

الجامعة
البريطانية في
دبي



The
British University
in Dubai

JOB SATISFACTION AND ORGANISATIONAL CLIMATE
IN UAE WORK CONTEXT

by

Jamal Salem Al Shaer

A thesis submitted in partial fulfilment of the
requirements for the degree of
MSc in Project Management

Faculty of Business

December 2009

Abstract

Job satisfaction within the organisational context plays an important role in determining the level of motivation attained by the workers and thus their overall input towards attainment of organisational long and short term goals. Increase in business activity within the UAE places pressure on organisations to ensure that they adopt effective human resource management practices so that they can optimise their human resource ability and deal with rising levels of competition. This obvious change in the UAE job environment has led to an increase in emphasis on effective human resource management especially in ensuring employees' job satisfaction as a means of maintaining high levels of motivation and increased input.

The aim of this study is to test the degree to which employees' job satisfaction in the UAE is influenced by their job environment. It is notable that the UAE is one of the nations that have a diversified workforce that provides a complex mix of factors that have to be considered in determining the right approach to effective human resource management and ensuring high levels of job satisfaction.

A review of the existing literature reveals that organisational justice, decision making, psychological contract, organisational climate and performance-reward relationship are variables that could be influential on the levels of job satisfaction attained by employees in UAE. These variables are central to the five research hypotheses that are developed and tested in the study. A survey is used to facilitate the quantitative research approach adopted in the study. An existing questionnaire survey developed by Dr. Abubakr Suliman is used to test the hypotheses. It is noteworthy that the questionnaire has standard questions developed from the Likert five-point scale. Use of the questionnaire aids quantifying employees' perception which also can all be treated as qualitative variables consequently the standardised test instrument used in this study facilitates effective assessment principally of the quantitative aspects of the research problem.

Five big organisations in Dubai were involved in the data collection. A random sample of eighty four respondents from the five organisations is considered for analysis. The use of a random sample not only ensures statistical viability of the data but also minimises the effects of random errors on the results by ensuring that they are normalised.

Various statistical tests are carried out with the aid of SPSS version 14 resulting in various results relating to the hypotheses and reliability of the results. Cronbach Alpha reliability tests and Pearson and Spearman Rank correlation tests are used in the study to determine the consistency and therefore reliability of the results and test the developed hypotheses respectively.

The results show that the data retrieved from the survey is of high levels of reliability since over half of the observed results can be attributed to the interaction between the test variables. Moreover, the results lead to the rejection of all test hypotheses resulting in the conclusion that employees' job satisfaction within the UAE is significantly affected by the organisational climate, decision making environment, psychological contract, organisational justice and performance-reward relationship. Therefore, organisations in the UAE have to be cautious of these variables when developing their practical strategies. Measures aimed at attaining high levels of employees' satisfaction should apply holistic approaches to ensure that these variables are all addressed. Moreover, there is an urgent need for organisations to instigate research to determine the effect of national and organisational culture on their employees. This must also be facilitated by increased research to model the nature of interaction between the variables that affect employees' satisfaction which may require the use of complex regression models.

Table of Contents

General Introduction to the Dissertation	1
Chapter 1	
1. Aims & Objectives	2
1.1. Aims of the Dissertation	2
1.2. Dissertation Objectives	2
Chapter 2	
2. Literature Review	4
2.1. Introduction to the Topic	4
2.2. Definition and Scope	5
2.3. Job Satisfaction Theory	8
2.4. Discrepancy Theory	10
2.5. UAE and Job Satisfaction Patterns	11
2.6. The Relationship of Mood and Emotions at Work to Job Satisfaction	19
2.7. Performance, Opportunity of Growth and Job Satisfaction	25
2.8. Aspects that Instill Higher employability	26
2.9. Organisational Cultures in Middle East and UAE	28
2.10. Other Aspects	30
Chapter 3	
3. Research Methodology	32
3.1. Theoretical Framework	32
3.2. Research Hypotheses	32
3.3. Data Collection	34
3.4. Measurement	35
3.5. Sample Selection	36
3.6. Demarcation	37

Chapter 4	
4. Results and Findings	38
4.1. Correlation Test	38
Chapter 5	
5. Conclusion and Recommendations	42
5.1. Conclusion	42
5.2. Recommendations	42
References & Bibliography	44
Appendix	57

Table of Tables

Table 1: Description of study sample.....	36
Table 2: Correlation Results.....	40

Tables of Figures

Figure 1: The five null hypotheses suggested in this study.....	33
---	----

General Introduction to the Dissertation

One of the essential issues discussed in the executive boardrooms and in Human Resource Management conferences is the growing War for Talent. Business analysts are emphasising the need to strengthen human capital beside the financial aspects of the organization. According to the study conducted by a team from McKinsey and Co. (Fishman, 2007), the most important corporate resource over the next 20 years will be talent: smart, sophisticated business people who are technologically literate, globally smart, and operationally responsive. Adding to the challenge is the increasing demand of talent while the supply of it is going down.

With the discovery of oil, UAE's economy boomed and attracted many investors and business developers. This paved the way to job opportunities for various skills needed across oil and gas, tourism, food, retail, telecommunication, and other industries. With globalisation and the fast-paced economic conditions, UAE companies need to ensure its market competitiveness through retention and attraction of talented and highly-skilled employees.

The burning issues in the war for talent and the highly competitive market lead to the need for investigating the job satisfaction levels of employees in relation to the working environment in order to properly manage employee retention and to attract talented employees to join the organization.

1. Chapter 1: Aim and Objectives of the dissertation

1.1 Aim of the dissertation

The aim of the dissertation is to *test the degree to which employees' job satisfaction in the UAE, one of the Middle Eastern countries that has a diverse workforce, is influenced by their job environment.* Investigating employee job satisfaction in relation to the job environment will provide relevant information for managers and human resource practitioners to develop programs that would motivate and retain talented employees in order to increase productivity and organizational effectiveness. On the other hand, this would also prepare the organization to develop systems, processes, leadership styles, and shared values that would attract talented employees to sustain global competitiveness.

In order to extract a quantitative set of answers and to scale the degree of the association between different variables and in particular association with job satisfaction and to answer the aim of the dissertation which is a quantitative and qualitative research topic, the researcher used a structured questionnaire survey methodology. The latter is structured in a way that it can be answered with five possible alternatives developed from the Likert 5-point scale in order to ground it in quantifiable measurable data, the collected data is then processed using programmes for statistical analysis such as SPSS.

1.2 Dissertation Objectives

In order to provide relevant information for management to use in planning and implementing their organizational development programs, specifically increasing employee motivation and retention, the different factors affecting employee job satisfaction, its relationship to several issues exist in the working environment, and the corresponding critical success factors and key performance indicators are investigated. The results of this study also enrich the existing general body of

knowledge on employee job satisfaction. Specifically, this dissertation includes the following objectives:

- To identify factors which impact job satisfaction of employees in general.
- To evaluate relationship between job satisfaction and organisational environment.
- To examine job satisfaction and work environment issues/relationships in the UAE work context.
- To develop critical success factors and key performance mediators for use in the UAE organisations.

2. Chapter 2: Literature Review

This paper will focus on the organizational culture and job satisfaction factors that influence the entire organisational structure especially in the Middle East and particularly in the UAE. In this section of the paper, the literature review, all prior studies that have focused on the same topic will be discussed along with the results attained from those studies. The main criterion for choosing the studies is based on the following four dimensions:

1. All the elements that have been proven to have an influence on the level of satisfaction and happiness that employees experience
2. All the factors that link the elements of job satisfaction with the overall organisational structure and climate
3. All the aforementioned factors and their impact within the business structures of the UAE companies as part of the Middle East.
4. All of the elements and factors that, after evaluation, can help to elevate and enhance the organisational structure and performance levels within businesses located in the UAE.

2.1 Introduction to the topic

The degree of job satisfaction within an organization is one of the most important factors that indicates the overall strength and well-being of the organisation. This is so because the overall customer support and customer services performance depends mainly on the attitude of the employees, hence if the employees are happy, the customers will get good services which will build a positive image of the company across the client base (Fitzgerald et al., 1994). Having said that, there are several factors within the organisational structure that impact the level of job satisfaction and customer satisfaction, however, this paper will only focus on the former element i.e. job satisfaction.

The most popular understanding of what job satisfaction is that it is understood to be the level of positive condition and sentiment that an employee feels when working

within an organisational structure or performing a certain task, for example, the level of self-approval and happiness that he/she feels (Locke, 1976; Spector, 1997). This level of self-approval is mainly a result of emotional and mental relief and contentment that an employee feels about the different elements of his or her working environment (Kalleberg, 1977; Mercer, 1997; Wright and Cropanzano, 1997; Wong et al., 1998). There are many researchers who adamantly believe that the level of job satisfaction experienced by an employee is more dependent upon the individual tasks that the employee is responsible for as opposed to the entire team's or company's task (e.g. Spector, 1997).

