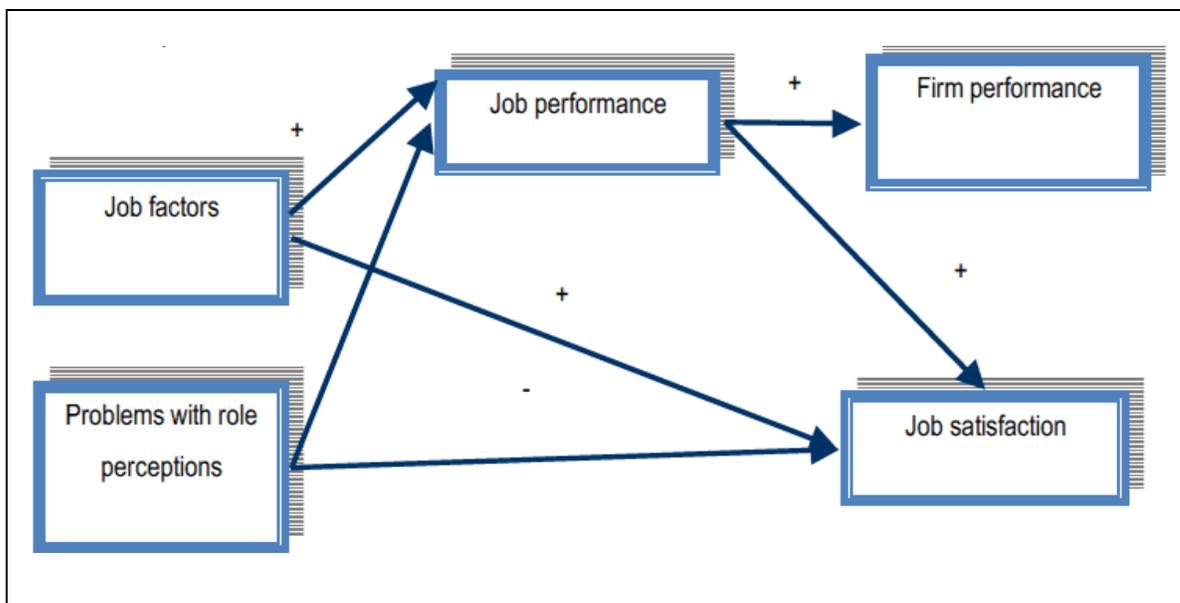
Figure (2.1): Model of Job Satisfaction (Christen et al 2006)

Rue & Byars (2003) have provided a model of determinants of satisfaction and dissatisfaction as shown in below figure (2.2).
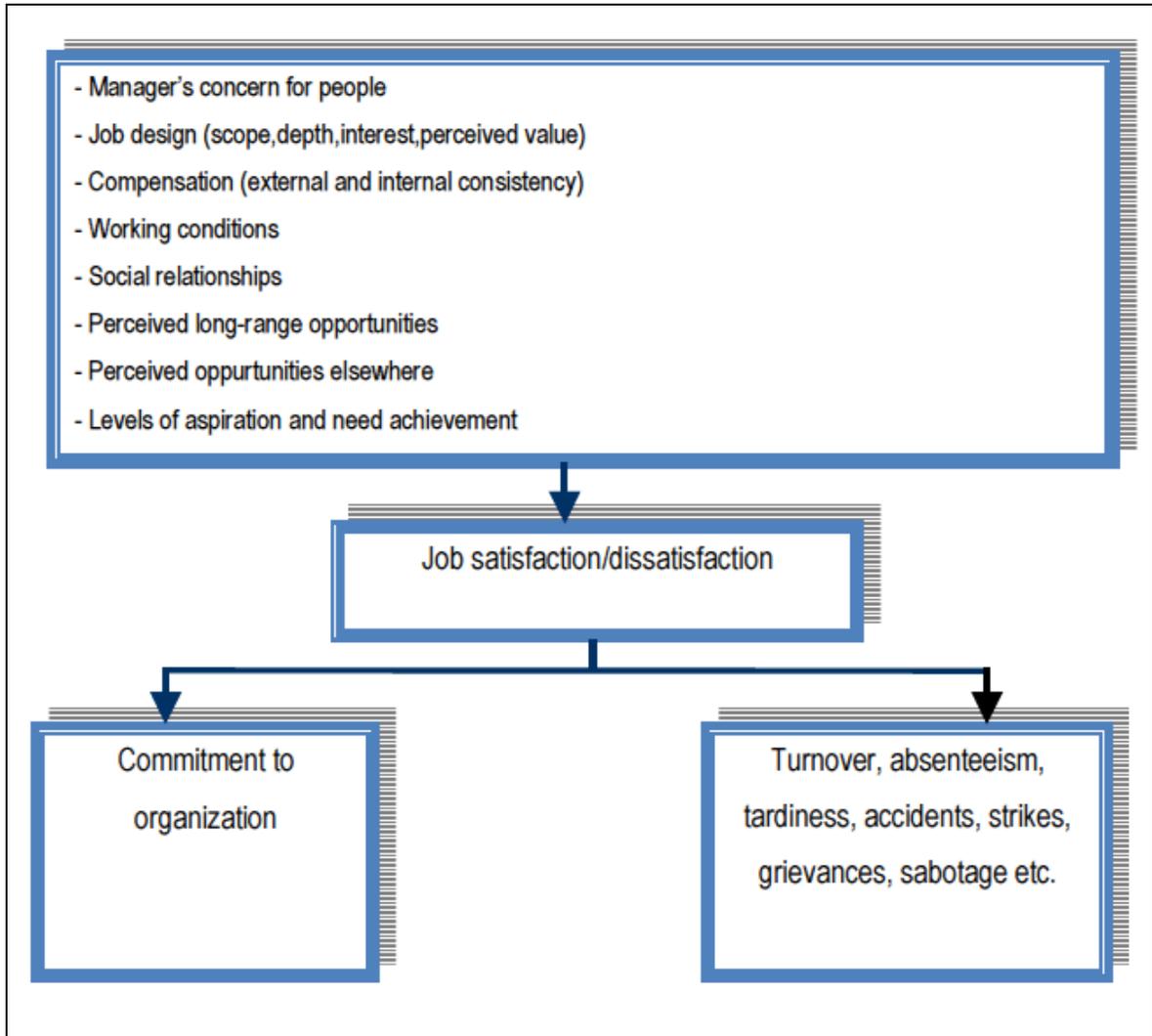
Figure (2.2): Determinants of Satisfaction and Dissatisfaction (Rue & Byars 2003)

2.4.2   Factors of Job Satisfaction:

Okpara et al (2005) claimed that studies about employees' job satisfaction seems unavoidable since understanding the factors which affect on job satisfaction is essential in order to improve the employees' happiness and this influences the quality of their work. Furthermore, comprehend if employees are gratified or not in their works, can drive to innovations and improvements. Moreover, it helps the organization to lower the turnover rate and absenteeism, as well as attract new competent employees to the organization.

According to Herzberg's Two Factor Theory, the employees can be affected of some factors at their workplace which lead them to job satisfaction (motivators), and other different factors which lead them to job dissatisfaction (hygiene), Thus, all factors which have been concluded from empirical studies, classified to two groups, the first group: factors lead to job satisfaction called motivators, the second group: factors lead to job dissatisfaction called hygiene as illustrated in below **table 2.1** (Herzberg 1976).

Hygiene factors	Motivators
Company policies	Achievement
Supervision	Recognition
Interpersonal relations	Work itself
Work conditions	Responsibility
Salary	Advancement
Statues	Growth
Job security	

Table (2.1): Job Satisfaction Factors (Herzberg 1976)

Many factors have been explored by different researchers which affect on employees' satisfaction in different companies, such as: work environment, promotion, pay, supervision, work, and relationship between co-workers, (Lise & Judge 2004).

There are different factors which can affect on job satisfaction such as: perceived opportunities, compensation, manager's concern for people, working conditions, job design, social relationships, levels of aspiration and need achievement (Rue & Byars 2003).

According to Castillo & Cano (2004), job satisfaction may affect by many different factors like: recognition, relationships between co-workers, working conditions, compensation, administration, supervision, and empowerment advancement.

In a research done by Van Saane et al (2003) which aimed to evaluate the most important factors which influenced the employees job satisfaction in a company, they found eleven (11) factors influenced the employee's job satisfaction which are: "growth/ development, rewards, promotion, communication, work content, supervision, workload, co-workers, meaningfulness, autonomy, work demands".
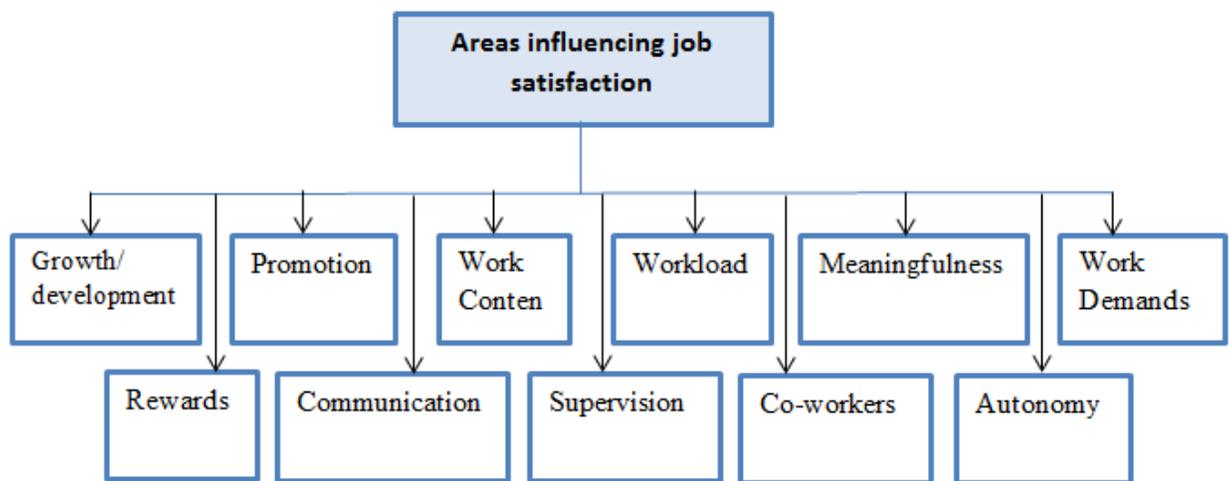
Figure (2.3): Area as influencing job satisfaction – Van Saane et al (2003)

2.5 The path to develop the conceptual framework of this research and the proposed hypotheses:

Hoy and Miskel (1996) in their study they found that the factors that can influence the job satisfaction is the work environment and the work dynamics.

According to a study conducted by Argyris (1990), about the job satisfaction, he found out there is a relationship between encourage employees to growth and job satisfaction

and he recommended that the organizations must encourage the employees and provide them with the training, knowledge and workshops they needs.

In a study conducted by Weiss et al. (1999), they summarized that the moods and emotions which an employee feel, it has influence on his job satisfaction.

Hypothesis 1: job satisfaction is positively correlated with the good working environment.

Lazerd (1986) defined the promotion opportunity as an upward shifting of an employee in the hierarchy of an organization which leads up to improvement of responsibilities and compensation. Lazerd (2000) gave another definition to the promotion opportunity and consider it as it is a change of an employee's job to a job with higher significance and compensation.

According to McCausland et al (2005), promotion opportunity is the re-appointing of an employee to a job with higher rank. Aleem & Hamed (2011) indicated that promotion significantly has influence on the degree of job satisfaction.

Robbins (2001) emphasizes that providing employees with good opportunities of promotions may create opportunities for growth. Danish & Usman (2010) in their study about the factors that influence job satisfaction, they found out a positive significant relationship between promotion and job satisfaction.

Hypothesis 2: job satisfaction is positively correlated with the promotion opportunities

Flynn (1998) suggested that recognition programs raise high spirits between employees, increase their morale and make a link between motivation and performance of the employees and the main aim of recognition program is to make the employees linking their rewards with their performance which in the end drives to employee's job satisfaction

According to Deeprose (1994, p. 3) "Good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible".

According to La Motta (1995), when the employees' needs are met, the employees will become more motivated and when they obtain unexpected recognition, growth and promotion, the level of motivation will be higher.

Job satisfaction levels of the people vary from high satisfaction to high dissatisfaction, in a study conducted by Ali and Ahmed (2009), they emphasized in their research that there is statistically significant relationship between recognition and employees' job satisfaction, the findings of their research showed that if an employee receive recognition, the level of motivation and job satisfaction will be higher.

Hypothesis 3: job satisfaction is positively correlated with the recognition that an employee get from the organization.

Hypothesis 4: job satisfaction is positively correlated with the personal growth and development

Drawing from the literature review about good working environment, promotion opportunities, the influence of recognition on employees' morale, opportunities of personal growth; the following four hypotheses were emerged:

> *Hypothesis (1):* job satisfaction is positively correlated with the good working environment.

> *Hypothesis (2):* job satisfaction is positively correlated with the promotion opportunities.

> *Hypothesis (3):* job satisfaction is positively correlated with recognition that an employee receives from his work.

> *Hypothesis (4):* job satisfaction is positively correlated with the personal growth and development.

Chapter 3   Methodology

3.1   Conceptual Framework:

As it is outlined in the previous chapter of literature review, there are main variables that have influence over the job satisfaction within the organization. These variables are (1) Good Working Environment, (2) Promotion Opportunities, (3) Recognition, and (4) Personal Growth and development. From the literature review findings the variables have a direct and positive relationship with the job satisfaction.

The Independent Variable IV is defined by Starks et al (2009) as treatment or intervention. Additionally Kirk (1995) claimed that the IV is any event or factor that is under examination.

A dependent variable (DV) is the outcome of the examination or the variable with response according to Starks et al (2009) and Friedman and Wyatt (2000) and represents the outcome of a treatment.

The IV is always connected to the DV to measure the outcome of specific examinations (Rosson & Carroll 2002). Therefore, the IVs in this research are (1) Good Working Environment, (2) Promotion Opportunities, (3) Recognition, and (4) Personal Growth and development. And, the Job Satisfaction is the dependent variable.

The finding of the literature review showed that the IVs have a direct and positive relationship with the DV. The research aims to understand the cause & effect of these relationships.

The conceptual framework has been illustrated to examine the effect of the IVs over the DV by the mean of the built hypotheses:

__Hypothesis (1):__ job satisfaction is positively correlated with the good working environment.

__Hypothesis (2):__ job satisfaction is positively correlated with the promotion opportunities.

Hypothesis (3): job satisfaction is positively correlated with recognition that an employee receives from his work.

Hypothesis (4): job satisfaction is positively correlated with the personal growth and development.