The concept of job satisfaction and its importance in the efficiency of an organisational structure has been research widely because 1) the negative outcomes or results, like variation or irregularity (Farkas and Tetrick, 1989), absence (Keller, 1983; Tharenou, 1993), sabotage (Spector et al, 2000), or counter-productive performance (Gutek et al, 1992), are directly related to the lack of satisfaction and contentment that an employee feels within the organisational structure; 2) the initiation and assessment of the entire working environment within an organisation is also dependent upon employee performance and hence employee satisfaction (e.g., Hackman and Oldham, 1980), for example the flow of communication or management structures are dependent upon the way that employees approach and respect each other. These two aspects where job satisfaction has an impact in the overall organisational structure make the concept of job satisfaction more important in understanding and applying efficient and successful organisational psychology. Furthermore, the assessment of the elements of job satisfaction can also help an organisation to link the company's overall performance directly to the individual performances and inputs of the employees (Dormann & Zapf, 2001).

2.2 Definitions and Scope

Job satisfaction simply is the level of contentment and positive energy that an employee has when talking about a certain company and his/her tasks in that company. Job satisfaction is the overall constructive approach that an employee has

towards not only his/her own tasks but also towards the overall climate and general ambience of the environment in which he/she has to work which includes, colleague, leaders, administration, rules and policies of the organization, activities of the organization, etc. This means that the higher the level of positive and constructive approach to the aforementioned factors, the higher would be the level of job satisfaction. Some of the most effective and helpful way to calculate job satisfaction within an organisation is through the use of surveys, questionnaires or interviews. These can be structured or semi-structured with a specific purpose like measuring absenteeism or irregularity within an organization. The important thing about these formats is that they help the researcher to collect verifiable quantitative statistics that can be mathematically tested. Furthermore, they also give the researcher the opportunity to collect qualitative facts in order to assess and conclude on the factors that the company can improve or continue with in order to increase or maintain high job satisfaction levels.

It is also important here to explain the concepts of morale and job satisfaction. Many studies have highlighted how these concepts are mainly used synonymously while the definitions of both concepts are very different. There are some researchers who have highlighted that the concept of morale is mainly an emotion of a team or a group of employees when they are aiming towards a common or universal goal. However there are many studies conducted where morale has been defined as the definition used earlier to describe job satisfaction. This is one of the main reasons why we will use those studies as reference for this particular literature review. However, only those studies that have defined morale as job satisfaction will be used as reference in this study and no other (Hewitt et al, 1953). The overall productivity of an organisation can be simply defined as the performance and output levels of a company. The fact of the matter is that job satisfaction is not directly linked to productivity but productivity is a result of some of the other internal factors of an organisation's levels of job satisfaction and organizational culture. However, due to the wide breadth and intricate nature of the topic, these complex issues will not be discussed within the context of this paper (Brayfield and Crockett 1955).

Even though, productivity and job satisfaction are not directly and greatly dependent upon each other, the concept of productivity as indirectly associated with job satisfaction is still a very important aspect for the management to manage through motivating, monitoring, incentivising, coordinating controlling and rewarding employees. In one of their studies Brayfield and Crockett (1955) explain that the overall hiring, firing and recruitment patterns of an organisation can be directly linked to the overall job satisfaction that the employees experience. One of the other reasons why they feel that job satisfaction is an important aspect to study within the context of productivity is that the overall societal image of a company is built around and upon the image of the company. Hence, satisfied employees will always paint a healthier image which will establish common goodwill.

The concept of organisational size can simply be explained as the number of workers that are employed within a workplace. The organisational size or size of the organisation also includes the overall employee percentage within a specified headquarters or other specified branches. This is so because the overall policies, culture, and structure of the headquarters and the branches may sometimes be fundamentally the same (Campbell, 1952).

The organisational structure of an organisation is the concept on which the company's aims are built. It can also simply be defined as the hierarchical breakdown of the overall elements within an organisation that design the overall attainment of the primary goals of the company. These elements include the overall policies and rules that the organisation employs along with the overall departments that the company has as well as responsibilities and functions of each department. The organisational structure also includes the overall relations that the company has with other industries, communities, etc.

Lastly, it is important to highlight that the concept of job satisfaction and the steps needed to attain high levels of satisfaction are part of the overall organisational structure as it is generally believed to be the task of management to provide the satisfaction that their employees need. This is believed to be a social service by most

researchers as the growth and development of a society is also indirectly linked with the attitude that the employees have towards their jobs and the overall business sector.

2.3 Job Satisfaction Theory

There are many differing job satisfaction theories that have been created over the years. One of the most popular types of job satisfaction theories that are available in the literature are conditional theories that are created specifically for a particular study. One such theory was created in 1996 by Hoy and Miskel in their study where they concluded that the influential factors on satisfaction include job dynamics, environment of the company, potential input that the individual could bring personally into the firm, the past performance levels of the company (Hoy and Miskel, 1996). Even though this particular standpoint has validity in most cases many researchers however argue that the overall ambience and context of work cannot be fully evaluated until the work has actually begun because the espoused theory of what the organisation promotes to be its environment and the actual practical application can be very different (Quarstein et al., 1992). Quarstein et al. (1992) explains that it is the balance between the conditional theories and application of an organization's beliefs and policies that has an impact on the overall job satisfaction levels of the employees within an organization.

The normal aspect of factors that are included in the conditional theories and applications within a research study include the following elements:

- Job dynamics
- Payment percentage
- Overall package
- The opportunity of growth
- The approach and attitude of the management
- The colleagues and their ethics
- The ethical and moral stand of the company
- Level of work freedom

- Organizational loyalty and assistance (Smith et al., 1969).

Other studies have widely explored the concept of job satisfaction with demographic factors of human aspects like the age group of employees, the gender biases, the educational standards, the experience, or lack of, of the peer within the task or field, etc and have formed relative and accurate job satisfaction theories (Clark, 1993; Clark and Oswald, 1995; Hickson and Oshagbemi, 1999; Oshagbemi, 1998, 2000a, b). It is important to note that the theories formed are not always generally applicable because the connections between these human aspects and job satisfaction have been irregular and inconsistent. While, some studies highlight the positive impact of these elements have in job satisfaction and vice versa, there are other studies that have highlighted the negative influences that these elements have on job satisfaction and vice versa.

Stogdill (1959), in his study explains that the job satisfaction experienced by the employees in the Middle East might be directly linked with the overall efficiency of the teams as well. He explains that with the higher level of job satisfaction, the level of incorporation, unity and consistency within a group is considerably higher in most cases. Sohe explains that the level of job satisfaction and efficient team performance levels within the Middle East go hand in hand and this could be generalised in the UAE context as well.

Although there have many studies conducted on the link between the concept of job satisfaction and the overall performance or productivity of a company in the Middle East and UAE, the overall link is still left unclear and inconsistent. It seems to be a very naïve approach to believe that the companies that have high performance records have employees who are satisfied with their jobs while the companies that have low performance records have employees with low satisfactions percentages, and vice versa (Euske et al., 1980). There are quite a few studies that conclude the overall dependency between job satisfaction and productivity is high (Caldwell and O'Reilly, 1990; Spector, 1997) and there are numerous contradicting studies that conclude that the dependency levels are very low (Petty et al., 1984; Iaffaldano and Muchinsky, 1985). The reason behind the mixed set of results is because the aspect

of cause-and-effect when dealing with the association between job satisfaction and productivity are still not clearly mapped out. However specified assumptions can be made i.e. certain conditions and market patterns can allow one to assume that high productivity of a company does simultaneously denote high job satisfaction levels while low productivity of a company in the Middle East simultaneously suggests low job satisfaction levels, and vice versa (Euske et al., 1980). This assumption can't be only applicable in the Middle East but also in the UAE work context.

2.4 Discrepancy Theory

The discrepancy theory explains that the concept of job satisfaction can simply be defined as the variations that an employee experiences between what his expectations are from his work and the actual work situations that he faces. Locke, in his study, explained that the practical format of job satisfaction is mainly driven by the emotional state or reaction which is directly, or at times indirectly, “associated with a perceived difference between what is expected as a fair and reasonable return ... and what is experienced, in relation to the alternatives available in a given situation” (Locke, 1976).

The discrepancy theory mainly calculates the inconsistencies that employees face anywhere in the world, particularly the UAE, when dealing with the kind of conditions they would be more inclined to work in versus the conditions that they end up working in. This theory also included how their knowledge of both what they prefer and what they will get, in terms of organisational structure, colleagues, ethics, relations, etc. influences their job satisfaction levels. This particular approach has been very popular across a majority of the job satisfaction studies that have been conducted over the years. The results of this popularity have been the creation of a wide range of discrepancy theories that are both specific and universal (Kilpatrick et al, 1964).

There are several studies that have highlighted how the vast experience within a field can also result in the formation of discrepancies for employees in the Middle East. This simply suggests that when the employees have a vast spectrum of experience

within a field they tend to know the differences between the conditions of work that exist and the conditions that are needed to enhance the potential of work and performance that can be attained. Such fields include the fields of medicine where a certain standard of treatment needs to be achieved in order to truly attain job satisfaction. Since this dissertation is concentrating on the job satisfaction of employees in the UAE, this particular theory of discrepancy is even more important as the medical infrastructure and quality of service delivery in the majority of Middle Eastern countries is not up to same level with the international standards (Kahn, 1972; Kilpatrick, 1960)

2.5 UAE and Job Satisfaction Patterns

Some of the important aspects and factors of job satisfaction, keeping the business contexts and scenarios in the UAE, are:

- Salary percentage and opportunity for career advancement
- Transparency in responsibilities and functions within a job description
- Importance of the task within the organisation
- Organisational aspects and temperaments
- Individual moral and professional aspects
- Organisational loyalty and assistance
- The overall associations with the peers and the administration
- The use and practical applications of abilities
- Community outlook and image

Before we explain the aforementioned factors of job satisfaction, it is important to discuss some of the more specific aspects of job satisfaction within the UAE. The first and foremost aspect which is given high importance in the UAE is the level of backing that the team leader or the administration is willing to give to the employee. This could include financial security, familial care, pension policies, etc. The study conducted by Goldstein and Rockart highlighted that the job satisfaction levels of employees is much higher when the support from the administration is readily and consistently available (Goldstein and Rockart, 1984).

Salary percentage and opportunity for career advancement

There are many studies that have supported the link between job satisfaction and salary percentage and opportunity for career advancement. This is because the two aspects of salary percentage and opportunity for career advancement have a direct link to the basis of individualised approaches towards taking or rejecting a job (Hackman and Oldham, 1976). If an employee has a greater chance of increasing his overall salary percentage as well as scope for growth and advancement within an organization, then the overall job satisfaction level would be greater, and vice versa. This will also simultaneously cause them to have a constructive and positive opinion of the organization that they are working in and hence increase their efficiency and overall quality of work (Mathieu and Zajac, 1990). There are many studies that have also proven that the lack of opportunity for growth and an average salary package can also result in low job satisfaction levels and a consequent high level of resignations for organisations within the Middle East (Lewis, 1992).

Transparency in responsibilities and functions within a job description

The element of having transparency in responsibilities and functions within a job description mainly refers to simple and clear-cut communication on what a task is and how it needs to be performed along with the freedom that the individual might have within the dynamics of the rules defined. This really helps the employee to analyse and realize the level that he/she needs to perform at and is expected to perform. There are many studies that have shown that when there is clarity and transparency in the communication and when the employees in the Middle East understand exactly what they need to do then the overall adjustment becomes a lot easier for them. Furthermore it saves a lot of time as the employees are not made to learn through making mistakes, which in turn also boosts their self-esteem (Kahn et al, 1964).

The use and practical application of abilities

The use and practical application of an employee's set of abilities basically means the satisfaction that an employee gets when he knows that his efforts are not only being recognised but are also be used and appreciated. This is, according to many studies, one of the primary sources of high job satisfaction percentages within the Middle East. This is mainly because the employees feel their work is valuable and an essential element of success for the firm. Furthermore, other factors like morale, motivation and job stability are also strongly and positively influenced by efficient and appreciated use and practical applications of abilities (Ting, 1997).

Importance of the task within the organization

The importance of the task within the organisation is directly related to the use and practical applications of and employee's abilities. Numerous studies show that employees within the Middle East experience a higher level of job satisfaction if they think that their task and input is important in the accomplishment of a task. This is perhaps one of the most intricate and emotional needs of an employee and it is the task of the management to make sure that they keep their employees aware of the significance of their job through recognition, appreciation, respect, and awards, etc (Cherniss and Kane, 1987).

Organizational aspects and temperaments

Numerous studies that have focused on the overall human aspect of organisational structure and how the organisational aspects and overall temperaments in different situational and different job scenarios eventuate within the Middle East and it might be true in the UAE as it is a Middle Eastern country. Previous research studies have highlighted that this organisational reaction is very important in determining job satisfaction. Here, under this heading, we mainly emphasise how it is not just the job and the individual skills of the employee that matter but also the relationships that he/she is able to form within and outside the organisation within the sphere of work that he/she operates. It is very important for a firm to establish a high quality, free

and friendly yet orderly atmosphere where rules are followed yet enough occupational liberty is given for employees to experiment (Mowday et al, 1982; Perrow, 1967).

Organisational loyalty and assistance

Organisational loyalty and assistance are basically two aspects of an organisation that an employee grows with over time. This happens as the employee becomes more aware of the overall objectives and ethics of the firm and over time comes to respect and trust the approach of the organisation towards the attainments of those objectives (Ting, 1997). There have been numerous studies keeping the Middle East businesses in mind where the overall connection that an employee has towards administration or the company is strongly driven by his or her amount of trust and affection towards the organisation. The extent of trust and affection can lead the employee to have higher levels of satisfaction as he or she feels involved in the entire process and the completion of a goal. Hence, higher organisational loyalty is directly linked to higher job satisfaction levels (Boxx et al, 1991).

The overall associations with the peers and the administration

As was mentioned earlier in this chapter, the climate and ambience of an organisation is a primary factor impacting on job satisfaction within any organisation in the Middle East. Here, it is important to highlight the importance of a good relationship with colleagues and the administration and also to appreciate how having a good and healthy relationship can in turn impact the job satisfaction levels positively. Given a positive overall attitude of the administration and the senior or experienced colleagues in respect of assistance and support, then studies reveal that the job satisfaction levels automatically become higher. Whenever the overall attitude within an office is that of encouragement and support, then the job satisfaction of an employee is shown to increase significantly, in many studies, and this may occur even when the salary package is not as would normally be preferred. This shows the importance of the professional and management relations for any employee (Ting, 1997).

Individual moral and professional aspects

The studies that have given high importance to the organisational aspects and temperament have not given the same level of importance to the individual aspects of the employee (Ting, 1997). They argue that the climate and ambience of an organization will not change for a new employee but will essentially remain the same, hence it is important for the new employee to gain respect early on through his work. Hence, this would essentially transfer the ethics and professional code of conduct of the company onto the employees. On the contrary, studies that have focused on qualitative facts have argued differently. For example, Hackman in his study explains that every individual usually compares the organisation's aspects and temperaments with his or her personal temperament before making a decision to join or remain with the organisation. This contradicts the prior statement made on the transference of the organisation's principles to the employee because here we see that individuals like working within organisation that shares their personal principles. Hackman in his study shows that the job satisfaction levels are higher whenever the individual's personal beliefs and principles are similar to that of the organisation (Hackman, 1970).

There are many studies conducted in the Middle East, which might be applied to the UAE, that have focused on the personal aspects of an individual and how they have an impact on the overall positive approach and job satisfaction levels. Several explanations have been given for the relationship between job satisfaction and personality traits. Locke in his studies explained how the emotional satisfaction and happiness of an employee can result in higher job satisfaction levels (e.g., Locke, 1969, 1976).

Most of the modern studies that focus on the businesses in the Middle East have taken a different approach and have tried to focus on the negative aspects that can prevent an individual from experiencing higher job satisfaction levels (e.g., Brief et al., 1988; Brief and Roberson, 1989; Miller and Miller, 1996). Negative affectivity (NA), as it has been termed, has mainly been associated with several negative

emotions like anxiety, irrationality or obsession (Watson and Clark, 1984). NA and the emotions that one is expected to feel are mainly influencing the approach of the individual towards completing and performing a task which impacts on the result as well as the overall attitude of the organisation towards the employee experiencing NA. The concept of Positive Affectivity (PA) is a direct opposite of NA and includes all of the circumstances and characteristics that help the employee adopt a positive attitude towards himself, others and the organisation.

Many studies argue that personality traits are significantly important and are essentially the first steps for any individual to decide the goal and objective with which he or she would want to work within a domain (e.g., Wyatt and Marriott, 1956). Furthermore, there are other studies that highlight how in the UAE the personality of individuals are the basis that form authenticity, relevancy and need for recruitment of an individual within an organisation (Yousef, 2000). Furthermore, organisations now more frequently will use a personality test as a criterion for selection of employees during job interviews. Spector et al. (1997), in their study, explained that NA was indirectly related to the overall associations and aspects of peers and leaders and directly related to personal distress and dissatisfaction (Spector et al, 1997).

Most of the statistical studies conducted in the Middle East have highlighted that high levels of NA in an individual decrease his or her chances of successful completion of an organisation's selection interview process. All studies that have analysed the impact of personality traits on job satisfaction levels have concluded that personality traits form the basis of the structure of a job for an individual therefore the individuals based on their personality traits and skill sets are designated to jobs that they are most likely to succeed in.

If there is a clash between the working environment and the personality traits of an individual then that can negatively impact on the overall job satisfaction levels for an employee. On the contrary, the opposite is true for businesses in the Middle East so that for instance, if the business environment compliments the personality traits of

the individual, the job satisfaction levels can increase and remain positive over a long period of time. The predominance of higher levels of job satisfaction due to a favorable working environment is mainly driven by the individual's personal choices and can be assisted through an efficient interview and selection process by the firm (Dormann and Zapf, 2001).

Community outlook and image

The community outlook and image are also two main determinants of the levels of job satisfaction that an individual can experience especially in the UAE and Middle East due to of the overall political and social standpoints of the region and at the global level. Most people have the desire to serve their communities in order to help them grow and develop and if this desire is being appropriately fulfilled within a certain working environment then the job satisfaction levels will more likely be high. Furthermore, individuals working within an organisation that shares the same belief and principles of the community help the job satisfaction levels to be high due to the high acceptance levels and respect given (Super, 1957). If the community and the will to serve the community was the main priority of an employee then factors like salary, package, organisational aspects and individual traits will normally take more of a back seat while shared morale and incentives and growth would be in the front and centre stage for every decision being made (Kelman, 1987; Downs, 1967).