As it is presented in the previous chapter of the literature review, the following conceptual framework looks at the employees' job satisfaction as the dependent variable (DV). This variable has been tested against four independent variables which are: (1) Good Working Environment, (2) Promotion Opportunities, (3) Recognition, and (4) Personal Growth and development. **Figure (3.1)** shows these relationships.
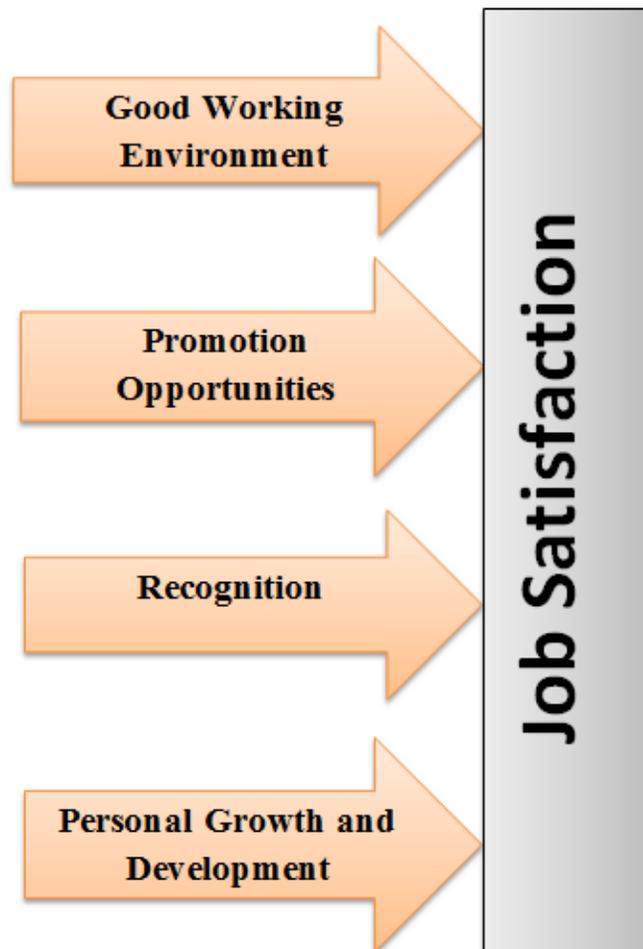
Figure (3.1): **Conceptual Framework**

3.2 Methodology

According to Neuman (2006), the four (4) elements in research are: 1- ontology, 2-epistemology, 3- axiology, and 4- methodology. The following **table (3.1)** outlines the fundamental beliefs of research paradigms (Wahyuni 2012)

Fundamental Beliefs	Research Paradigms			
	Positivism (Naïve realism)	Post-positivism (Critical Realism)	Interpretivism (Constructivism)	Pragmatism
Ontology: the position on the nature of reality	External, objective and independent of social actors	Objective. Exist independently of human thoughts and beliefs or knowledge of their existence, but is interpreted through social conditioning (critical realist)	Socially constructed, subjective, may change, multiple	External, multiple, view chosen to best achieve an answer to the research question
Epistemology: the view on what constitutes acceptable knowledge	Only observable phenomena can provide credible data, facts. Focus on causality and law-like generalizations, reducing phenomena to simplest elements	Only observable phenomena can provide credible data, facts. Focus on explaining within a context or contexts	Subjective meanings and social phenomena. Focus upon the details of situation, the reality behind these details, subjective meanings and motivating actions	Either or both observable phenomena and subjective meanings can provide acceptable knowledge dependent upon the research question. Focus on practical applied research, integrating different perspectives to help interpret the data
Axiology: the role of values in research and the researcher's stance	Value-free and etic. Research is undertaken in a value-free way, the researcher is independent of the data and maintains an objective stance	Value-laden and etic. Research is value laden; the researcher is biased by world views, cultural experiences and upbringing	Value-bond and emic. Research is value bond, the researcher is part of what is being researched, cannot be separated and so will be subjective	Value-bond and etic-emic. Values play a large role in interpreting the results, the researcher adopting both objective and subjective points of view
Research Methodology: the model behind the research process	Quantitative	Quantitative or qualitative	Qualitative	Quantitative and qualitative (mixed or multi-method design)

Table (3.1): The Fundamental Beliefs of Research Paradigms (Wahyuni 2012)

The following **table (3.2)** illustrates the methodologies of research, which are quantitative methodology and qualitative methodology (Neuman 2006).

Quantitative Research	Qualitative Research
Test Hypothesis that the researcher begins with.	Capture and discover meaning once the research becomes immersed in the data.
Concepts are in the form of distinct variables.	Concepts are in the form of themes, motifs, generalizations, and taxonomies.
Measures are systematically created before data collection and are standardized.	Measures are created in an ad hoc manner and are often specific to the individual setting or researcher.
Data are in the form of numbers from precise measurement.	Data are in the form of words and images from documents, observations, and transcripts.
Theory is largely causal and is deductive.	Theory can be causal or non-causal and is often inductive.
Procedures are standards, and replication is frequent.	Research procedures are particular, and replication is very rare.
Analysis proceeds by using statistics, tables, or charts and discussing what they show relates to hypotheses.	Analysis proceeds by extracting themes or generalization from evidence and organizing data to present a coherent, consistent picture.

Table (3.2): The Quantitative vs. Qualitative Research (Neuman 2006)

The quantitative approach is used to collect and analyze data for this research. The quantitative method is less applicable to answer *how* and *why* questions, but is very powerful in inferring and finding correlations among statistically analyzed data. The quantitative method is best used to answer questions examining the existence of a relationship between two or more constructs.

The research follows a quantitative research approach to test the conceptual framework and examine the defined hypotheses.

Aliaga and Gunderson (2000) have identified the quantitative research approach as a statistical mean that collects numerical data. The set of data should be analyzed using different mathematical methods which depend on the defined variables and hypotheses. In addition to that, Creswell (2003) claimed that the research follows the quantitative approach when it is claiming a postpositive statement to create a knowledge. The claims

include theory change, cause and effect relationship and others. The quantitative approach requires survey as inquiry techniques to collect that data for a predefined measurement.

As the conceptual framework shows, the research examines a predefined relationship between different variables and postpositive knowledge that are part of an existed theory. Therefore the right approach to be followed is the quantitative research approach.

Data Collection Method

Survey:

As the research follows a quantitative research approach that uses a structured way in collecting the data. This research inquires the data by an online survey which contains set of predefined questions along with different answer in a multi choices way. The survey gives the participants different choices that help examine the hypotheses (Kolb, 2008).

According to Kraut (2006), surveys are the most method to collect data in order to estimate the relationship between any practices in the work and the outcomes. Moreover, since the method selected of the research included measurement of intention and exploration, the self-report is the most appropriate (Fowler 1984).

As the subject of the research perception of job dissatisfaction, the selected respondents may not express full honesty in an interview and not be comfortable, that's why this research was based on a set of questionnaire drawn from the conceptual framework. This questionnaire had been distributed to the prospective respondents whom would be assured about the confidentiality and no one will know their identity. Therefore, they would be able to provide honest responses.

Population:

The population includes Organization X in Abu Dhabi. Organization X is a project-based company that specialized in the construction field with more than 30 offices worldwide.

The research focuses on the Abu Dhabi branch as the main variables are different among the different branches depends on people and culture.

The research targets the employees at Organization X in Abu Dhabi to help examining the defined knowledge/hypotheses. The targeted employees are all Full Time Employees FTE with 1 year + experience who would like to share their feedback and experience about the job satisfaction.

The survey is anonymous that doesn't ask for any personal information from the participants to ensure the privacy and confidentiality and are part of the survey.

According to Stutely (2003), a minimum of 30 responses should be maintained to at least be able to achieve a sampling distribution which is the closest possible to a normal distribution and be able to correctly infer from it.

The collected data of this research were analyzed and examined of **68 responses** from an equal-probability, random sampling which had been selected from total population of 450 employees in Organization X based in Abu Dhabi.

According to Spector (2003), the employees' job satisfaction it is not only when someone likes or dislikes his job, but it is linked to the level of satisfaction that someone likes his work as well.

The structure for questionnaire followed the 5-point Likert Scale in order to range the degree of the agreement for the people who answers the survey, where the scale 1 = strongly agree with the measured variable and 5 = strongly disagree.

Measurement:

As outlined earlier in the literature review, job satisfaction is a complicated concept that can have various meaning to many people, usually this concept is related with the motivation, and however this link is not clear, it is an attitude that could be connected with the feeling of achievement (Mullins 2005). In addition, job satisfaction considered

as a complex concept to be defined, however, it can be defined as the feelings that someone has towards his job (Qasim et al, 2012).

Many scholars have recommended that job satisfaction to be measured in levels either satisfied or dissatisfied and to be tested by using different viewpoints and constructs (Spector, 1997).

The *job satisfaction* variable measures the degree of how much do the employees like their work and feeling satisfied in the Organization X, it differs from dissatisfied to full satisfied and this variable has been considered the dependent variable as it is influenced by different variables as proposed in the previous chapter of literature review. It measures the level of satisfaction of the employees and their loyalty to their work, it also measures how much the employees satisfied when they receive information from the management about what is going on at the same division where an employee work and the organization as well. Armstrong (2006) claimed that the concept of job satisfaction refers to the feelings that someone has about his work, if the attitudes are positive towards the job this signify job satisfaction and if the attitudes are negative towards the job this signify job dissatisfaction. According to Tsigilis et al (2006), job satisfaction can be considered as the level of the affective feeling of an employee towards his job. According to Kaliski (2007), job satisfaction can be considered as the main factor which drives to recognition and the fulfilment of other aims which gives a sensation of loyalty to the company. Mueller and Kim (2008) classified the job satisfaction to two types according to the level of employees' feelings to their jobs, 1-global job satisfaction, for example "Overall, I love my job.", 2- job facet satisfaction, like: benefits, salary and relationships with co-workers, for example as one says "Overall, I love my job, but I face difficulty to manage my schedule".

The *good working environment* variable measures the level of the integrity of the work environment such as the level of communication between the manager and the employees, the level of how the manager listen to employees ideas and if he is fair with

them, it measures also the level of working as a team, and the level of how the employees are comfortable in their workspace. It also measures how the manager treat the employees with respect and dignity, the level of relationships among the employees and how it is encouraged by the work environment and how much an employee like the people he work with them. A low measure of good working environment reflects the employee's dissatisfaction with communication with the manager and reflects that the manager is not treating the employees with respect, and might result in the employee's feelings of lack of cooperation, lack of team working, lack of mutual respect among the employees, lack of feeling comfortable in the workspace, and lack of social interactivity with work colleagues. Hoy and Miskel (1996) in their study they found that the factors that can influence the job satisfaction is the work environment and the work dynamics.

According to Bernard (2012), employees' job satisfaction is mix of environmental, physical and psychological sides which makes someone to say I am happy with my work. An employee can have feeling about different aspects of his job such as his pay, his coworkers, subordinates, supervisors, and the type of work he do, and job satisfaction can be considered as the set of beliefs and feelings which someone has towards his job (George & Jones 2008).

The *recognition* variable measures the amount of the respect and recognition that employees receive from their boss or the management of the organization. A low level of recognition denotes perception of disrespect or lack of recognition and reflects the employee's dissatisfaction of his recognition level when he do a good job, and this may result in the employees' feeling of demoralization, fear, anxiety, and demotivation which can breed low in productivity and carelessness towards their work, and it may result in giving the employees a sense of job insecurity. Statt (2004) claimed that, job satisfaction can be defined as the level that an employee is happy and satisfied with the rewards that he gets from his work, particularly in terms of actual motivation. Aziri (2011) considered that job satisfaction shows a feeling which comes due to understanding psychological needs from the work. According to Deeprose (1994, p. 3) "Good managers recognize

people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible".

The **promotion opportunities,** variable reflects the extent of the potential the management of the organization has towards getting promotion their employees, increasing their salaries. A high measure of *promotion opportunities* reflects employee's satisfaction with frequency of the promotion in this organization. According to Usop et al (2013), employees' job satisfaction can be explained as the feelings which someone has towards his job, and it can be described as someone likes or dislikes some aspects of his work such as the work condition, recognition, rewards and promotion. Moreover, According to La Motta (1995), when the employees' needs are met, the employees will become more motivated and when they obtain unexpected recognition, growth and promotion, the level of motivation will be higher.

The **personal growth and development** variable reflects the opportunities that an employee get all the training and education needed to strengthen his skills and abilities, and receiving good supervision and managerial support to perform their works, and having enough possibilities for initiative and creativity in their job, it reflects also the chances that an employee need to grow professionally at his work. A high measure of *personal growth and development* reflects the employee's satisfaction with frequency of growth and the development in this organization. Employee's job satisfaction can be linked with the level of feeling that whether someone his needs has been met or not in his work (Garland et al, 2009).

Data Analysis:

The aim of the data analysis is to show how the researcher plans to analyze and describe the obtained data. Therefore, the researcher used statistical analysis called SPSS to analyze the data and describe the findings.

According to Heppner & Heppner (2004), SPSS stands for Statistical Package for Social Sciences which have different techniques that can be selected based on the research question and number of IV and DV, as well as covariates as shown in below **figure (3.2).**
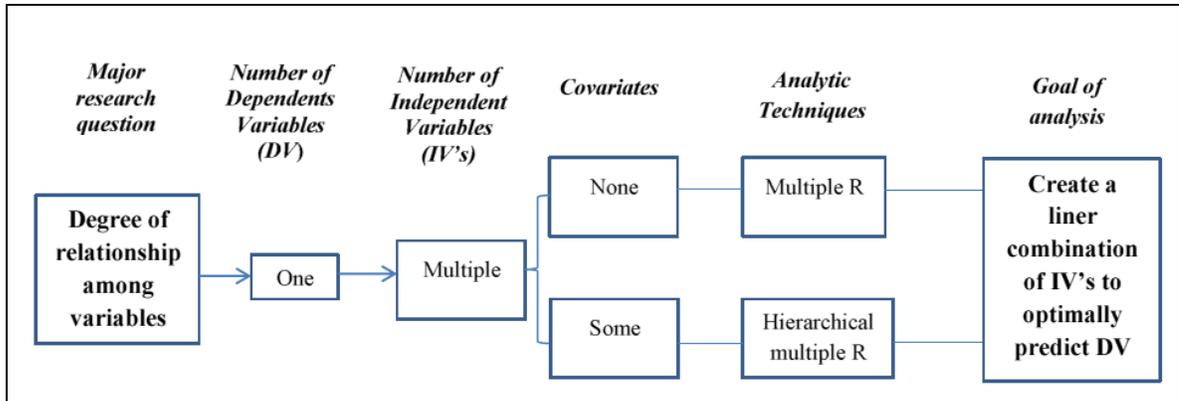
Figure (3.2): Statistical Techniques (Heppner and Heppner, 2004)

As the conceptual framework not included covariates variables, accordingly, the researcher utilized the multiple regression analysis in order to create a linear combination among the IVs to predict the DV.