Other important aspects and factors that influence job satisfaction levels within the Middle East include aspects like the recognition and importance given to the objectives of the company in times of crises (social, political, etc). This is an important aspect particularly given the turbulence that the Middle East continues to experience which has a direct impact on businesses and if the employees feels that the company has a good and successful approach to deal with much of the chaos and uncertainty, then the overall job satisfaction levels will also probably increase. The guidance and assistance that a team leader is willing to give is also a very important factor in the organisational structures more common in the Middle East due to the

strict hierarchical boundaries that are set within many businesses (Goldstein and Rockart, 1984).

There are also many studies that have focused on organisational factors in the Middle East and the UAE that have helped to increase the level of job satisfaction amongst staff or workers within an organisation. Denison and colleagues in their research work have focused on the importance of adaptability towards change as an important aspect of job satisfaction levels for businesses in the Middle East. In one study, they explain that the overall ability to be flexible towards market trends, make organisational improvements and the overall strategic approach towards improving performance levels can really allow the employees to feel a sense of freedom and be regularly challenged according to different dynamics. This change can overall maintain the interest of employees and keep them motivated to experiment and innovate while keeping the organisation's primary objectives in mind hence improving overall job satisfaction levels (Denison and Mishra, 1995).

In another study, Hatch explains the importance of integration within a firm. He explains that the level of encouragement and space given for personal development can really increase job satisfaction for employees. He explains that when the individual feels coordinated and working within a strong team with clear and designated tasks and functions then he is least likely to lose focus or deviate from his objective. This can lead to higher success levels at an individual and a team level which can boost the self-esteem and confidence of the individual and hence simultaneously improve his or her job satisfaction levels (Hatch, 1993).

In another study, Schein explains that job satisfaction in the Middle East is also directly linked to the consistency of an organisation. He explains that if there is a constant sense of harmony within the organisation, then the overall environment develops a consistency and a unity which allows the employees to have certain expectations walking in to the office everyday. Furthermore, a constant reminder and check of the core values of the organisations and how these can be integrated with the day-to-day functions of the organisation makes the maintenance of ethics and

moral really easy which leaves little chance for negative criticism from employees or the community (Schein, 1990).

2.6 The Relationship of Mood and Emotions at Work to Job Satisfaction

Weiss and Cropanzano (1996) in their study deigned the “Affective Events Theory” whereby they suggested that even though the emotions and mood of individuals are not consistent or rational, they do tend to form the basis of factors that eventually influence overall job satisfaction. The mentality and intelligence of an employee then helps him or her to assess and compare the various opportunities and factors involved within a prospective job.

Brief and Roberson (1989) in their study highlighted that the overall moods and emotions that the employees felt definitely impacted on their level of job satisfaction. This they found out through the statistical analyses and evaluation of the Minnesota Satisfaction Questionnaire (Weiss et al., 1967). In this questionnaire, they analysed a total of 72 Job Descriptive Index (JDI) factors (Smith et al., 1969) using a single factor ratio (Kunin, 1955). This simply means that they analysed all of the factors of job satisfaction independently and then compared them in order to see what impact a certain factor has and how that factor when combined with another factor can have a positive or negative impact on the level of job satisfaction. Weiss et al. (1999) in a similar study also concluded that the moods and emotions when analysed four times per week across three weeks did show that the overall influence of the moods on job satisfaction was similar to any five other factors that have been aforementioned.

Even though the emotions and moods of an individual are believed to be essential parts of the overall job satisfaction that they experience in the Middle East, there have been very few studies that have explored this particular geographical region (see Pekrun and Frese, 1992). Furthermore, the studies that have been conducted are not properly structured to scientifically present the relationship between situational emotions and the job satisfactions levels attained in the Middle East as an outcome. It is important to note here that emotions that have an impact on job satisfaction levels are always the result of real situations that the employee goes through in his

professional life and personal life. This is why emotions and moods are directly linked to the working environment of the employee and need to be given importance when they are a consequence of the activities within the organisation (Weiss and Cropanzano, 1996).

Most of the studies that have concentrated on outlining the influence of attitudes on the overall job satisfaction levels in the Middle East have been restrictive in nature and more or less situational (see Hippler et al., 1987). The highest importance given, in an attitude-based study, is to the overall moral and ethical approaches of the individuals and the organisations without much significance given to the emotional structure or preferences of the employees. This is the main reason why the link between the emotions or moods and job satisfaction is inappropriate.

There are many studies that show the association of Affect Theory with the non-verbal signs of satisfaction to be a lot more stronger than the moods or emotions of an individual (Kunin, 1995). One of the ways to analyse the non-verbal signs of communication is through the use of the facet measure. The biggest advantage of the facet measure methodology is that it is not limited in the choices of emotions that the emotions are allowed to feel. Instead, the facet measure allows the respondents to explain the emotion that they feel when looking at 1 out of 11 drawings of facial expressions that are shown to them. This gives an important insight on the overall mindset and approach of the employee at the time and the Affect of a situation or circumstance can always be better understood through the use of such tasks (Kunin, 1995).

There are five main aspects of job satisfaction that will be discussed here in relation to the individual's moods and emotions. Analysing this relationship is important because most of the emotions or moods of an individual are somewhat driven by the individual's experiences at work and by the overall contentment of the work achievements that the individual gains over time (Ironson et al., 1989). Furthermore, apart from one's achievements, the entire spectrum of staff that the employee deals with everyday can also be the cause of certain emotional responses; whereas the

overall salary, package and opportunity for growth available can have a more proven impact on the emotional standings of an employee towards his or her overall job satisfaction. Although, it has to be said here that the latter of the two aspects is more to have inconsistent results in studies whereas the former has been considered and proven to be one of the most important emotional triggers for an employee.

Numerous studies that have focused on the business in the Middle East have shown that when an employee commences work, then the factor that has the lowest impact on the overall job satisfaction of the employee is the salary percentage. This is because a difference in salary percentage may definitely trigger an emotion, but it is not necessary that the emotion triggered will have a direct and negative impact on the overall job satisfaction of the employee (Diener et al., 1995; Shaver et al., 1987). To illustrate this point, it is important to understand that while an employee might be disappointed by his salary percentage, he might simultaneously be pleased with an achievement which will compensate for the disappointment. Similarly, if a negative emotion like anger on the salary percentage is triggered, it is important to understand that the emotion of anger is different from that of anxiety or depression in its overall impact on the job satisfaction level of the employee (Shaver et al., 1987).

On the other hand, similar studies conducted in the Middle East, have shown that positive emotions like happiness and excitement have exhibited different results and impacts on the job satisfaction levels when compared to the negative emotions (de Rivera et al., 1989; see also Harrison, 1986). Hence, it is important to analyse each emotion separately to clearly understand and assess the impact that they have on the job satisfaction levels of the employee.

It is important to note here that no employee's job satisfaction level can be affected positively and negatively simultaneously, it has to be negative or positive. This does not mean that the employee cannot feel negative and positive emotions about his job at the same time, however, this only means that only one (either positive or negative) emotion will take precedence and importance with the employee. On the contrary, if the positive and negative emotions constantly overlap then the impact of one or the

other is hard to distinguish or separate (Diener and Emmons, 1984; Diener et al., 1995).

When analysing the moods and emotions and their impact on the overall job satisfaction levels, it is important to analyse the positive and negative emotions separately and not allowing the overlapping to eliminate their distinctiveness of impact on the overall emotional aspect towards job satisfaction (Ottati, 1997). It is important to realise here that both negative and positive emotions have an impact on the overall job satisfaction levels hence it is worthwhile to study both of them to clearly understand and distinguish the impact that they may have.

Numerous studies have also focused on the role that the tangible and apparent aspects of the job on overall job satisfaction. Many practitioners agree that the tangible elements account for at least 45% of the ebb and flow of job satisfaction levels amongst employees (Ferratt, 1981; Highhouse and Becker, 1993; Ironson et al., 1989). This generally accepted percentage has been the cause behind the investigation into the numerous factors that could also possibly lead to high or low job satisfaction levels amongst the employees in the business world in the Middle East (Scarpello and Campbell, 1983).

There have been some studies conducted that have tried to link the concepts of job satisfaction and the affects theory within the Middle East. Even though some connection has been found, the overall extent of the impact is still to be ascertained. Furthermore, the overall use of facet measure is still a new concept for most of the practitioners studying organisational structures in the Middle East however enough experimental evidences have been found to support the significance of using facet measures and mood/emotion analyses to analyze the job satisfaction variations within the Middle East (Brief and Roberson, 1989; Weiss et al., 1999). Taber and Alliger (1995, p. 103) explain that “there currently is no 'algebra of job satisfaction' that describes how task experiences and daily job events concatenate into feelings of job satisfaction.”