The following **figure (3.3)**, presents the research method design for this research.
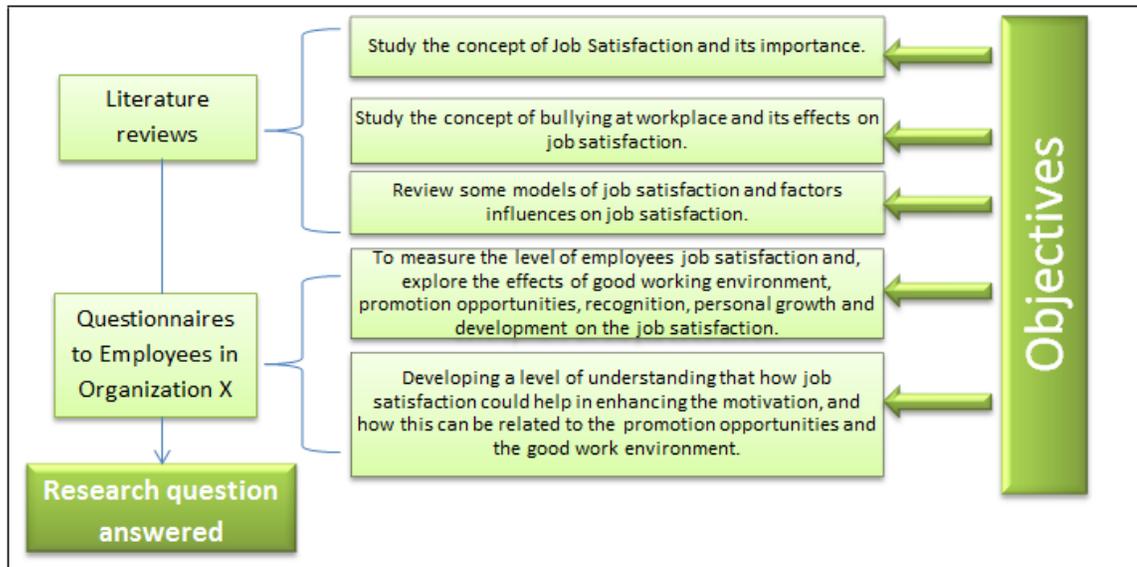
Figure (3.3): Research Method Design *(Developed by the researcher)*

As it's illustrated in **figure (3.3)**, the research objectives are achieved by data collection/ questionnaire, the following chapter will show the analysis, findings and results.

Chapter 4   Data Analysis, Results and Discussions

4.1 Introduction

Based on the methodology which has been discussed in Chapter 2, the collected data of this research were analyzed and examined of **68 responses** from an equal-probability, random sampling which had been selected from total population of 450 employees in Organization X based in Abu Dhabi.

The collected data of the questionnaires were analyzed by using a statistical analytical tool **SPSS** version 19.0 from IBM. It is used for performing some analysis such as: descriptive statistics, reliability analysis, one sample T-Test, Skewness and Kurtosis Scales, and Kolmogorov-Smirnov Test, correlation between variables, ANOVA test and regression, in order to verify of the hypotheses are rejected or accepted.

This chapter starts with Section 4.2 showing the descriptive statistics which describe the collected data from the 68 respondents of Organization X. Section 4.2 shows the reader a summary about characteristics of the respondents such as their age, gender, years of work experience, and level of seniority in organization X.

Section 4.3 involves the reliability tests of the variables, by using Cronbach's alpha as a measure of scale reliability to measure the internal consistency, which shows how a set of survey items questions closely related as a group.

Section 4.4 checks for normality, by using One-Sample T-Test, Skewness and Kurtosis Scales, and Kolmogorov-Smirnov Test.

Section 4.3 and Section 4.4 considered as a test tube for all the discussed variables to check if the variable pass or not to the next stage of the analysis.

Section 4.5 shows the outcomes of the correlation analysis between the variables which shows how the variables are related. In this section, the relationship between the variables was examined by using Spearman Correlation Coefficient, and the purpose of this section to emphasize the acceptance or non-acceptance of the proposed hypothesis.

Finally, Section 4.6 shows the outcomes of the regression analysis and the purpose of this analysis to advice about the sensitivity of the independent variables in order to find out which of those variables has the most effect on the job satisfaction.

4.2 Descriptive Statistics:

Descriptive statistics has been used to describe the sample, it is the analysis of the data which helps describe, and presents data in a meaningful way. Basic descriptive statistics have been obtained by using SPSS for the collected data from 68 respondents. Understanding the demographic profile of the respondents will be useful to help the researcher to make good correlation for the data. Substantial results linked to working environment, promotion opportunities, recognition, personal growth & development, and employees' job satisfaction can be much better understood through demographic analysis.

This section determines the characteristics of the respondents from Organization X (Age, Gender, Years of work experience, and Level of Seniority in the Organization).

4.2.1 Age (years):

The 68 responses are categorized demographically, the following statistics in **table (4.1)** presents the percentages of the respondents which categorized by age (years):

Frequencies:

Statistics

Age (years)

N	Valid	68
	Missing	0

Age (years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	4	5.9	5.9	5.9
	26-30	10	14.7	14.7	20.6
	31-40	32	47.1	47.1	67.6
	41-50	14	20.6	20.6	88.2
	above 50	8	11.8	11.8	100.0
	Total	68	100.0	100.0	

Table (4.1): Demographic - Age of respondents
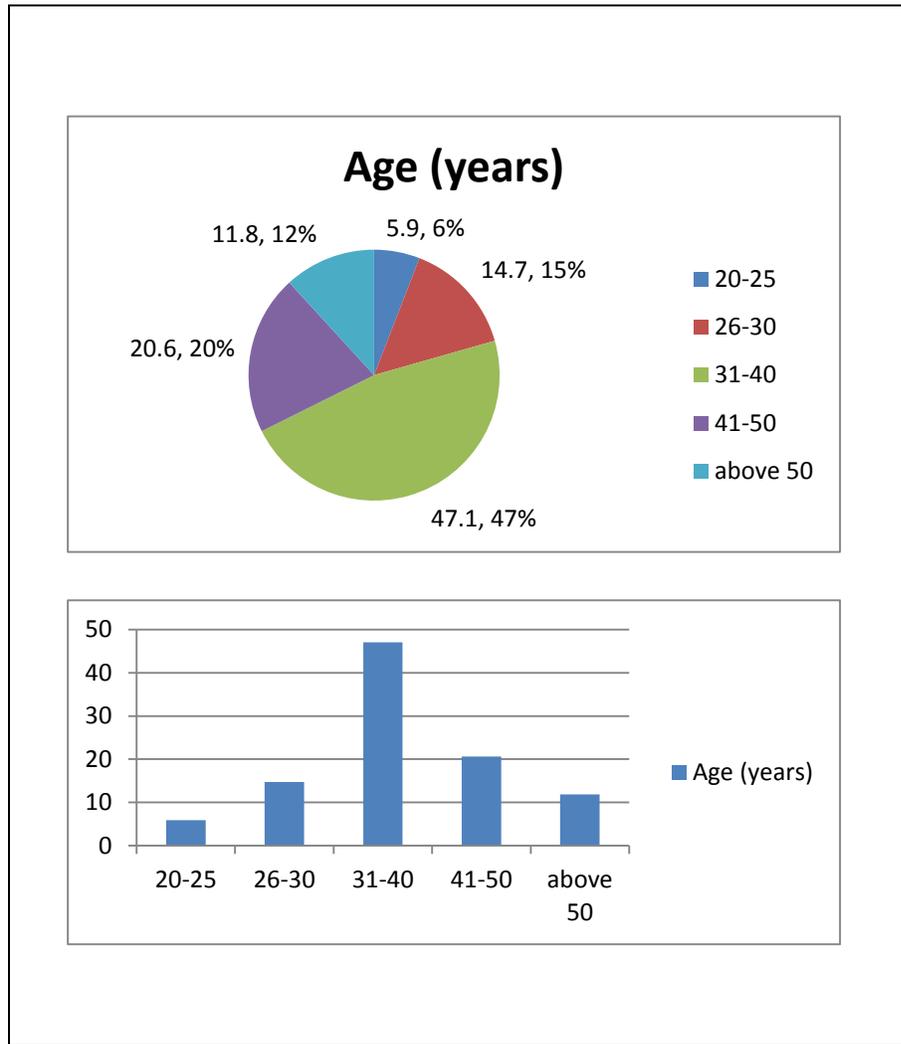
Figure (4.1): Demographic - Age of respondents

From **figure (4.1)**, it is illustrated that most of the respondents 47.1% are in the age group 31 to 40 years. 14.7% of them are in the age group 26 to 30 years of age. 5.9% are in the group 20 to 25 years. 11.8% are in the group which is above 50 years. 20.6% are in the group from 41 to 50 years of age. Most respondents were in the age group of 31 to 50 years of age.

4.2.2 Gender (Male/ Female):

The 68 responses are categorized demographically, the following statistics in **table (4.2)** illustrates the percentages of the survey respondents which categorized by gender (male/ female):

Frequencies:

Statistics

Gender

N	Valid		68
	Missing		0

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	58	85.3	85.3	85.3
	Female	10	14.7	14.7	100.0
	Total	68	100.0	100.0	

Table (4.2): Demographic - Gender of respondents
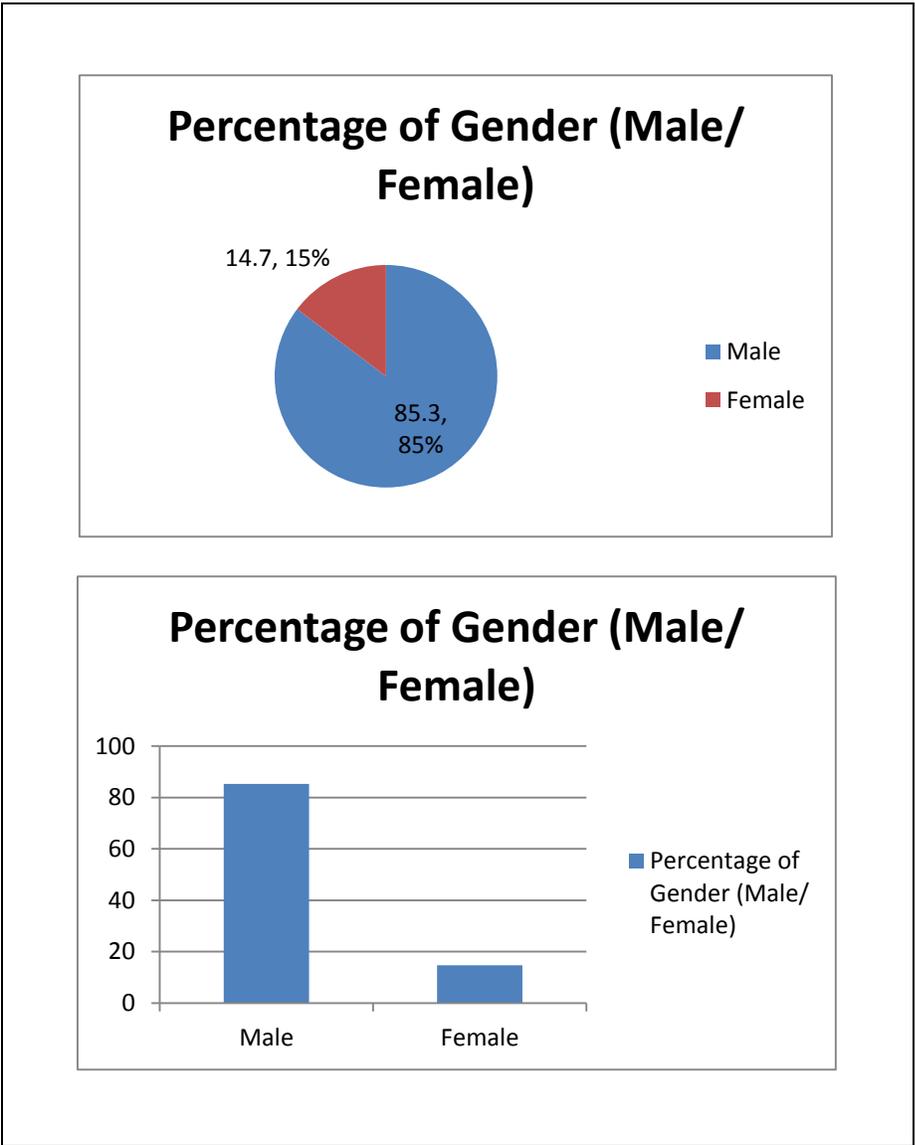
Figure (4.2): Demographic - Gender of survey respondents

Figure (4.2) illustrates the gender of survey respondents, most respondents 85.3% are male, and 14.7% of them are female, this reveals that the collected data of the questionnaire has been collected from male much higher than the data collected from female in Organization X.

4.2.3 Years of Work Experience:

The 68 responses are categorized demographically, the following statistics in **table (4.3)** presents the percentages of the respondents which categorized by years of work experience:

Frequencies:

Statistics

Years of work experience

N	Valid	68
	Missing	0

Years of work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	6	8.8	8.8	8.8
	6-10	16	23.5	23.5	32.4
	11-15	14	20.6	20.6	52.9
	16-20	12	17.6	17.6	70.6
	above 20	20	29.4	29.4	100.0
	Total	68	100.0	100.0	