Another approach to investigating the impact of emotions on employees in the Middle East has been done to compare the short-term or situational emotions that the employees experience with the long-term emotions or moods that the employees experience within a job dynamic. The result of this approach has shown that the long-term or durable positive emotion report higher job satisfaction levels on a more consistent basis when compared to the short-term or situational emotions (Diener et al, 1991). Keeping this in mind, it is an accurate statement when we say that the situations that impact the employee in the long run are more important to control and make positive even if it will inspire a quick negative attitude from the employee. Also, this means that consistent satisfaction is more important than overwhelming satisfaction.

Most of the organisational structures in the UAE lack a solid and positive organizational structure that could encourage higher levels of job satisfaction from local employees. This is one of the main reasons why the majority of the workforce within the UAE is extremely diversified as the state employs workers from all over the world.

The level of diversification and multifaceted cultural setting that exists in the UAE particularly and most of the other Middle East countries have been one of the major tests for the administration of organisations there. Attaining job satisfaction levels has proven to be even difficult because of the existence of the ever-diverse and ever-changing personalities, background, traditions, principles and beliefs that exist in such a multi-cultural organizations. This high level of diversification has led many managers to believe that if they keep the organisational structure flexible and keep the salary package and opportunities of growth high for everyone, then they will only be able to achieve a consistently high level of job satisfaction amongst employees. Many researchers like Bhuian and Islam (1996), for instance, have concluded in their studies that higher salary packages and opportunities for growth can lead to higher job satisfaction levels amongst foreign employees and can result in higher motivation and loyalty to the organisation as well.

One of the other concerns that have developed in the past couple of decades for the businesses in the Middle East, and UAE specifically, is the guarantee of work or job security (technically speaking) that they can provide to their employees. Many research studies have supported that this concern has continued to rise with the oil treaties and trade being threatened in recent years as well. Meltz (1989) explains that the phenomenon of job security mainly stands for the level of stability that an employee has when working within an organization. He says that job security simply means that “an individual remains employed with the same organization with no diminution of seniority, pay, pension rights, etc.” Herzberg (1968) in his study also explains that job security is mainly a guarantee of a stable, secure and consistent future for the employee and his work within an organization.

The issue of job security has been given great significance in Middle East because all of the performance and results that any organisation attains are directly resulted from many factors, such as the job security of the employee. There are many studies that have highlighted how job security can influence other important aspects of an organisation and its employees. Researchers support that job security results in superior mental and physical health of the employees (Burke, 1991; Kuhnert and Palmer, 1991); it helps to elevate the overall job performance and quality of input of employees (Kuhnert et al., 1989); it also helps motivate the employees to work towards higher revenues (Arnold and Feldman, 1982); the biggest impact that job security has is that it allows an organisation to maintain a superior and experienced workforce and develop loyalty amongst them (Bhuiyan and Islam, 1996; Iverson and Roy, 1994); job security also helps shape the fundamental aspects and temperaments within the organisation (Abegglen, 1958; Bhuiyan and Islam, 1996; Morris et al., 1993); and job security also increases the overall satisfaction and pleasure that employees feel when working within an organisation (Burke, 1991; Davy et al., 1991; Lim, 1996; and Vinokur-Kaplan et al., 1994).

The studies that have concentrated on the phenomenon of job security and its impact on the job satisfaction levels have also simultaneously focused on the connection of job security with the overall output or performance of employees (Birnbaum and

Somers, 1993; Dart, 1988; Igarria, 1991; Meyer et al., 1989; Shore and Martin, 1989). The results have been interesting as most studies confirm that higher job security has a more positive impact on overall job satisfaction especially within the Middle East. Bhuian and Islam (1996) conducted a study which confirmed the above statement and concluded that the majority of the foreign employees in the Middle East, specifically Saudi Arabia, were not satisfied with the job security they were offered. They also confirmed that the connection between job security and job satisfaction was very strong and that the foreign employees registered low job satisfaction levels whenever they registered dissatisfaction with the job security policies of the organisation.

2.7 Performance, opportunity of growth and job satisfaction

There have been many studies that have investigated the impact that performance and opportunity to grow within a firm can have on the overall job satisfaction levels of employees within the Middle East. Brayfield and colleagues in their study (Brayfield & Crockett, 1955) concluded that there were two primary mediating elements that revealed a non-existent association between the aforementioned concepts and these mediators were the individual characteristics of the employee like belief, skills, or self-confidence (Greenhaus & Badin, 1974) and the overall incentives that they were given within the firm such as mutual respect amongst peers and managers (Slocum, 1971, 1975) or the overall design of the work (Downey, Sheridan, & Slocum, 1975)

Lawler and Porter (1967) in their study explained that when recognition on a job well-done or overall consistent performance was given, then the employees showed higher potential for improved performance levels as well as higher job satisfaction levels. The logic behind this is also very clear, namely, the employees who are performing at excellent levels will be under normal conditions rewarded accordingly and well as a result show higher levels of job satisfaction and loyalty to the organisation. It is important to note here that when the employees feel that their work is not being recognised or the criterion behind giving recognition is biased or unjust

then the overall impact can be very negative on job satisfaction levels. Hence it is safe to assume that certain situational and personal aspects can lead to people associating their level of job satisfaction positively with their overall level of performance and opportunities available for growth.

Many of the studies within the Middle East that have focused mainly on the relation between the opportunity to grow and the level of job satisfaction concluded that if the overall chance of growth is weak then the employee most likely will look elsewhere for work. However, higher performance levels can also encourage the employees to look for a different line of work within their own organization rather than consider leaving to join another organisation.

Jackofsky and Peters (1983) in their study supported this concept and concluded that there was a definite and positive association between the potential of employees choosing another job domain within the organisation if their overall performance was at the optimum level. Also, one more relation that can be formed between performance, opportunity for growth and the level of job satisfaction of employees is when there is an increased amount of alternative jobs or opportunities made available to the employee as the three previously mentioned elements increase. This simply means that it would be natural to expect an employee who performs at a high level to be demanding more and be given far more opportunities to work in different job roles than an employee who performs at a lower level. Hence, higher performance levels not only increase the alternatives available for the employee but also simultaneously increases the opportunity to adapt to a more satisfying job assignment within the organisation by either shifting from one department to another and/or by increasing the overall increments or incentives available to them.

2.8 Aspect that instill higher employability

Flexible organizational design

It is important to highlight some of the aspects that inspire higher levels of employability amongst the employees who are working in the UAE. The first and the

most important factors are the organisational ambience and culture that the employees come to work in everyday. The organisational climate has to be such where the employee is not only allowed to test his limits but is also constantly encouraged, inspired and given respect and authority. Argyris in his study explains that the organisation has to encourage the growth of stimulating and flexible organisational design and discard whatever “defensive organizational routines” that have been implemented in the past (Argyris, 1990).

Reward

Another important aspect that needs to be extensively incorporated in businesses across the UAE is the reimbursement or rewarding procedures that are implemented within the organisation. If the employees feel that their work is truly appreciated and rewarded then they will not only be willing to stay but will also improve their quality of work and overall input to the company’s goals and tasks.

Learning and Change

One of the other aspects of organisational culture that also instills higher loyalty is the opportunity for the employees to learn and change or improve. The concepts of learning and change are important to distinguish. Change can be a consequence of learning. All employees who are perhaps inexperienced will need to learn from their peers about the regularities of the organisation and therefore change or adapt accordingly. Similarly, in modern times, with so many technical advancements being introduced everyday, the ability to learn to adapt and introduce the changes in the organisational culture determines the durability of the company. Considering the above two instances, learning and changing or adapting are consistent and long-term processes that every employee needs to be encouraged to master as part of their overall skill-set.

Organisational justice

Greenberg (1990) explains the concept of organisational justice appropriately as the impartial and fair approach that the administration of organizations have towards

their entire workforce. Organisational justice is then specifically divided into (McDowall and Fletcher, 2004): 1) distributive justice, 2) procedural justice, and 3) interactional justice. Distributive justice is the equal and fair allocation of capital and financial resources amongst the different departments and employees (Greenberg, 1990; Cropanzano and Folger, 1989). The overall perception of distributive justice is mainly determined by the employees and how they interpret their own worth and their department's worth to the organisation and how that worth compares to the value given to them by the senior management and its administration. Procedural justice is the fairness of the processes that the organisation employs (Folger and Konovsky, 1989). Procedural justice mainly calls for the processes to be impartial, ethically secure and all-encompassing (Leventhal, 1980). Interactional justice is the unbiased approach to promote, exercise and implement the communication process of the organisation (McDowall and Fletcher, 2004). This includes the methods of communication used as well as the overall attitude with which the communication was transferred (Bies and Moag, 1986).

Organisational behavior

Organisational behavior is dependent directly and indirectly on the overall behavior of the community. Mackenzie (1986) in his study explains that the community and overall human behaviour is under an ongoing process of evolution and the overall organisational behavior has to go through constant evolution too. Hence, understanding the dynamics of what is best suited for the multi-faceted and multi-cultural setting of the business in the UAE is more difficult than in many other regions. So, an organisational behavior theory that is successful today might not be applicable further down the line.

2.9 Organisational Cultures in the Middle East and UAE

Bureaucratic Cultures

Bureaucratic organisational cultures exist across the Middle East and UAE, and they are mainly the kind of cultures that have a very definitive idea of how an

organisation will be operating. The functions, rules, management and departments are strictly structured and the entire business process is very calculated, hierarchical, pre-arranged and methodical. The highest authority is the head of the company whose word and decision is final and is always implemented. The overall approach of the bureaucratic businesses is tentative and somewhat restrictive in nature. The disadvantage with the bureaucratic structure is that the system can be very inflexible and non-adaptive (Koberg and Chusmir, 1987).

Innovative Cultures

One of the growing organisational cultures that started being implemented across the Middle East and UAE specifically is the innovative culture. The reason behind its popularity is that it allows the employees the freedom to experiment and work under a flexible organisational structure. One more reason lies based on the fact that the Middle East and UAE companies started diversified workforces from different parts of the world. The overall business approach of these structures is ground-breaking, inspirational, performance-based and risk-oriented. The disadvantage, however is that the level of pressure or stress that the employees feel under the consistently challenging environment is very high (Koberg and Chusmir, 1987).

Supportive Cultures

Supportive organisational cultures aim to be very encouraging for the employees and their work. The overall ambience is very cooperative, impartial, pleasant and sociable on a regular basis. Most of the businesses that have a supportive organisational culture promote ethics and have a familial ambience. There is a continual aim within these cultures to create high levels of trust, loyalty, assistance, and cooperation, and teamwork, humane and social bliss within these organisations (Koberg and Chusmir, 1987).

Schein (1990), in his study, explains that the organisational culture across the Middle East usually allows three main factors to drive the entire design. The first are the tangible factors like the infrastructure, capital, finance, technology, and principles,

etc. This is followed by the ethics, morals and values that the organisation carries through all of their processes and drives their overall shared image. This factor is then carried through into the third factor which is a much deeper understanding of the adopted and inherited traditions and cultures of the organisation and its employees.

Numerous studies have supported the claim that the organisational culture of a company has a strong influence on its overall reputation in the market. However there is still a need to explore how and to what extent organisational culture can impact the end result and which elements have a positive impact and which have a negative effect (Saffold, 1988; Schein, 1990; Weick, 1985). Many practitioners believe that the entire spectrum of possible theories have still not been generated or connections recognised when talking about the overall organisational cultures, processes, learning and changing skills, performance levels and their association to job satisfaction.

Mackenzie (1986) in his study emphasises that there is a great need to recognise and design an efficient and an all-encompassing methodology that helps future researchers to study and investigate the organisational structures, the associations within and outside an organisation, the input of employees and other factors of the business industry. He explains that the aim should be to design a more vibrant and successful organisational climate across all cultures, especially in a multi-cultural business industry like the one prevalent in the UAE. Saffold (1988) in his study even went on to state that the practitioners studying the business climates and structures in the Middle East must pay close attention to the fact that broad based statistical data was not going to be enough over the years and they will have to take a more diverse and intricate approach for conclusive results.

2.10 Other Aspects

There have numerous studies that have studied elements of organisational climate and job satisfaction in the past, however, a more closely specified approach has been taken in recent years, in some studies, whereby every single element of an

organisational structure is compared to job satisfaction levels and its impacts documented.

One of the aspects that have been studied was the impact that the technological changes have had on the overall organisational structure and climate and how it impacts on employees and their job satisfaction levels (Heck and Marcoulides, 1989; Mackenzie, 1976a, 1976b, 1991). Furthermore, many researchers have focused on how the overall performance of the organisation is influenced by the changes made in the organisational structure and activities when adapting to new technological advances (Blau, 1979; Heck and Marcoulides, 1989; Mackenzie, 1976a, 1976b, 1986, 1991; Owens, 1987). All of these studies conclude that the overall impact of different elements within an organisation have a varying impact as independent units and as combined units on the overall job satisfaction levels of employees and performance levels of the organisation (Blau, 1979, Heck and Marcoulides, 1989).

In this dissertation, all of the major elements have been and reviewed that have been proven to have an influence on the level of satisfaction and contentment that employees experience and these factors have been compared to the overall impact that the organisational structure and ambience has on creating variations in satisfaction levels. Also, the literature review has identified and explored most of the general factors influencing job satisfaction within business organisations operating in the Middle East and UAE companies. This chapter has discussed the necessary elements and factors that may help to elevate and enhance organisational structure, culture and performance levels within businesses located in this region. It also has been clarified that the definitions and understanding of the concepts of job satisfaction and organisational structure or climate need to be more clearly explained so that the factors that can and do influence each of these categories, independently and in combination, can be more appropriately identified and their impact more clearly understood.

3. Chapter 3: Research Methodology

3.1 Theoretical Framework

The theoretical framework for this study is developed on the same basis of Cheong to study the relation of organisational culture and employee behaviors in the organisation and mainly here on job satisfaction (Cheong, 1989). Some other authors have also asserted the relationship between these two variables such as Thompson (1976). One researcher has suggested that social identification in the organisational context influences the turnover intentions of employees (Van Dick et al., 2004). Steel says that the proximal variables of job satisfaction and organisational commitment have been at the centre of some turnover models (Steel, 2002). This provides support for the theories that suggest there is a link between organisational climate and job satisfaction. Another research study that supports the relation between organisational climate and job satisfaction is the finding of Litwin and Stringer (cited by Cheong, 1989). This dissertation analyses the relationship between these two global variables and other factors selected from organisational climate and job satisfaction.

3.2 Research Hypotheses

The value of the following hypotheses will be determined in seeking to achieve the research objective:

H1: Organisational climate in Dubai service firms will not significantly explain the variance in employees' job satisfaction.

H2: Organisational justice from climate aspects in Dubai service firms will not significantly explain the variance in employees' job satisfaction.

H3: Decision making in Dubai service firms will not significantly explain the variance in employees' job satisfaction.

H4: The Psychological Contract in Dubai service firms will not significantly explain the variance in employees' job satisfaction.

H5: Performance-Reward relationship in Dubai service firms will not significantly explain the variance in employees' job satisfaction.

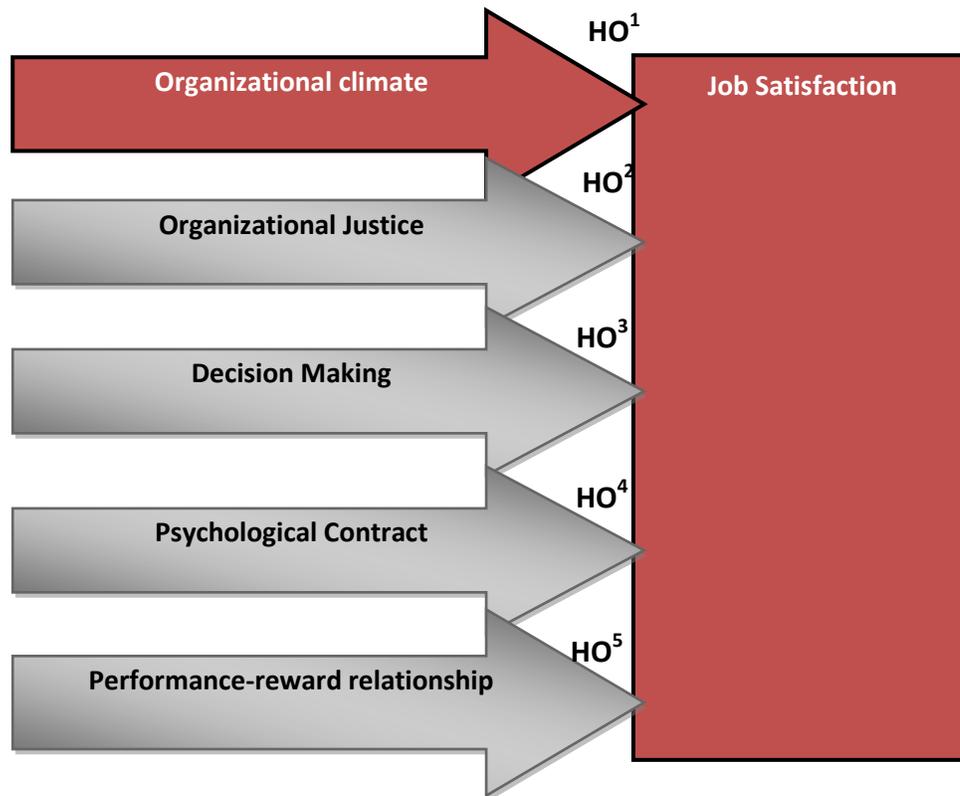


Figure 1: The five null hypotheses suggested in this study

3.3 Data Collection

Data collection approach affects the levels of efficiency that can be attained in research and is a factor that has some effect on the integrity attainable by research (Mintzberg, 2004). It is therefore important that data collection be developed in a manner that is appreciative of the nature of the research and ensures high levels of accuracy. Failure in ensuring any of these aspects may result in a research approach that is largely flawed (Morris 2008: p 67).