Table (4.3): Demographic – Years of work experience of the respondents
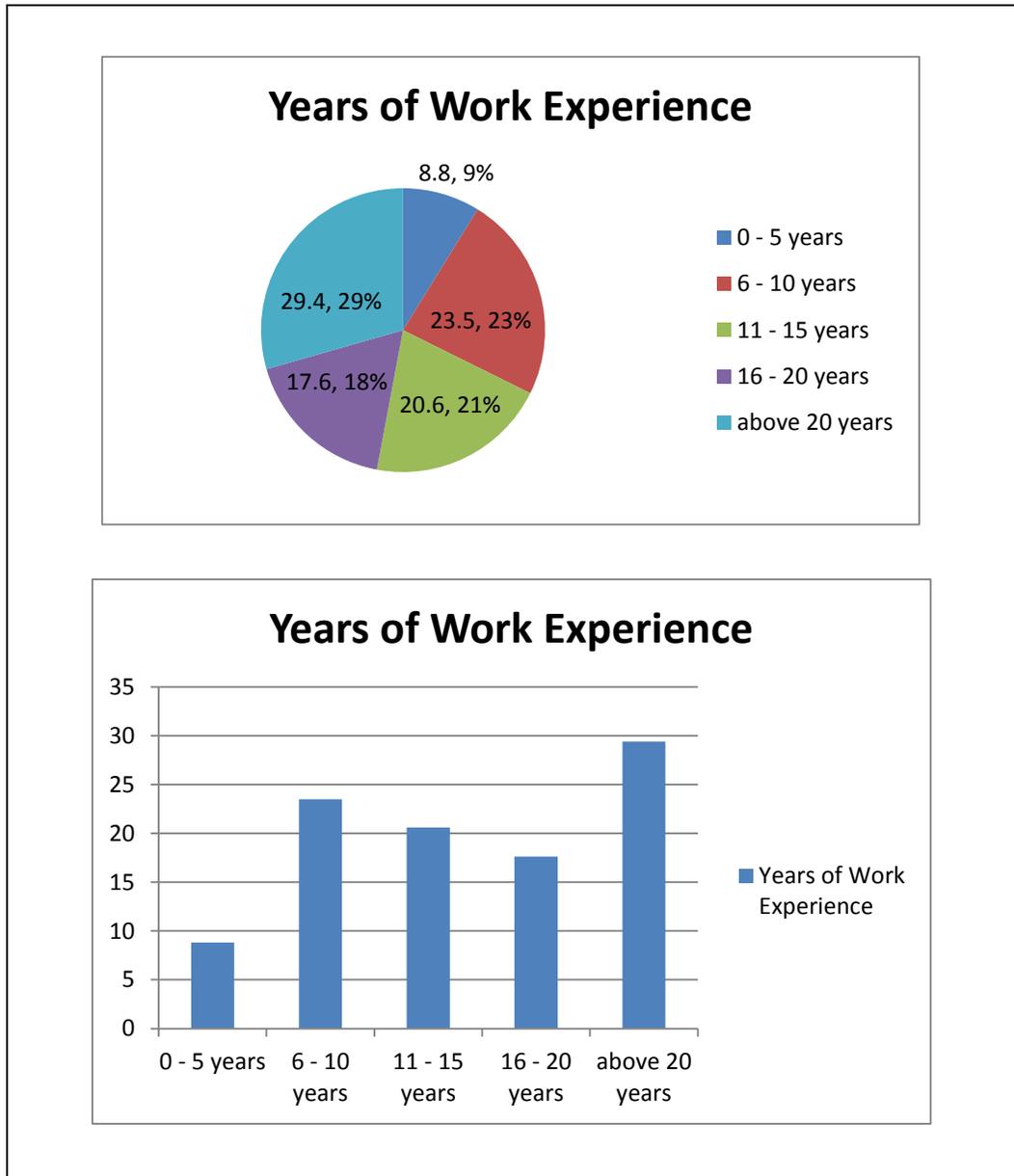
Figure (4.3): Demographic – Years of work experience of the respondents

From **figure (4.3)**, it is illustrated that most of the respondents 29.4% have more than twenty (20) years of work experience. 17.6% of the respondents have from 16 to 20 years' experience, 20.6% out of them have from 11 to 15 years of experience. 23.5% of the survey respondents have from 6 to 10 years of work experience, and it is observed 8.8% of the respondents have five or less of years' experience.

4.2.4 Level of Seniority:

The 68 responses are categorized demographically, the following statistics in **table (4.4)** presents the percentages of the respondents which categorized by level of seniority:

<u>Frequencies:</u>

Statistics

Level of Seniority in the
Organization (Level A= less
seniority, Level B= senior, and
Level C= higher seniority)

N	Valid	68
	Missing	0

Level of Seniority in the Organization (Level A= less seniority, Level B= senior, and Level C= higher seniority)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Level A	14	20.6	20.6	20.6
	Level B	42	61.8	61.8	82.4
	Level C	12	17.6	17.6	100.0
	Total	68	100.0	100.0	

Table (4.4): Demographic – Level of the seniority of the respondents in the organization
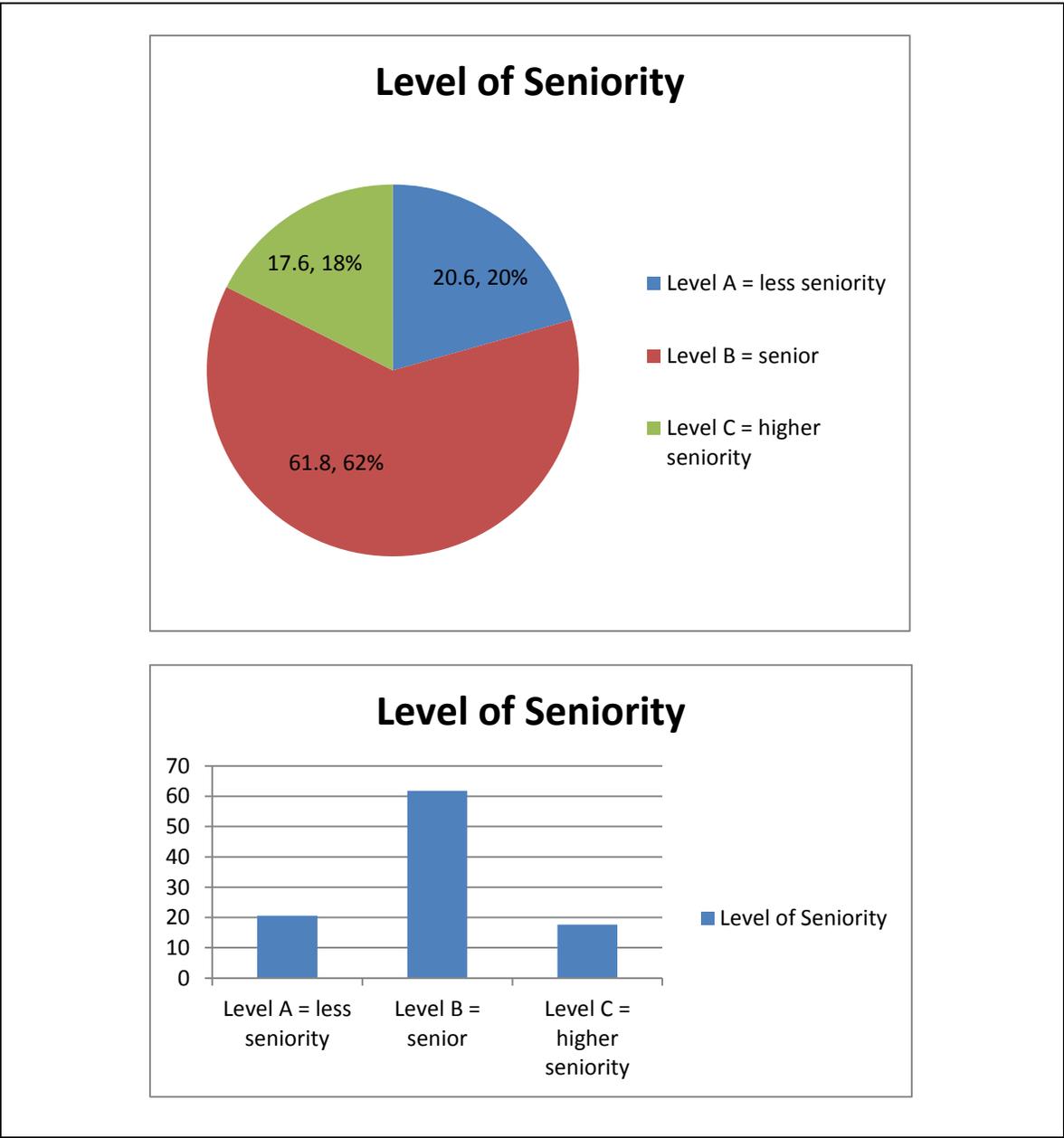
Figure (4.4): Demographic – Level of the seniority of the respondents in the organization

From **figure (4.4)**, it is observed that most of the respondents 61.8% are from level B (seniors), and 20.6% of the respondents are from level A (less seniority). 17.6% are from level C (higher seniority).

The percentages of table (4.1), table (4.3) and table (4.4), which illustrate the age group of the respondents, the years of experience for the respondents in Organization X, and their level of seniority, give this study a level of confidence come across the level of the seniority for those employees who participated in this study. This reveals when the employees have more years of working experience, it means they understand the procedures of their workplace, and hence they can answer the questions of the survey in a correct way which give this study more confidence.

4.3 Reliability Analysis

We are using Cronbach's alpha as a measure of scale reliability to measure the internal consistency, which shows how a set of survey items questions closely related as a group. Cronbach's alpha is a coefficient of reliability or consistency.

Each variable consists of four (4) different items of survey questions, the reliability of these questions was calibrated post the analysis in order to adjust the measure of the reliability of every variable.

The following tables show the Cronbach's Alpha for the dependent and independent variables by using SPSS program:

1- Dependent Variable: **Job Satisfaction:**

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.548	.613	4

Table (4.5): Cronbach's Alpha of Job Satisfaction variable with four (4) survey item questions

Table (4.5) shows that, the alpha coefficient for the four (4) survey items is 0.548, which is less than 0.6 (level of minimum acceptability). Therefore, one of the questions or more should be excluded in order to make the items having relatively internal consistency.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.582	.610	3

Table (4.6): Cronbach's Alpha of Job Satisfaction variable with three (3) survey item questions

Table (4.6) presents that, after excluding one survey item questions (item no. 1), the alpha coefficient for the remaining three (3) survey items became 0.582, which is still less than 0.6 (level of minimum acceptability). Therefore, again one of the questions or more should be excluded in order to make the items having relatively internal consistency.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.791	.808	2

Table (4.7): Cronbach's Alpha of Job Satisfaction variable with two (2) survey item questions

Table (4.7) shows that, after excluding another survey item questions (item no. 2), the alpha coefficient for the remaining two (2) survey items became 0.791, which is acceptable as long as it's greater than 0.6 (level of minimum acceptability). And hence, the survey items have relatively strong internal consistency based on Cronbach's alpha coefficient.

2- Independent Variable: **Good Working Environment:**

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.695	.711	4

Table (4.8): Cronbach's Alpha of Working Environment variable with four (4) survey item questions

Table (4.8) shows that, the alpha coefficient for the four (4) survey items is 0.695, which is acceptable as long as it's greater than 0.6 (level of minimum acceptability). Therefore, the survey item questions have relatively good internal consistency based on Cronbach's alpha coefficient.

3- Independent Variable: **Promotion Opportunities:**

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.759	.770	4

Table (4.9): Cronbach's Alpha of Promotion Opportunities variable with four (4) survey item questions

Table (4.9) shows that, the alpha coefficient for the four (4) survey items is 0.759, which is greater than 0.6 (level of minimum acceptability). And hence, the survey item questions have relatively strong internal consistency based on Cronbach's alpha coefficient.

4- Independent Variable: **Recognition:**

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.564	.540	4

Table (4.10): Cronbach's Alpha of Recognition variable with four (4) survey item questions

Table (4.10) shows that, the alpha coefficient for the four (4) survey items is 0.564, which is less than 0.6 (level of minimum acceptability). Therefore, one of the questions or more should be excluded in order to make the items having relatively internal consistency.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.714	.715	2

Table (4.11): Cronbach's Alpha of Recognition variable with two (2) survey item questions

Table (4.11) presents that, after excluding two (2) survey item questions (item no. 3 and item no.4), the alpha coefficient for the remaining two (2) survey items became 0.714, which is acceptable as long as it's greater than 0.6 (level of minimum acceptability). And hence, the survey items have relatively strong internal consistency based on Cronbach's alpha coefficient.

5- Independent Variable: **Personal Growth and Development:**

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.627	.632	4

Table (4.12): Cronbach's Alpha of Personal Growth and Development variable with four (4) survey item questions

Table (4.12) shows that, the alpha coefficient for the four (4) survey items is 0.627, which is acceptable as long as it's greater than 0.6 (level of minimum acceptability). Therefore, the survey item questions have relatively good internal consistency based on Cronbach's alpha coefficient.

Table (4.13): Reliability Coefficients and One Sample t-test of the Sample Means:

Scale:	Cronbach's Alpha	Number of items	Mean	t-test	Sig. (2 tailed)
Job Satisfaction	0.791	2	1.882	-0.001	0.999
Work Environment	0.695	4	3.000	0.004	0.997
Promotion	0.759	4	2.156	0.000	1.00
Recognition	0.714	2	2.852	0.008	0.994
Personal Growth and Development	0.627	4	2.201	-0.007	0.995

* All reliability coefficients are significant at 0.05 level or lower

Table (4.13), summarizes that the number of survey items questions for job satisfaction variable and recognition variable are two (2) questions only, because when the survey item questions were four (4) items for each of these variable, the Cronbach's alpha for each of these variables was less than 0.6 (level of minimum acceptability), and when the survey item questions were three (3) item questions, the Cronbach's alpha for each of these variables was less than 0.6 as well. Therefore, two questions were excluded which don't represent the variable from the four questions.

 Table (4.13) presents a moderate to strong reliability measure of internal consistency which based on Cronbach's Alpha. And hence, the job satisfaction, good working environment, promotion opportunities, recognition and personal growth and development have good and acceptable internal consistency with Cronbach's Alpha of 0.627 and above.

4.4   Check for Normality

One-Sample T-Test, Skewness and Kurtosis Scales, and Kolmogorov-Smirnov Test:

The effects of negative work environment such as lack of recognition of disrespect for the population have been tested by conducting **one sample t-test** for the mean shown in **table (4.13)**. The mean with measure 3.0 against **5 point likert scale** for the good working environment variable shows that traces of negative work environment such as feeling of fear, anxiety, demotivation and demoralization still remain in organization X. As illustrated in **table (4.13)**, the t-test assumes normal distribution for this sample.

Skewness and Kurtosis Scales:

We can use **Skewness and Kurtosis scales** to denote normality, the closest of these scales to **zero** denotes the proximity of the distribution to a normal distribution, and the **positive** and **negative** values show the level of **Skewness** towards the right or towards the left of the distribution respectively. In the normal distribution, the values of Skewness and Kurosis are equal or approximate to zero.