An existing questionnaire that was developed by Dr Abubakr Suliman is used in the research. The questionnaire is made up of a number of questions that require the respondents to answer a number of standard questions with five possible alternatives developed from the Likert 5-point scale. Furthermore, the questions which are basically structured in a manner that seeks to determine the perception of workers quantify perception; this is important in determination of the validity of the research and is one of the factors that led to the choice of this approach to research (Hiebing & Cooper, 2003: p.98). Moreover, the questionnaire which is a tool for primary data collection has been structured in a way so that it can either be answered in English or Arabic which ensures that all workers despite their languages can effectively participate in the research (Callingham, 2004). It is worth mentioning that workers play an important part in generating value in the organisational context and therefore their involvement in research may reduce the levels of performance of an organisation therefore minimising the amount of time attained by use of closed questions is important in reducing the effects that it has on organisations (Ghauri, 2005: p.41). Furthermore, the guarantee of not disclosing the information which is critical to organisational performance stated in the questionnaires plays an important part in reducing the likelihood of biased responses which affects the levels of accuracy that can be attained in research (Polonsky & Waller, 2004: p.54).

The use of questionnaires is quite cost effective considering the breadth of the research and it also reduces the effort that has to be directed in data collection and analysis (Rowan, 2008). The structure of the questionnaires makes it easy for

respondents to be aware of the goals of the research and engage and contribute to the data collection in a manner that is relatively free of bias. These factors play an important part in reducing the levels of dependence on factors that affect the operational environment (Crouch & Housden, 2003 p.45).

3.4 Measurement

The research is quantitative in nature in that it seeks to develop a clear understanding of factors that affect the level of efficiency that can be attained in ensuring job satisfaction goals are attained (Simchi-Levi & Shen, 2004). It is important that the measures are developed in a manner that is appreciating the goals of research and the approach that will be used in analysis. A thorough understanding of variables that affect the research objective and how they manifest in an organizational setting is very important in determining the effects that the independent variables namely organisational climate, organisational justice, decision-making, psychological contract and performance-reward relationship have on the dependent variable that is job satisfaction. Moreover, the research has been designed in a manner that requires data which can be used to determine the viability of the hypothesis. It is thus important that a scale is used in converting the perception of the employees to objective variables that can be analyzed with the aid of statistical tools (Saunders, Lewis & Thornhill, 2007: p.35). The Likert 5-point scale has been used extensively in ensuring that data is entered by respondents in a way that facilitates scaling. The scaling approach used is where the weights 1, 2, 3, 4 and 5 are represented nominal anchors such as strongly agree, agree, not decided, disagree and strongly disagree respectively. Moreover, the scaling approach is proportional to the perceived levels of perception which makes it easy for information collected from the respondent to be converted to numerical data that can be handled using statistical software.

3.5 Sample Selection

Sample selection is important for determining the levels of success that can be attained in data collection and is one of the factors that affect the integrity of research. A pilot study was implemented to determine the willingness of organisations and departments that are targeted to distribute the questionnaires. This approach was important to ensure the selection of a random sample which consequently helps with ensuring that all units involved in the research are statistically viable. The collected data happened to be from 84 respondents working in four large organisations in Dubai of which 3 were semi-government and the last one is from a government organisation.

Table 1: Description of study sample

	Sex	Marital Status	Education	Age	Tenure	No. of years in same Position/job ^b	Job Status	Nationality
Male	63							
Female	21							
Married		49						
Non-married		35						
Less than high school			3					
High school			13					
College degree			17					
Graduate degree			30					
High Diploma			12					
Masters or above			9					
Less than 25				12				
25 – 35 yrs				51				
36 – 46 yrs				17				
47 – 57 yrs				3				
58 or above				1				
One year or less					37	27		
2 – 7 yrs					39	43		

8 – 13 yrs					7	10		
14 – 19 yrs					1	1		
20 yrs or above					0	3		
First level							7	
Middle level							61	
Lower level							16	
UAE National								41
Non UAE National								43
Total	84							

3.6 Demarcation

The accuracy and integrity of any research determines the acceptability and therefore use of its findings in either the development of strategies to address the research problem or in further research work. This accuracy is largely affected by the relevance of the research approach to the research objectives which is a fact that is largely appreciated by this dissertation study. The methodology has been constructed in a manner that is appreciative of the need for accuracy by factoring in the volatile nature of the operational environment, existence of previous studies and the need for relevant primary data. Accuracy and ability to estimate the errors is made possible by a statistical approach that is supported by randomization, selection of the sample studied and in analysis of data collected. This relevance to objectives thereby ensures that the methodology upholds the integrity of the research and attains its significance in meeting the research objectives and addressing an issue that is of social concern.

4. Chapter 4: Results and Findings

4.1 Cronbach Alpha Reliability Test

After successful completion of the data collection exercise and analysis of the data collected from the exercise using SPSS version 14, a number of results relating to the hypotheses were found. Reliability is a critical factor in determining the significance of any study. The Cronbach Alpha reliability test was used to determine the consistency of the test variables. Determination of the reliability factor shows that the reliability factors for all the variables tested was higher than 0.6. This implies that at least 60% of the observed trends can be explained by the observed relationship between the variables being tested in the experiment. This high reliability factor adds to the validity of the study. The Cronbach-Alpha values for the independent and dependent variables were as follows: organisational climate $\alpha = 0.945$, decision making $\alpha = 0.854$, psychological contract $\alpha = 0.880$, organisational justice $\alpha = 0.993$, performance reward $\alpha = 0.847$ and for the job satisfaction $\alpha = 0.665$.

Before turning to report and interpret the main findings from this study, the reader can consult additional analysis and list of results produced by SPSS using Cronbach Alpha Reliability Test and Factor Analysis (varimax rotation). These results must be interpreted with care given the low number of returns (N=84) and therefore they have been placed in the Appendix (see the appendix)

4.2 Correlation Tests

A Spearman's Rank order correlation test is used to determine the association of variables that are not normally distributed. Spearman's correlation works in the same way as Pearson's correlation. However, Pearson's correlation assumes that the population is normally distributed (Aron, Aron & Coups, 2006). Spearman's correlation was used to determine the association of organisational climate with job satisfaction. A r -value of 0.191 is found for the relationship between organisational climate and job satisfaction. This value is non-significant (Sig. = .183) which

implies that there is no positive correlation between organisational climate and variance in employee satisfaction (Table 1). Organisational justice and variance in employee satisfaction display a significant positive correlation. The Spearman Correlation coefficient in this relationship is found to be $r = 0.281$ at the level of 0.05 confidence interval (Sig. .048; See Table 1). This reflects a modest positive correlation between organisational justice and variance in employees' job satisfaction in UAE work context. The results also show that the correlation coefficient (p -value) between job satisfaction and decision making is 0.210. This is insignificant which implies that there is a non-correlation between variance in employees' job satisfaction and decision making ($r = .210$ Sig. .071; See Table 1). This trend is also extended to the relationship between employees' job satisfaction and psychological contract where the r -value (0.164) is found to be non-significant at even the 10% level (Sig. .256; See Table 1). This implies that there is very little sign of the existence of any positive correlation between psychological contract and employees' job satisfaction. Performance-reward relationship and variance in employee satisfaction displays a similar trend in that the correlation coefficient ($r = 0.197$) is found to be insignificant (Sig. .170; See Table 1). This has the implication that there is a lack of correlation between job satisfaction and performance reward.

The findings on the correlation between the dependent variable variance in employees' job satisfaction and the dependent variables do not show a definite relationship between the two groups of variables. This is an interesting aspect in ensuring that most test of hypotheses is carried out on variables that actually does not show any impact on each other. It is important to note that the r -values are positive however this does not imply that there is a significant positive correlation between job satisfaction and the independent variables. Negative correlation implies that an increase in the independent variables has no association with the same in the dependent variable which in this case is variance in employees' job satisfaction. Though these findings are important in developing a clear picture of the fact that there are no relationships between job satisfaction and the dependent variables in UAE work context, they do not in any way directly address the hypotheses or reject

them. Therefore, a further thorough research is required to ensure or map the existence of the relations between the variables if any in UAE work context.

Table 2: Correlation Results

Correlations				
			Org_climate	Job_Satisfaction
Spearman's rho	Org_climate	Correlation Coefficient	1.000	.191
		Sig. (2-tailed)	.	.183
		N	50	50
	Job_Satisfaction	Correlation Coefficient	.191	1.000
		Sig. (2-tailed)	.183	.
		N	50	50

Correlations				
			OrgJustice	Job_Satisfaction
Spearman's rho	OrgJustice	Correlation Coefficient	1.000	.281(*)
		Sig. (2-tailed)	.	.048
		N	84	50
	Job_Satisfaction	Correlation Coefficient	.281(*)	1.000
		Sig. (2-tailed)	.048	.
		N	50	50

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

Correlations				
			DecsionMak	Job_Satisfaction
Spearman's rho	DecsionMak	Correlation Coefficient	1.000	.210
		Sig. (2-tailed)	.	.143
		N	84	50
	Job_Satisfaction	Correlation Coefficient	.210	1.000
		Sig. (2-tailed)	.143	.
		N	50	50

Correlations				
			PsyChocont	Job_Satisfaction
Spearman's rho	PsyChocont	Correlation Coefficient	1.000	.164
		Sig. (2-tailed)	.	.256
		N	84	50
	Job_Satisfaction	Correlation Coefficient	.164	1.000
		Sig. (2-tailed)	.256	.
		N	50	50

Correlations				
			PerReward	Job_Satisfaction
Spearman's rho	PerReward	Correlation Coefficient	1.000	.197
		Sig. (2-tailed)	.	.170
		N	84	50
	Job_Satisfaction	Correlation Coefficient	.197	1.000
		Sig. (2-tailed)	.170	.
		N	50	50

To summarize the findings, the data analysis leads to results that are interesting and not in accordance to general findings relating to the effects of organizational justice; organizational climate; decision making environment; performance-reward relationship, and psychological contract on the levels of employees' job satisfaction. At reliability levels that are averagely above 0.6, all hypotheses are rejected and found not supported as negative correlations are developed for the relationship between each of the independent variables and variance in employees' job satisfaction within UAE work context.