Kolmogorov-Smirnov Test by using SPSS

We can use also the Kolmogorov-Smirnov test to indicate normality. In the normal distribution, significance value should be greater than 0.05

The following results of SPSS indicate the normality of the variables by using Skewness and Kurtosis Scales and Kolmogorov-Smirnov Test. In addition, the following graphs of **Normality Plots with tests** by using SPSS, reflects the status of normality for each variable:

1- Variable: **Job Satisfaction:**

Descriptives

			Statistic	Std. Error
Satisfaction3	Mean		1.8824	.05555
	95% Confidence Interval for Mean	Lower Bound	1.7715	
		Upper Bound	1.9932	
	5% Trimmed Mean		1.8807	
	Median		2.0000	
	Variance		.210	
	Std. Deviation		.45808	
	Minimum		1.00	
	Maximum		3.00	
	Range		2.00	
	Interquartile Range		.00	
	Skewness		-.468	.291
	Kurtosis		.639	.574

Table (4.14): Skewness and Kurtosis Results of Job Satisfaction variable

In the normal distribution, the values of Skewness and Kurtosis are equal or approximate to zero. From the results:

Skewness = -0.468

Kurtosis= 0.639

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Satisfaction3	.366	68	.000	.779	68	.000

a. Lilliefors Significance Correction

Table (4.15): Kolmogorov-Smirnov Test of Job Satisfaction variable

In the normal distribution, significance value should be greater than 0.05

From the results:

Significance Value= 0.000
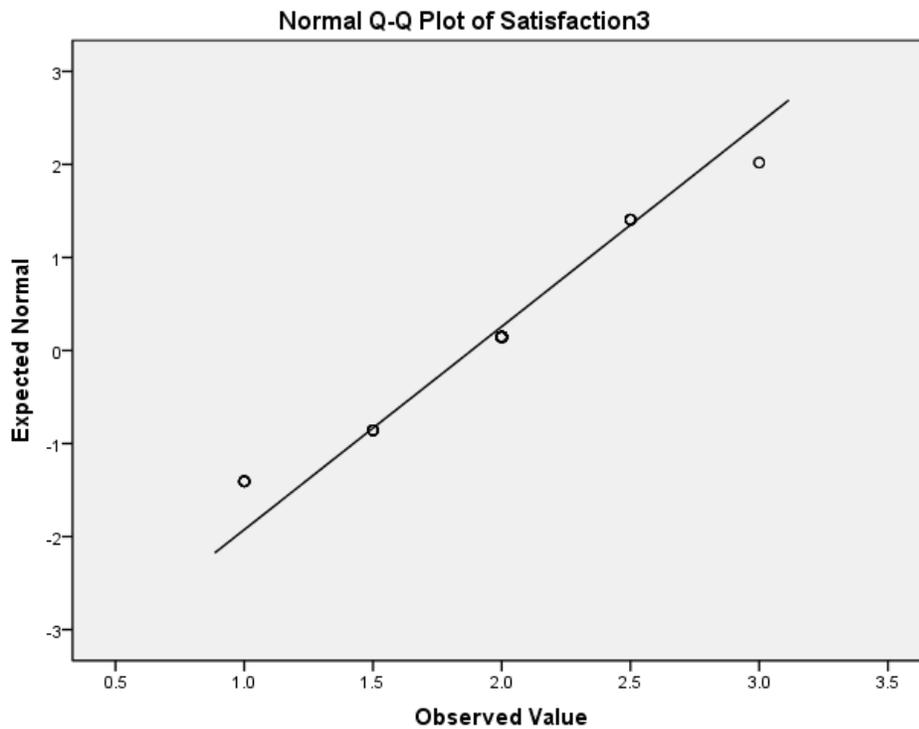
Figure (4.5): Normal Q-Q Plot of job satisfaction variable

2- Variable: **Good Working Environment:**

Descriptives

			Statistic	Std. Error
Environment	Mean		2.9853	.08313
	95% Confidence Interval for Mean	Lower Bound	2.8194	
		Upper Bound	3.1512	
	5% Trimmed Mean		2.9894	
	Median		3.0000	
	Variance		.470	
	Std. Deviation		.68551	
	Minimum		1.75	
	Maximum		4.25	
	Range		2.50	
	Interquartile Range		1.00	
	Skewness		-.187	.291
	Kurtosis		-.768	.574

Table (4.16): Skewness and Kurtosis Results of Good Working Environment variable

In the normal distribution, the values of Skewness and Kurtosis are equal or approximate to zero. From the results:

Skewness = -0.187

Kurtosis= -0.768

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Environment	.127	68	.009	.955	68	.015

a. Lilliefors Significance Correction

Table (4.17): Kolmogorov-Smirnov Test of Working Environment variable

In the normal distribution, significance value should be greater than 0.05

From the results:

Significance Value= 0.009
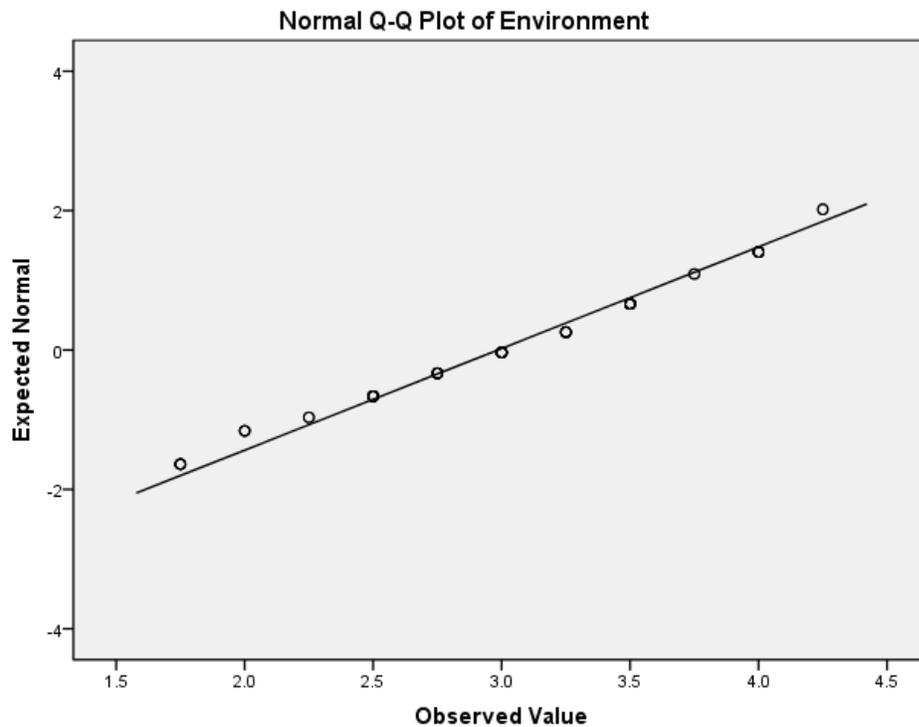
Figure (4.6): Normal Q-Q Plot of work environment variable

3- Variable: **Promotion Opportunities:**

Descriptives

			Statistic	Std. Error
Promotion	Mean		2.1567	.06970
	95% Confidence Interval for Mean	Lower Bound	2.0176	
		Upper Bound	2.2959	
	5% Trimmed Mean		2.1727	
	Median		2.0000	
	Variance		.325	
	Std. Deviation		.57048	
	Minimum		.00	
	Maximum		3.25	
	Range		3.25	
	Interquartile Range		.50	
	Skewness		-.579	.293
	Kurtosis		2.121	.578

Table (4.18): Skewness and Kurtosis Results of Promotion variable

In the normal distribution, the values of Skewness and Kurtosis are equal or approximate to zero. From the results:

Skewness = -0.579

Kurtosis= 2.121

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Promotion	.228	67	.000	.903	67	.000

a. Lilliefors Significance Correction

Table (4.19): Kolmogorov-Smirnov Test of Promotion Opportunities variable

In the normal distribution, significance value should be greater than 0.05

From the results:

Significance Value= 0.000
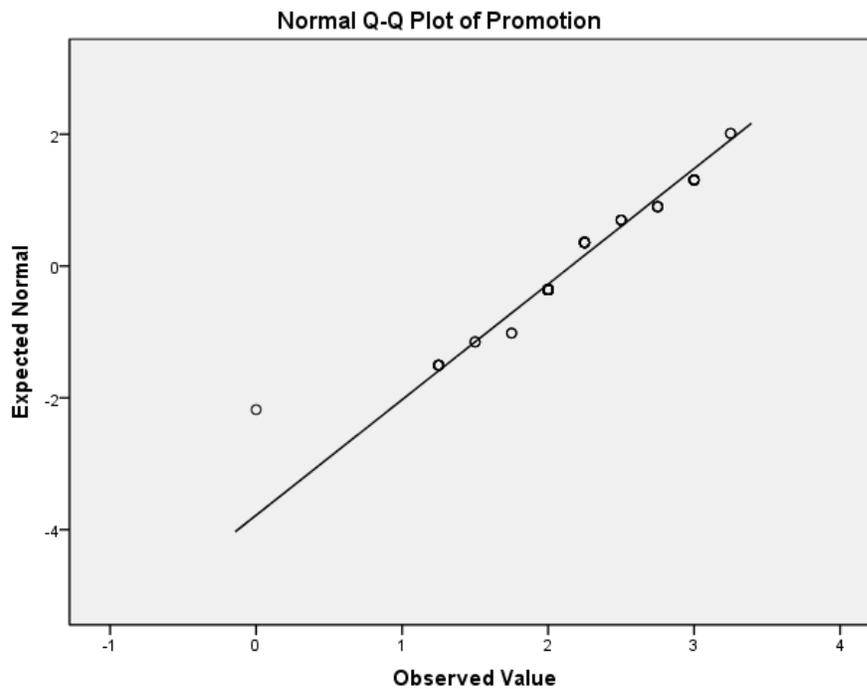
Figure (4.7): Normal Q-Q Plot of promotion opportunities variable

4- Variable: **Recognition:**

Descriptives

			Statistic	Std. Error
Recognition3	Mean		2.8529	.11993
	95% Confidence Interval for Mean	Lower Bound	2.6136	
		Upper Bound	3.0923	
	5% Trimmed Mean		2.8252	
	Median		2.7500	
	Variance		.978	
	Std. Deviation		.98896	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.50	
	Skewness		.495	.291
	Kurtosis		-.357	.574

Table (4.20): Skewness and Kurtosis Results of Recognition variable

In the normal distribution, the values of Skewness and Kurtosis are equal or approximate to zero. From the results:

Skewness = -0.495

Kurtosis= -0.357

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Recognition3	.176	68	.000	.936	68	.002

a. Lilliefors Significance Correction

Table (4.21): Kolmogorov-Smirnov Test of Recognition variable

In the normal distribution, significance value should be greater than 0.05

From the results:

Significance Value= 0.000
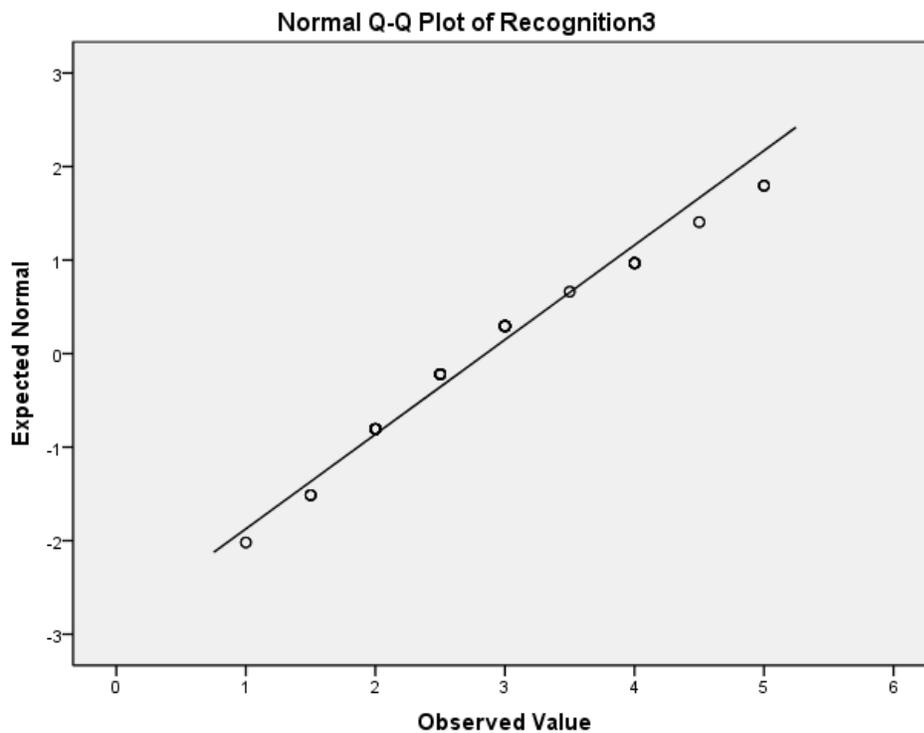
Figure (4.8): Normal Q-Q Plot of recognition variable

5- Variable: **Personal Growth and Development:**

Descriptives

			Statistic	Std. Error
Development	Mean		2.2015	.07764
	95% Confidence Interval for Mean	Lower Bound	2.0465	
		Upper Bound	2.3565	
	5% Trimmed Mean		2.1822	
	Median		2.2500	
	Variance		.404	
	Std. Deviation		.63550	
	Minimum		.00	
	Maximum		4.25	
	Range		4.25	
	Interquartile Range		.50	
	Skewness		.487	.293
	Kurtosis		3.758	.578

Table (4.22): Skewness and Kurtosis Results of Growth and Development variable

In the normal distribution, the values of Skewness and Kurtosis are equal or approximate to zero. From the results:

Skewness = 0.487

Kurtosis= 3.758

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Development	.200	67	.000	.892	67	.000

a. Lilliefors Significance Correction

Table (4.23): Kolmogorov-Smirnov Test of Personal Growth and Development variable

In the normal distribution, significance value should be greater than 0.05

From the results:

Significance Value= 0.000
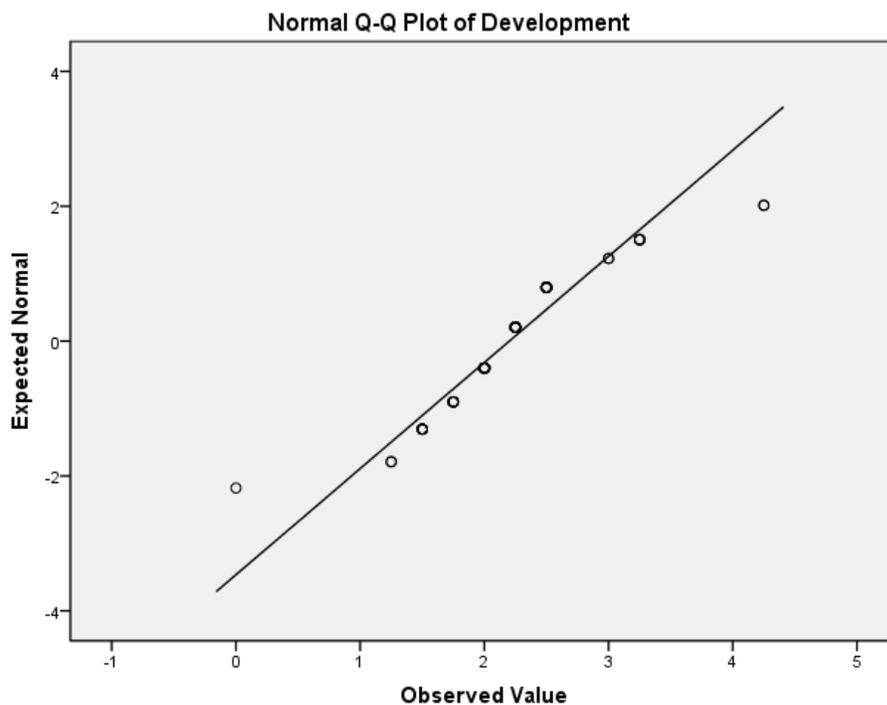
*Figure (4.9): Normal Q-Q Plot of personal growth and development variable*

The following table (table 4.24) summarizes the results of Skewness and Kurtosis Scales for all the variables together.

Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Satisfaction3	68	-.468	.291	.639	.574
Environment	68	-.187	.291	-.768	.574
Promotion	67	-.579	.293	2.121	.578
Recognition3	68	.495	.291	-.357	.574
Development	67	.487	.293	3.758	.578
Valid N (listwise)	66				

Table (4.24): Skewness and Kurtosis Results of all variable

Below table (table 4.25) summarizes the result of Kolmogorov- Smirnov Test for all variables together.

Variables:	Kolmogorov-Smirnov Statistic	Kolmogorov-Smirnov Sig.*	Skewness	Kurtosis
Job Satisfaction	0.366	.000	-0.468	0.639
Work Environment	0.127	.009	-0.187	-0.768
Promotion	0.228	.000	-0.579	2.121
Recognition	0.176	.000	0.495	-0.357
Personal Growth and Development	0.200	.000	0.487	3.758

* If the values greater than 0.05 indicates normality

Table (4.25): Normality test using Kolmogorov- Smirnov for all variables

As illustrated in table (**4.25**), most of the variables are close to normal distribution. We can summarize that, Section 4.3 and Section 4.4 considered as a test tube for all the discussed variables to check if the variable pass or not to the next stage of the analysis.

4.5 Correlation Analysis

The Correlation Analysis is a statistical technique shows how the variables are related. This section shows the outcomes of the correlation analysis between the variables and the purpose of this section is to emphasize the acceptance or non-acceptance of the proposed hypothesis.

Statistical correlation is used by many researchers (Perez et al 2005). The result of the correlation coefficient ranges from **-1.0** to **+1.0**, the closest result to +1 or -1 the most closely the variables are related. If the result is close to zero, this means there is no relationship, but if the result is positive, this means when one variable gets large, other variable gets large, if one of the variables goes up, the other one intends to go up as well, so we say that it's **a positive correlation**, and if the result is negative, this means when one variable gets large, the other variable gets small, if one of the variables goes up, the other one goes to the opposite way it goes down, this means its **negative correlation.**

According to Dancey & Reidy (2002), Spearman's rho, Kendall's tau_b and Pearson's r are the most famous correlation measures. Spearman's rho calculates the difference among each pair of data points in order to calculate the correlation (Daniel 1977). Dancey & Reidy (2002) claimed that when the data normally distributed, Pearson's r is the proper choice, and when the data non – normally distributed, Spearman's rho or Kendall's tau_b are the proper to use.

As shown in **table (4.26)**, the relationship between *job satisfaction, good working environment, promotion opportunities, recognition, and personal growth & development* was investigated by using **Spearman Correlation Coefficient**.

Correlations

			Satisfaction3	Environment	Promotion	Recognition3	Development
Spearman 's rho	Satisfaction3	Correlation Coefficient	1.000	.436**	.474**	.318**	.420**
		Sig. (1-tailed)	.	.000	.000	.004	.000
		N	68	68	67	68	67
	Environment	Correlation Coefficient	.436**	1.000	.580**	.524**	.338**
		Sig. (1-tailed)	.000	.	.000	.000	.003
		N	68	68	67	68	67
	Promotion	Correlation Coefficient	.474**	.580**	1.000	.506**	.271*
		Sig. (1-tailed)	.000	.000	.	.000	.014
		N	67	67	67	67	66
	Recognition3	Correlation Coefficient	.318**	.524**	.506**	1.000	.152
		Sig. (1-tailed)	.004	.000	.000	.	.110
		N	68	68	67	68	67
	Development	Correlation Coefficient	.420**	.338**	.271*	.152	1.000
		Sig. (1-tailed)	.000	.003	.014	.110	.
		N	67	67	66	67	67

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

Table (4.26): Correlation coefficient between variables

According to Dancey and Reidy's (2004), the following table **(table 4.27)** shows the strength of a correlation:

Value of Correlation Coefficient	Strength of Correlation
1	Perfect
0.7 - 0.9	Strong
0.4 - 0.6	Moderate
0.1 - 0.3	Weak
0	Zero

Table (4.27): The strength of a correlation, Dancey and Reidy's (2004)

We can say that, the higher the correlation coefficient, the stronger the relationship. We found a **moderate positive correlation** between *good working environment, promotion opportunities*, and the *job satisfaction* with **strong significance level**, $p < 0.01$. And the correlation between *recognition, personal growth & development,* and *job satisfaction* is weak to moderate **positive correlation** with level of significance indicated by $p < 0.01$.

All of these results support the hypotheses mentioned earlier in previous chapter:

> _**Hypothesis (1):**_ job satisfaction is positively correlated with the good working environment.

> _**Hypothesis (2):**_ job satisfaction is positively correlated with the promotion opportunities.

> _**Hypothesis (3):**_ job satisfaction is positively correlated with recognition that an employee receives from his work.

> _**Hypothesis (4):**_ job satisfaction is positively correlated with the personal growth and development.

4.6   Regression Analysis

This section shows the outcomes of the regression analysis and the purpose of this analysis to advice about the sensitivity of the independent variables in order to find out which of those variables has the most effect on the job satisfaction.

Table (4.26) proposes **moderate correlation** with **strong significance level** between most of the variables, except of personal growth & development against promotion opportunities. And hence, the chance of collinearity can be a high concern when doing a linear regression analysis between all the variables. Therefore, the **linear regression** has been done in order to test the sensitivity of the *job satisfaction* as a ***dependent variable*** towards *promotion opportunities* and *personal growth & development* as ***independent variables***. The following tables **(table 4.28, table 4.29, and table 4.30)** present the outcomes of the analysis.

Table (4.28): Values of the Adjusted R Square along with Durbin-Watson

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.519_a	.269	.246	.39208	.269	11.620	2	63	.000	2.132

a. Predictors: (Constant), Development, Promotion

b. Dependent Variable: Satisfaction3

Table (4.29): ANOVA

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.573	2	1.786	11.620	.000^a
	Residual	9.685	63	.154		
	Total	13.258	65			

a. Predictors: (Constant), Development, Promotion

b. Dependent Variable: Satisfaction3

Table (4.30): Beta coefficient, Singularity & Collinearity tests

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.829	.229		3.619	.001		
	Promotion	.325	.087	.413	3.741	.000	.949	1.054
	Development	.165	.078	.234	2.119	.038	.949	1.054

a. Dependent Variable: Satisfaction3

As presented in **Table (4.29)**, ANOVA shows that the overall model is significant, and **Table (4.30)** shows that the singularity and collinearity were not an issue. And hence, using the linear regression is safe, **Tolerance** greater than 0.1 and **Variance Inflation Factor VIF** < 10.

The adjusted R square in in **Table (4.28)**, presents that 24.6% of the variance in the job satisfaction can be explained with the model. Nonetheless, as shown in **Table (4.30)**, the Beta value for the independent variable – *promotion opportunities* is 0.413which is much higher than the Beta value for the independent variable - *personal growth & development* 0.234, with high significance value for promotion opportunities (p < 0.01). This means that the independent variable – *promotion* variable makes the strongest contribution to explain the *job satisfaction* which is the dependent variable.

The result of the regression analysis emphasizes the acceptance and the correctness of **Hypothesis No. (2),** which indicates that *job satisfaction is positively correlated with the promotion opportunities.* Therefore, we can generalize to the employees of Organization X that job satisfaction is more sensitive to *promotion opportunities* more than *personal growth and development*.

As illustrated in the correlation coefficients **Table (4.26)**, the other independent variables of *recognition* and *working environment* have moderate to strong correlation with the *promotion opportunities* variable with high significance, with r = 0.506 and 0.580 respectively, that's why these variables were deleted from the regression analysis. It could be concluded that the *job satisfaction* is also sensitive to these variables the same situation of *promotion opportunities*, however, with lesser degree than *promotion opportunities*.

<u>**Summary of results and findings of Chapter 4:**</u>

Most of the respondents 47.1% are in the age group 31 to 40 years. 14.7% of them are in the age group 26 to 30 years of age. 5.9% are in the group 20 to 25 years. 11.8% are in the group which is above 50 years. 20.6% are in the group from 41 to 50 years of age. Most respondents were in the age group of 31 to 50 years of age.

The gender of survey respondents, most respondents 85.3% are male, and 14.7% of them are female, this reveals that the collected data of the questionnaire has been collected from male much higher than the data collected from female in Organization X.

Most of the respondents 29.4% have more than twenty (20) years of work experience. 17.6% of the respondents have from 16 to 20 years' experience, 20.6% out of them have from 11 to 15 years of experience. 23.5% of the survey respondents have from 6 to 10 years of work experience, and it is observed 8.8% of the respondents have five or less of years' experience.

Most of the respondents 61.8% are from level B (seniors), and 20.6% of the respondents are from level A (less seniority). 17.6% are from level C (higher seniority).

The percentages of table (4.1), table (4.3) and table (4.4), which illustrate the age group of the respondents, the years of experience for the respondents in Organization X, and their level of seniority, give this study a level of confidence come across the level of the seniority for those employees who participated in this study. This reveals when the employees have more years of working experience, it means they understand the procedures of their workplace, and hence they can answer the questions of the survey in a correct way which give this study more confidence.

Table (4.5) shows that, the alpha coefficient for the four (4) survey items is 0.548, which is less than 0.6 (level of minimum acceptability). Therefore, one of the questions or more should be excluded in order to make the items having relatively internal consistency.

Table (4.6) presents that, after excluding one survey item questions (item no. 1), the alpha coefficient for the remaining three (3) survey items became 0.582, which is still less than 0.6 (level of minimum acceptability). Therefore, again one of the questions or

more should be excluded in order to make the items having relatively internal consistency.

Table (4.7) shows that, after excluding another survey item questions (item no. 2), the alpha coefficient for the remaining two (2) survey items became 0.791, which is acceptable as long as it's greater than 0.6 (level of minimum acceptability). And hence, the survey items have relatively strong internal consistency based on Cronbach's alpha coefficient.

Table (4.8) shows that, the alpha coefficient for the four (4) survey items is 0.695, which is acceptable as long as it's greater than 0.6 (level of minimum acceptability). Therefore, the survey item questions have relatively good internal consistency based on Cronbach's alpha coefficient.

Table (4.9) shows that, the alpha coefficient for the four (4) survey items is 0.759, which is greater than 0.6 (level of minimum acceptability). And hence, the survey item questions have relatively strong internal consistency based on Cronbach's alpha coefficient.

Table (4.10) shows that, the alpha coefficient for the four (4) survey items is 0.564, which is less than 0.6 (level of minimum acceptability). Therefore, one of the questions or more should be excluded in order to make the items having relatively internal consistency.

Table (4.11) presents that, after excluding two (2) survey item questions (item no. 3 and item no.4), the alpha coefficient for the remaining two (2) survey items became 0.714, which is acceptable as long as it's greater than 0.6 (level of minimum acceptability). And hence, the survey items have relatively strong internal consistency based on Cronbach's alpha coefficient.

Table (4.12) shows that, the alpha coefficient for the four (4) survey items is 0.627, which is acceptable as long as it's greater than 0.6 (level of minimum acceptability). Therefore, the survey item questions have relatively good internal consistency based on Cronbach's alpha coefficient.

Table (4.13), summarizes that the number of survey items questions for job satisfaction variable and recognition variable are two (2) questions only, because when the survey item questions were four (4) items for each of these variable, the Cronbach's alpha for each of these variables was less than 0.6 (level of minimum acceptability), and when the survey item questions were three (3) item questions, the Cronbach's alpha for each of these variables was less than 0.6 as well. Therefore, two questions were excluded which don't represent the variable from the four questions.

Table (4.13) presents a moderate to strong reliability measure of internal consistency which based on Cronbach's Alpha. And hence, the job satisfaction, good working environment, promotion opportunities, recognition and personal growth and development have good and acceptable internal consistency with Cronbach's Alpha of 0.627 and above.

One-Sample T-Test, Skewness and Kurtosis Scales, and Kolmogorov-Smirnov Test:

The effects of negative work environment such as lack of recognition of disrespect for the population have been tested by conducting **one sample t-test** for the mean shown in **table (4.13)**. The mean with measure 3.0 against **5 point likert scale** for the good working environment variable shows that traces of negative work environment such as feeling of fear, anxiety, demotivation and demoralization still remain in organization X. As illustrated in **table (4.13)**, the t-test assumes normal distribution for this sample.

Skewness and Kurtosis Scales:

We can use **Skewness and Kurtosis scales** to denote normality, the closest of these scales to **zero** denotes the proximity of the distribution to a normal distribution, and the **positive** and **negative** values show the level of **Skewness** towards the right or towards the left of the distribution respectively. In the normal distribution, the values of Skewness and Kurosis are equal or approximate to zero.

Kolmogorov-Smirnov Test by using SPSS

We can use also the Kolmogorov-Smirnov test to indicate normality. In the normal distribution, significance value should be greater than 0.05

The following results of SPSS indicate the normality of the variables by using Skewness and Kurtosis Scales and Kolmogorov-Smirnov Test. In addition, the following graphs of **Normality Plots with tests** by using SPSS, reflects the status of normality for each variable:

1- Variable: **Job Satisfaction:**

In the normal distribution, the values of Skewness and Kurtosis are equal or approximate to zero. From the results:

Skewness = -0.468

Kurtosis= 0.639

In the normal distribution, significance value should be greater than 0.05

From the results:

Significance Value= 0.000

2- Variable: **Good Working Environment:**

In the normal distribution, the values of Skewness and Kurtosis are equal or approximate to zero. From the results:

Skewness = -0.187

Kurtosis= -0.768

In the normal distribution, significance value should be greater than 0.05

From the results:

Significance Value= 0.009

3- Variable: **Promotion Opportunities:**
In the normal distribution, the values of Skewness and Kurtosis are equal or approximate to zero. From the results:

Skewness = -0.579

Kurtosis= 2.121

In the normal distribution, significance value should be greater than 0.05

From the results:

Significance Value= 0.000

4- Variable: **Recognition:**
In the normal distribution, the values of Skewness and Kurtosis are equal or approximate to zero. From the results:

Skewness = -0.495

Kurtosis= -0.357

In the normal distribution, significance value should be greater than 0.05

From the results:

Significance Value= 0.000

5- Variable: **Personal Growth and Development:**
In the normal distribution, the values of Skewness and Kurtosis are equal or approximate to zero. From the results:

Skewness = 0.487

Kurtosis= 3.758

In the normal distribution, significance value should be greater than 0.05

From the results:

Significance Value= 0.000

As illustrated in table **(4.25)**, most of the variables are close to normal distribution. We can summarize that, Section 4.3 and Section 4.4 considered as a test tube for all the discussed variables to check if the variable pass or not to the next stage of the analysis.

As shown in **table (4.26)**, the relationship between *job satisfaction, good working environment, promotion opportunities, recognition, and personal growth & development* was investigated by using **Spearman Correlation Coefficient**.

We can say that, the higher the correlation coefficient, the stronger the relationship. We found a **moderate positive correlation** between *good working environment, promotion opportunities*, and the *job satisfaction* with **strong significance level**, $p < 0.01$. And the correlation between *recognition, personal growth & development,* and *job satisfaction* is weak to moderate **positive correlation** with level of significance indicated by $p < 0.01$.

All of these results support the hypotheses mentioned earlier in previous chapter:

> ***Hypothesis (1):*** job satisfaction is positively correlated with the good working environment.

> ***Hypothesis (2):*** job satisfaction is positively correlated with the promotion opportunities.

> ***Hypothesis (3):*** job satisfaction is positively correlated with recognition that an employee receives from his work.

> ***Hypothesis (4):*** job satisfaction is positively correlated with the personal growth and development.

Table (4.26) proposes **moderate correlation** with **strong significance level** between most of the variables, except of personal growth & development against promotion opportunities. And hence, the chance of collinearity can be a high concern when doing a linear regression analysis between all the variables. Therefore, the **linear regression** has been done in order to test the sensitivity of the *job satisfaction* as a ***dependent variable*** towards *promotion opportunities* and *personal growth & development* as ***independent***

variables. Tables **(table 4.28, table 4.29, and table 4.30)** present the outcomes of the analysis.

As presented in **Table (4.29)**, ANOVA shows that the overall model is significant, and **Table (4.30)** shows that the singularity and collinearity were not an issue. And hence, using the linear regression is safe, **Tolerance** greater than 0.1 and **Variance Inflation Factor VIF** < 10.

The adjusted R square in in **Table (4.28)**, presents that 24.6% of the variance in the job satisfaction can be explained with the model. Nonetheless, as shown in **Table (4.30)**, the Beta value for the independent variable – *promotion opportunities* is 0.413which is much higher than the Beta value for the independent variable - *personal growth & development* 0.234, with high significance value for promotion opportunities ($p < 0.01$). This means that the independent variable – *promotion* variable makes the strongest contribution to explain the *job satisfaction* which is the dependent variable.

The result of the regression analysis emphasizes the acceptance and the correctness of **Hypothesis No. (2),** which indicates that ***job satisfaction is positively correlated with the promotion opportunities.*** Therefore, we can generalize to the employees of Organization X that job satisfaction is more sensitive to *promotion opportunities* more than *personal growth and development*.

As illustrated in the correlation coefficients **Table (4.26)**, the other independent variables of *recognition* and *working environment* have moderate to strong correlation with the *promotion opportunities* variable with high significance, with r = 0.506 and 0.580 respectively, that's why these variables were deleted from the regression analysis. It could be concluded that the *job satisfaction* is also sensitive to these variables the same situation of *promotion opportunities*, however, with lesser degree than *promotion opportunities*.

Chapter 5   Research Conclusions and Recommendations

This chapter summarizes the findings and results of this research. It gives the conclusions and recommendations.

This research aims to investigate the factors that enhance the employees' job satisfaction and it looks at the effects of specific factors on improving the level of employee's job satisfaction such as: good working environment, promotion opportunities, recognition and personal growth and development, and to explore its relationship with employees' job satisfaction. Hence, in this chapter, the researcher is revisiting the objectives of this research and concluding the findings and results which have been discussed in chapter four (4). Moreover, this chapter gives recommendations, contribution to knowledge, and limitations.
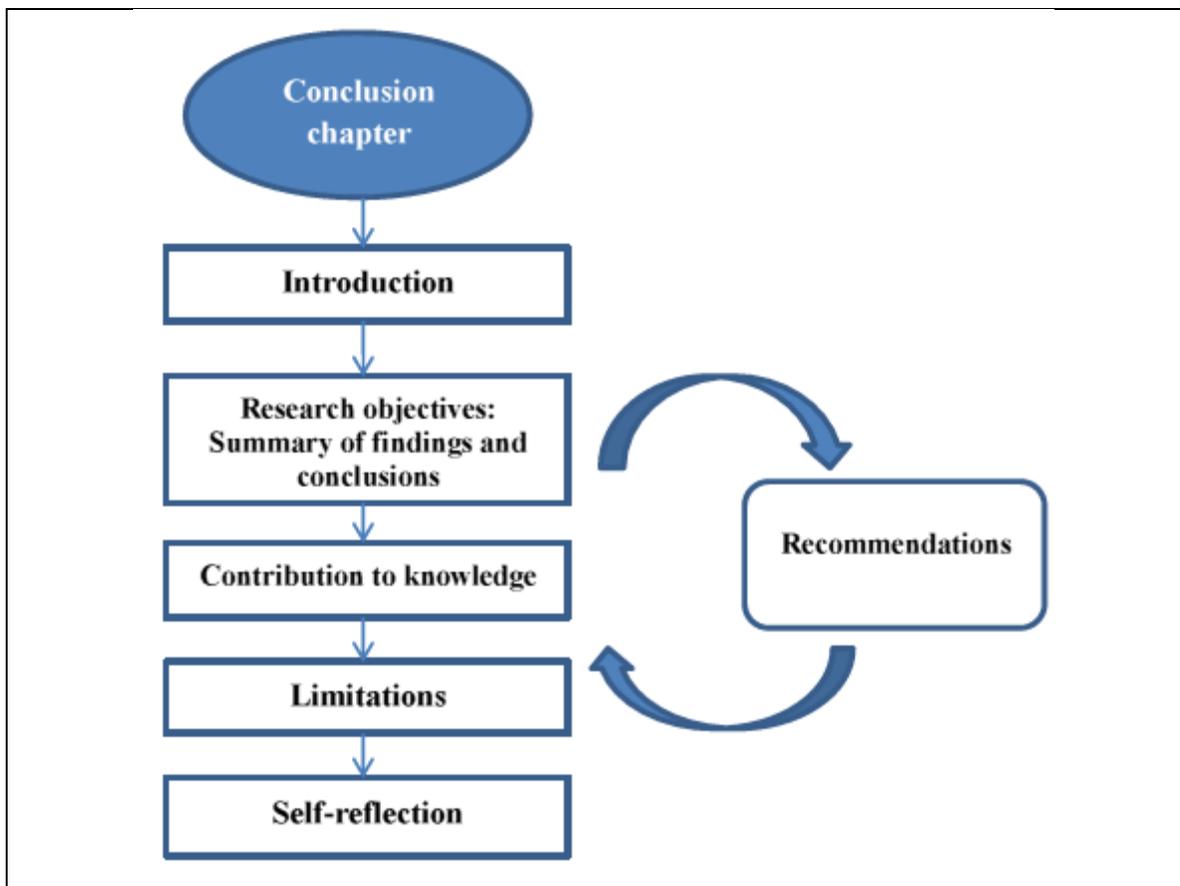

Figure (5.1): Structure of conclusion chapter (Biggam 2008)

5.1   Finding and Conclusion:

The concept of Job Satisfaction and its importance, and the concept of bullying at workplace and its effects on job satisfaction, both have been reviewed from previous researches and literature. This research have presented some models of job satisfaction derived from previous scholars, and the factors that affect and influence employees' job satisfaction have been reviewed as well from previous researches and literature.

The literature review studied the effects of good working environment, promotion opportunities, recognition, and personal growth and development on job satisfaction were investigated. And the relationship between these four factors and job satisfaction was revealed.

In the context of Organization X, a quantitative research method was conducted, and the data of a sample of respondents to questionnaire items from employees of organization X was analyzed. The literature reviews have presented many instruments and tools which used and tested on previous researches.

The collected data were analyzed by using SPSS program, and the statistical tools of correlation and regression were used to examine the relationship between the mentioned four factors and the job satisfaction. It was found that the four independent variables correlate positively with job satisfaction variable.

The research results conclude that promotion opportunity has a significant positive correlation with job satisfaction and the study suggests that promotion opportunities as it is the top influencer, it has a strong impact on employee's job satisfaction. And the other influencers that have proved to affect job satisfaction and have the second level influence on job satisfaction are good working environment, recognition, and personal growth and development. This research can be concluded by saying that the specific for factors which are: good working environment, promotion opportunities, recognition, and personal growth and development affects on employees job satisfaction, but varies in its level.

5.2   Contribution to knowledge

The literature review studied the effects of good working environment, promotion opportunities, recognition, and personal growth and development on job satisfaction were investigated. And the relationship between these four factors and job satisfaction was revealed. Some scholars based their research on theories like Herzberg.

This research contribution and knowledge by presenting the effects of good working environment, promotion opportunities, recognition, and personal growth and development on job satisfaction, through studying and presenting the relationship between these four factors and job satisfaction, over quantitative questionnaire.

The researcher suggests, making interviews and observing the employees actions may lead to identify more factors.

More research, may consider to be more focused on specific departments, by conducting interviews with the employees, and pay attention to their satisfaction at their works and see whether there is something new than this study. In addition, other researches may be conducted by studying the techniques that be utilized by HR to enhance job satisfaction of the staff.

5.3   Recommendations:

As proposed in the hypothesis developed in the literature review, this research emphasizes that there is a relationship between job satisfaction and recognition, promotion opportunities, relationship with co-workers & personal growth.

In this research, the outcomes give some important information about job satisfaction, and how organizations can work in order to enhance its level and increasing the employees' feeling that they like their workplace and feeling satisfied. In some working environment, employees are not treated with respect and dignity and bullying happens when an employee is regularly subjected to aggressive behavior from one or more superiors in a situation where the employee would not be able to defend himself and eradicate his creativity and innovativeness. Such behaviors have contributed to stress and

psychological trauma which affects on the work productivity and the communications among the employees and their managers, and that could result in the employees' feeling of fear, anxiety, demoralization and demotivation which can lead to low productivity. Such organizations would regain their employees' respect and trust back, and win their love and respect that make a person say I am happy and satisfied in my work.

Many scholars have recommended that job satisfaction to be measured in levels either satisfied or dissatisfied and to be tested by using different viewpoints and constructs (Spector, 1997).

The outcomes of this study suggested that, loss of recognition would be correlated with loss of the employees' job satisfaction. Respecting employees and recognizing them for their good work is very simple way to rebuild the employees' trust and improving their feeling of liking their work. In order to enhance the sense of recognition, as indicated by Deeprose (1994, p.3) "Good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible", providing good opportunities of promotion to the employees according to their ability and skills make the employee more loyal to his work and become more happy and satisfied. According to Kaliski (2007), job satisfaction can be considered as the main factor which drives to recognition and the fulfilment of other aims which gives a sensation of loyalty to the company.

The researcher recommend Organization X to provide the employees with good working environment, as this confirm the findings of Hoy and Miskel (1996) in their study they found that the factors that can influence the job satisfaction is the work environment and the work dynamics.

The researcher recommend that employees should receive recognition from Organization X, as this confirm the findings of Statt (2004) who claimed that, job satisfaction can be defined as the level that an employee is happy and satisfied with the rewards that he gets from his work, particularly in terms of actual motivation. In addition, Aziri (2011) considered that job satisfaction shows a feeling which comes due to understanding psychological needs from the work.

Deeprose (1994) suggested that motivation of employees can be improved by giving them effective recognition which in the end results in increasing the employees productivity and improving the organization performance. Moreover, Flynn (1998) suggested that recognition programs raise high spirits between employees, increase their morale and make a link between motivation and performance of the employees and the main aim of recognition program is to make the employees linking their rewards with their performance which in the end drives to employee's job satisfaction, where job satisfaction is a positive emotional as a result of work evaluation from the job experiences of someone (Lock, 1979). Providing the promotion opportunities to the employees will also enhance the sense of job satisfaction, and, as established in the analysis, it will also help in making the employee feels that he likes his job and feeling satisfied in general. And as stated by La Motta (1995), when the employees' needs are met, the employees will become more motivated and when they obtain unexpected recognition, growth and promotion, the level of motivation will be higher.

As found in this research, promotion opportunities one of the most sensitive variables towards improving the job satisfaction. Organizations concerned with providing their employees the sense of job satisfaction, especially when they facing a problem such bullying at work from their supervisor, which was the case with Organization X. It would be wise for Organization X to provide the employees with promotion opportunities that matches the employee's expectations. Promotion opportunities are considered an important part of main rewards, as mentioned by many researches and scholars in the literature review, this research emphasizes that promotion opportunities had a strong relationship to job satisfaction and confirms the suggestion of Robbins (2001) that providing employees with good opportunities of promotions may create opportunities for growth.

5.4 Limitation:

In each study, there are limitations, and the limitations in this study are:

- The challenges faced the researcher in order to complete this research.
- The study is limited by the small sample size, this means that the outcomes of this study must be reviewed with caution. Future studies will however need to be with larger samples.
- The study is limited by the research methodology which is Quantitative only in this research, and there was no way to conduct interviews with the employees due to the limited time available. Future studies will however need to be with interviews.
- The study is limited by the studying specific factors that influencing on employees' job satisfaction in Organization X only, Future studies will however need to be for more than two or three organizations.
- Job satisfaction can be studied in different companies and departments. However, this study was targeting the employees of organization X which is one of the private organizations in Abu Dhabi Emirate. Organization X is a project management organization, which has more than 450 employees in Abu Dhabi and it's a branch from the mother company in USA. And, due to the limited size of the study and limited time to finish this research, the research was targeting the employees of organization X in Abu Dhabi Branch.

5.5 Self- Reflection:

The researcher own reflect to finalize this study, the challenges that the researcher faced to choose the right topic took a big time where the supervisor of the dissertation needs to approve it. Collection data needs a quick response and action. This dissertation took a lot of efforts from the researcher and it is one of the big experiences he ever had.

References

Ali, R., & Ahmed, M. S. (2009). The impact of reward and recognition programs on employee's motivation and satisfaction: an empirical study. *International Review of Business Research Papers,* vol. 5 (4), pp.270-279.

Aliaga, M. & Gunderson, B. (2002). Interactive Statistics. Second edition, Prentice Hall.

Argyle, M. (1988), *Bodily Communication,* 2nd ed. London: Methuen.

Armstrong, M. (2006). *A Handbook of Human resource Management Practice,* Tenth Edition, Kogan Page Publishing, London, , p. 264.

Armstrong, M. (1996). *A handbook of personal management practices* (6th ed). London: Kogan.

Aronson, K.R., Laurenceau, J.P., Sieveking, N. & Bellet, W. (2005). Job satisfaction as a function of job level. *Admin. Policy Mental Health,* vol. 32 (3), pp. 285-291.

Aziri, B. (2011). Job Satisfaction: A literature review. *Management Research and Practice*, vol. 3 (4), pp.77-88.

Balducci, C., Fraccaroli, F. & Schaufeli, W. B. (2011). Workplace bullying and its relation with work characteristics, personality, and post-traumatic stress symptoms: *An integrated model. Anxiety, Stress and Coping*, vol. 24(5), pp. 499- 513.

Barling, J., Rogers, A. G. & Kelloway, K. (2001). Behind closed doors: In-home workers' experience of sexual harassment and workplace violence. *Journal of Occupational Health Psychology*, vol. 6(3), pp. 255–269.

Bentley, T., Catley, B., Cooper-Thomas, H., Gardner, D., O'Driscoll, M. & Trenberth, L. (2009). Understanding stress and bullying in New Zealand workplaces. New Zealand: *Final Report to Occupational Health and Safety Steering Committee.*

Bernard, B. (2012). Factors that determine academic staff retention and Commitment in Private Tertiary institutions in Botswana: Empirical Review. *Global Advanced Research Journal of Management and Business Studies*, vol. 1 (9), pp. 278-299.

Bowling, N. A. & Beehr, T. A. (2006). Workplace harassment from the victim's perspective: A theoretical model and meta-analysis. *Journal of Applied Psychology*, vol. 91(5), pp. 998–1012.

Castillo, J. X. & Cano, J. (2004). Factors explaining job satisfaction. *Journal of Agricultural Education,* vol. 45 (3), pp 65-74.

Christen, M., Iyer, G. & Soberman, D. (2006). Job Satisfaction, Job Performance, and Effort: A Reexamination Using Agency Theory, *Journal of Marketing,* vol. (70), pp. 137-150.

Creswell, J.W. (2003). Qualitative, Quantitative, and mixed methods approaches. 2nd Edition**.** London: SAGE Publications.

Dancey, C. & Reidy, J. (2002). *Statistics Without Maths for Psychology: Using SPSS for Windows*. Essex, England, Prentice Hall.

Dancey, C. & Reidy, J. (2004). *Statistics without Maths for Psychology: using SPSS for Windows*, London: Prentice Hall.

Daniel, W.W. (1977). *Introductory Statistics with Applications.* Boston, Houghton Mifflin Company.

Duffy, M. & Sperry, L. (2012). Mobbing: Causes, consequences, and solutions. New York: Oxford University Press.

Einarsen, S. (2000). Harassment and bullying at work: A review of the Scandinavian approach. *Aggression and Violent Behaviour*, vol. 5(4), pp. 379–401.

Einarsen, S. & Hoel, H. (2001). The Negative Acts Questionnaire: Development, validation and revision of a measure of bullying at work. *Prague: European Congress on Work and Organizational Psychology*, pp. 10–12.

Einarsen, S., Hoel, H., Zapf, D. & Cooper, C. L. (2011). The concept of bullying and harassment at work: The European tradition. *Bullying and Harassment in the Workplace, Boca Raton, FL: CRC Press,* pp. 3–40.

Einarsen, S., Hoel, H., Zapf, D. & Cooper, C. (2003). Bullying and emotional abuse in the workplace. London: Taylor & Francis.

Einarsen, S. & Raknes, B. I. (1997). Harassment in the workplace and victimization of men. *Violence and Victims*, vol. 12(3), pp. 247–263.

Fowler, F.J. (1984). *Survey Research Methods*, Beverly Hills, CA: Sage.

Friedman C.P. & Wyatt, J.C. (2000). Evaluation methods in medical informatics. Springer-Verlag, New York.

Garland, B.E., Mccarty, W.P. & Zhao, R. (2009). Job Satisfaction and Organizational Commitment in Prisons: An examination of Psychological Staff, Teachers, and Unit Management Staff. *Criminal Justice and Behavior*, vol. 36 (2), pp. 163-183.

George, J.M. & Jones, G.R. (2008). *Understanding and managing organizational behavior,* Fifth Edition, Pearson/Prentice Hall, New Yersey, p. 78.

Gruneberg, M.M. (1979), *Understanding Job Satisfaction,* Great Britain: the Macmillan Press Ltd.

Hagedorn, L.S. (2000). Conceptualizing Job Satisfaction: Components, Theories, and Outcomes. *New Directions for Institutional Research*. vol. 105, pp. 5-20.

Hauge, L. J., Skogstad, A. & Einarsen, S. (2010). The relative impact of workplace bullying as a social stressor at work. Scandinavian Journal of Psychology, pp. 426–433.

Heppner, P.P. & Heppner, M.J. (2004). Writing and Publishing your Thesis, Dissertation & Research: A guide for students in the helping professions. Thomson, USA.

Herzberg, H. F. (1976). *Motivation-Hygiene Profiles,* p. 20

Hoel, H., Rayner, C. & Cooper, C. L. (1999). Workplace bullying. In C.L. Cooper and I.T. Robertson (eds). *International Review of Industrial and Organizational Psychology*, vol. 14, pp. 195–230.

Hoel, H., Zapf, D. & Cooper, C. L. (2002). Workplace bullying and stress. *In Historical and Current Perspectives on Stress and Health Elsevier Science Ltd*, vol. 2, pp. 293–333.

Jacobshagen, N. (2004). Mobbing-ein langer, zermürbender prozess. Praxis-Schweiz Med Forum, vol. 4, pp. 873-878.

Jain, k., Jabeen, F., Mishra, V. & Gupta, N. (2007). Job satisfaction as related to organisational climate and occupational stress: A case study of Indian Oil. *International Review of Business Research Papers,* vol. 3(5), pp.193-208.

Jude, T. A. & Church, A. H. (2000). Job satisfaction: Research and practice. *Industrial and Organizational Psychology: Linking Theory with Practice*, pp. 166-198.

Kaliski, B.S. (2007). *Encyclopedia of Business and Finance*, Second Edition, Thompson Gale, Detroit, p.446.

Keashly, L. & Jagatic, K. (2000). The nature, extent, and impact of emotional abuse in the workplace: Results of a statewide survey. *In Paper presented at the Academy of Management Conference. Toronto, Canada*.

Kirk, R.E. (1995). Experimental design: procedures for the behavioral sciences, (3rd ed). Brooks/ Cole Publishing Company, Monterey.

Kolb & Bonita (2008). Marketing Research: A Practical Approach. SAGE Publications Ltd.

Kraut, R. (2006). Humans as Lie Detectors, Journal of Communication, vol. 30, pp. 209–218.

LaMotta, T. (1995). *Recognition: The quality way*. New Yourk: Quality Resources.

Leymann, H. (1996). The content and development of mobbing at work. *European Journal of Work and Organizational Psychology*, vol. 5(2), pp. 165-184.

Lise, S. M. & Judge, T. A. (2004). Employee attitude and job satisfaction. *Human Resource Management*, vol. 43(4), pp. 395-407.

McCausland, W., Pouliakas, K. & Theodossiou, I. (2005). Some Are Punished and Some Are Rewarded: A Study of the Impact of Performance Pay on Job Satisfaction. *International Journal of Manpower*, vol. 26, pp. 636 – 59.

McCormack, D., Casimir, G., Djurkovic, N. & Yang, L. (2006). The concurrent effects of workplace bullying, satisfaction with supervisor, and satisfaction with co-workers on affective commitment among schoolteachers in China. *International Journal of Conflict Management*, vol. 17(4), pp. 316-331.

Melone, L. (2006). Calling it Quits. OCMetro, p. 42.

Mullins, J.L. (2005). *Management and organizational behavior,* Seventh Edition, Pearson Education Limited, Essex, p. 700.

Namie, G., & Namie, R. (2003). The bully at work: What you can do to stop the hurt and reclaim your dignity on the job. Naperville, IL: Sourcebooks.

Natinsky, P., & Lynch, J. (2005). Workplace bullying is legal: Does that mean you should be tolerant? Rockville, MD: Association of Professional Office Managers.

Naumann, E. (1993). Antecedents and consequences of satisfaction and commitment among expatriate managers. *Group and Organization Management*, vol. 18(2), pp. 153–87.

Needham, A. (2003). Workplace bullying: The costly business secret. New York: Penguin Group.

Okpara, J. O., Squillace, M. & Erondu, E. A. (2005). Gender differences and job satisfaction: A study of university teachers in the United States. *Women in management Review*, vol. 20(3), pp. 177-190.

Perez, D., Gliozzo, A., Strapparava, C., Alfonseca, E., Rodriquez, P. & Magnini, B. (2005). Automatic Assessment of Students' free-text Answers underpinned by the combination of a Bleu-inspired algorithm and LSA. *Proceedings of the 18th International FLAIRS Conference*, Clearwater Beach, Florida.

Qasim, S. Cheema, F. & Syed, N.A. (2012). Exploring Factors Affecting employees Job Satisfaction at Work. *Journal of Management and Social Sciences*, vol. 8 (1), pp. 31- 39.

Robbins, S. P. (2001). *Organizational behavior.* New York: Prentice-Hall, Inc.

Rodríguez-Muñoz, A., Baillien, E., De Witte, H., Moreno-Jiménez, B. & Pastor, J. C. (2009). Cross-lagged relationships between workplace bullying, job satisfaction and engagement: Two longitudinal studies. Work & Stress, vol. 23(3), pp. 225–243.

Rosson, M.B. & Carroll, J.M. (2002). Usability engineering: scenario-based development of human- computer interaction. Interactive Technologies. Morgan Kaufman Publishers, San Francisco.

Rue, L.W. & Byars, L. (2003). *Management, Skills and Application,* (10th ed), McGraw-Hill/Irwin, New York, p. 259.

Spector, P.E. (2003). *Industrial and organizational psychology: Research and Practice* (3rd Ed). New York: Wiley & Sons.

Spector, P.E. (1997). *Job satisfaction: Application, assessment, causes and consequences,* Thousand Oaks, CA, Sage Publications, Inc.

Starks, H.D., Kirkiehr, P. & Curtis, J.R. (2009). The challenge of selection bias and confounding in Palliative care research. J Palliat Med, vol. 12(2), pp. 181–187.

Statt, D. (2004). *The Routledge Dictionary of Business Management,* Third edition, Routledge Publishing, Detroit, p. 78.

Stelmaschuk, S. (2010). Workplace bullying and emotional exhaustion among registered nurses and non-nursing, unitbased staff. USA: The Ohio State University.

Strydom, A. (2011). The Job Satisfaction of Academic Staff Members on Fixed-Term Employment Contracts at South African Higher Education Institutes. *Thesis University of the Free State, Faculty of Education.*

Stutely, M. (2003). *Numbers guide: the essentials for business numeracy*. London: Bloomberg press.

Tsigilis, N., Zachopoulou, E. & Grammatikopoulos, V. (2006). Job Satisfaction and burnout among Greek early educators: A comparison between public and private sector employees. *Educational Research and Review*, vol. 1(8), pp. 256-261.

Usop, A.M., Kadtong, M.L. & Usop, D.A.S.O. (2013). The Significant relationship between work performance and Job Satisfaction in Philippines. *International Journal of Human Resource*, vol. 3 (2), pp. 9-16.

Van Saane, N., Sluiter, J., Verbeek, J. & Frings-Dresen, M. (2003) Reliability and validity of instruments measuring job satisfaction – a systematic review. *Occupational Medicine,* vol.53, pp. 191-200.

Wahyuni, D. (2012), The research design maze: understanding paradigms,cases,methods and methodologies. *Journal Of Applied Management Accounting Research*, vol. 10(1), pp. 69-80.

Wong, E.S.K. (2009). Case Study of Factors Influencing Jobs Satisfaction in Two Malaysian Universities. *International Business Research*, vol. 2 (2), pp. 86-98.

Zapf, D., Knorz, C. & Kulla, M. (1996). On the relationship between mobbing factors, and job content, social work environment, and health outcomes. *European Journal of Work and Organizational Psychology*, vol. 5(2), pp. 215–237.

Appendix:

Appendix 1: Questionnaire

Appendix 1: Questionnaire

Dear Sir/ Madam,

This questionnaire gives you the chance to express your opinions on a wide range of issues linked to employees' job satisfaction. Please note that there is no right or wrong answer.

The questionnaire will be used to collect data which needed for a research study only. Consequently, please answer the questions as honestly and independently as possible in your responses. It's important to answer all the questions and please note that each question should have only one answer.

I assure you that no one will be identified from his/her responses and the questionnaire not included any requests for confidential information, I assure that all the answers will be kept confidential and anonymous. The results of the analysis of this questionnaire will be used by me for study purposes only for my Dissertation of my Masters Program.

The questionnaire includes six parts as follows:
1- Demographic
2- Employees' Job Satisfaction
3- Good Working Environment
4- Promotion Opportunities
5- Recognition
6- Personal growth and development

Thank you for your participation

Researcher

Part 1: Demographic (V2 – V5):	
Please tick one answer for each question	
Age (years):	
20 – 25	[ ]
26 – 30	[ ]
31 – 40	[ ]
41 – 50	[ ]
Above 50	[ ]
Gender:	
Male	[ ]
Female	[ ]
Years of Work Experience:	
0 – 5	[ ]
6 – 10	[ ]
11 – 15	[ ]
16 – 20	[ ]
Above 20	[ ]
Level of Seniority in the Organization **(Level A= less seniority, Level B= senior, and Level C= higher seniority):**	
Level A	[ ]
Level B	[ ]
Level C	[ ]

Part 2: Employee's Job Satisfaction (V6 – V9): Please tick one answer for each question					
Statement	Strongly Agree	Agree	No Comments	Disagree	Strongly disagree
1) I feel a sense of loyalty for the present organization and if I have the chance to work again in the same occupation which I am in now, I will definitely choose the same organization to work in.					
2) I have never searched for a job elsewhere since I accepted working in the present organization, I like the organization and I feel proud to work for this organization.					
3) I feel I am satisfied with the information that I receive from the management on what's going on in my division and the organization as well.					
4) I feel a sense that over all, I like my work and I feel I am satisfied in this organization.					

Part 3: Good Working Environment (V10 – V13): Please tick one answer for each question					
Statement	Strongly Agree	Agree	No Comments	Disagree	Strongly disagree
1) There is a good level of communication between me and the boss in the organization and he always listen to my ideas and he is fair					
2) The manager and the coworkers treat me well with respect and dignity					
3) I work in a team with my manager and my co- workers and I feel integrated in the organization					
4) I am comfortable with my workspace, there is enough light, the noise level is tolerable the temperature is good, and my computer functions at sufficient speed.					

Part 4: Promotion Opportunities for Employees (V14 – V17):
Please tick one answer for each question

Statement	Strongly Agree	Agree	No Comments	Disagree	Strongly disagree
1) There is promotion possibility if my job performance is high.					
2) There is a good potential for me to get salary increment					
3) My work is always recognized by my superior sufficiently					
4) There is a good potential for me to get promoted in the organization when level of responsibility is increased and I always have opportunity for advancement.					

Part 5: Recognition (V18 – V21):
Please tick one answer for each question

Statement	Strongly Agree	Agree	No Comments	Disagree	Strongly disagree
1) Do you receive any recognition from your boss or the management when you do a good job?					
2) How satisfied are you when you receive recognition from your boss?					
3) My colleagues in the office appreciate and respect my work					
4) The management recognizes my good job and gives me the sense of job security, and I feel I get the respect that I deserve					

Part 6: Personal Growth and Development (V22 – V25): Please tick one answer for each question					
Statement	Strongly Agree	Agree	No Comments	Disagree	Strongly disagree
1) Do you receive good supervision and managerial support to perform your job?					
2) I have the opportunity to get all the training and education needed to strengthen my skills and abilities.					
3) I have enough possibilities for initiative and creativity in my job.					
4) I get the chance I need to grow professionally at my work as I am always seeking new knowledge and always eager to develop myself professionally.					