5. Chapter 5: Conclusion and Recommendations

5.1 Conclusion

To conclude with, it has been observed that no correlation between the tested variables and job satisfaction within UAE. This observation can be attributed to a number of variables that have not been considered in the study. National culture is a factor that could significantly affect the perception that employees within a nation have of job satisfaction (Prašnikar & Cirman 2007). National culture may have reduced the effects of the tested variables on the dependent variable therefore the observation was weak or no correlation. Another variable that could be responsible for the observed no correlation is the corporate culture of the companies from which the employees considered in the study are from. In general, the organizational culture affects employees' perception and attitudes (Keyton 2005; Silverthorne 2005). Since the study used an approach to data collection where respondents' attitudes and perceptions were captured through their response, organizational culture could be significant.

Poor or differential knowledge of psychological jargon used in data collection could have influenced perceptions held by respondents. Although this does not sufficiently explain the non-correlations, it can explain variations in the results.

5.2 Recommendations

The findings derived from the study have significant implications on the existing knowledge and practical strategies for UAE employers and employees:

a. Recommendations for Research

The study showed that there are weak or almost no correlations between decision making environment; organizational justice; organizational climate; performance-reward relationship and employees' job satisfaction. The effect of individual variables on job satisfaction can be developed clearly with the use of multiple regression models. This is one of the areas that should be

considered in future studies. Furthermore, the impact of organizational culture and different knowledge of psychological jargon could be dealt with by including measures like controlling organizational culture and educating the respondents on psychological jargon in future studies. Furthermore, future studies should seek to determine the nature of the relationship if any between the derived variables to employee satisfaction to aid in developing a comprehensive model that will help in improving an understanding of job satisfaction. Moreover, future studies should focus on determining the effects of organizational and national cultures on either the predictor variables or the levels of employee satisfaction.

b. Recommendations for Practice

The study shows that there are weak or almost no correlations between organizational justice; decision making environment; organizational climate; performance-reward relationship and employees' job satisfaction. This implies that employers within the UAE have to strengthen each of these areas to ensure that overall positive development is attained in employee satisfaction. Strengthening organizational justice systems, enhancing organizational climate, improving the decision making environment and basing rewards on effective performance systems are some of the individual strategies that employers have to consider. It is apparent that such changes cover large proportions of organizations which call for holistic, organization wide strategies aimed at ensuring the development of a working environment that is permissive of high levels of employee satisfaction (Driskill & Brenton 2005). Moreover, firms have to carry out in house studies to determine the effects that their organizational structures and cultures have on the levels of employee satisfaction. This is a critical requirement considering that organizations are fundamentally different.

References & Bibliography

References

Arnold, HJ and Feldman, D.C. 1982, 'A multivariate analysis of the determinants of job turnover', *Journal of Applied Psychology*, Vol. 67 No. 3, pp. 350-60.

Bhuiyan, SN and Islam, MS 1996, 'Continuance commitment and extrinsic job satisfaction among a novel multicultural expatriate work force', *Mid-Atlantic Journal of Business*, Vol. 32 No. 1, pp. 35-46.

Birnbaum, D and Somers, MJ 1993, 'Fitting job performance into turnover model: an examination of the form of the job performance-turnover relationship and path model', *Journal of Management*, Vol. 49 No. 2, pp. 1-11.

Boxx, W Odom, R and Dunn, M 1991, 'Organizational Values and Value Congruency and Their Impact on Satisfaction, Commitment, and Cohesion: An Empirical Examination Within the Public Sector,' *Public Personnel Management*, Vol.20, pp.195-205.

Brief AP, Burke MJ, George GM, Robinson BS, Webster J 1988, 'Should negative affectivity remain an unmeasured variable in the study of job stress?' *Journal of Applied Psychology* 73: 193-198.

Brief AP, Roberson L. 1989 *Job attitude organization: an exploratory study*. *Journal of Applied Social Psychology* 19: 717-727.

Burke, RJ 1991, 'Job insecurity in stockbrokers: effects on satisfaction and health', *Journal of Managerial Psychology*, Vol. 6 No. 5, pp. 10-16.

Caldwell, DF and O'Reilly, CA 1990, 'Measuring person-job fit with a profile-comparison process', *Journal of Applied Psychology*, Vol. 75, pp. 648-57.

Campbell, H 1952 'Group Incentive Payment Schemes-The Effect of Lack of Understanding and of Group Size,' *Occupational Psychology*, Vol. 26 1952 .

Cherniss S and Kane J 1987, '*Public Sector Professionals: Job Characteristics, Satisfaction, and Aspirations for Intrinsic Fulfillment Through Work*,' Human Relations, Vol.40, pp.125-136.

Cropanzano, R and Folger, R 1989, '*Referent cognitions and task decision autonomy: beyond equity theory*,' Journal of Applied Psychology, Vol. 74, pp. 293-9.

Dart, J 1988, '*Job satisfaction among Canadian shopping center managers*,' International Journal of Retailing, Vol. 3 No. 2, pp. 22-34

Davy JA, Kinicki AJ and Scheck, CL 1991, '*Developing and testing a model of survivor responses to layoffs*,' Journal of Vocational Behavior, Vol. 38 No. 3, pp. 302-17.

De Rivera J, Possell L, Verette JA, Weiner B 1989, '*Distinguishing elation, gladness, and joy*'. Journal of Personality and Social Psychology 57: 1015-1023.

Diener E, Emmons RA. 1984, '*The independence of positive and negative affect*.' Journal of Personality and Social Psychology 47: 1105-1117.

Diener E, Smith H and Fujita, F 1995, '*The personality structure of affect*.' Journal of Personality and Social Psychology 69: 130-141.

Dormann, C and Zapf, D 2001, '*Job Satisfaction: A Meta-Analysis of Stabilities*.' Journal of Organizational Behavior, Vol. 22, No. 5, pp. 483-504.

Downey HK, Sheridan JE, & Slocum, JW 1975, '*Analysis of relationships between leader behavior and subordinate job*.' Academy of Management Journal, 18, 253-262.

Euske, KJ, Jackson, DW and Reif, WE 1980, '*Performance and satisfaction of bank managers*,' Journal of Bank Research, Vol. 11 No. 1, pp. 36-42.

Farkas, AJ and Tetrick, LE. 1989, 'A *three-wave longitudinal analysis of the causal ordering of satisfaction and commitment on turnover decisions.*' Journal of Applied Psychology 74: 855-868.

Ferratt, TW 1981, 'Overall job satisfaction: is it a linear function of facet satisfaction?' Human Relations 34: 463-473.

Folger, R and Konovsky, MA 1989, 'Effects of procedural and distributive justice on reactions to pay raise decisions', Academy of Management Journal, Vol. 32 No. 1, pp. 115-30.

Goldstein, DK and Rockart, JF 1984, 'An Examination of Work-Related Correlates of Job Satisfaction in Programmer/Analysts.' Management Information Systems MIS Research Center Quarterly, Vol. 8, No. 2, pp. 103-115.

Greenberg, J 1990, 'Organizational justice: yesterday, today, and tomorrow', Journal of Management, Vol. 16, pp. 399-432.

Greenhaus, JH and Badin, IJ 1974, 'Self-esteem, performance, and satisfaction: Some tests of a theory.' Journal of Applied Psychology, 59, 722-726.

Gutek BA and Winter SJ 1992, 'Consistency of job satisfaction across situations: fact or framing artifact?' Journal of Vocational Behavior 41: 61-78.

Harrison RH 1986, 'The grouping of affect terms according to the situations that elicit them: a test of a cognitive theory of emotion.' Journal of Research in Personality 20: 252-266.

Hickson, C and Oshagbemi, T 1999, 'The effect of age on the satisfaction of academics with teaching and research', International Journal of Social Economics, Vol. 26 No. 4, pp. 537-44.

Highhouse, S and Becker, AS 1993, 'Facet measures and global job satisfaction.' Journal of Business and Psychology 8: 117-127.

Igarria, M 1991, '*Job performance of MIS professionals: an examination of the antecedents and consequences*', Journal of Engineering & Technology Management, Vol. 8 No. 2, pp. 141-71

Ironson GH, Smith PC, Brannick MT, Gibson WM and Paul KB 1989, '*Construction of a Job in General Scale: a comparison of global, composite, and specific measures.*' Journal of Applied Psychology 74: 193-200

Iverson, RD and Roy, P 1994, '*A causal model of behavioral commitment: evidence from a study of Australian blue-collar employees*', Journal of Management, Vol. 20 No. 1, pp. 15-41

Hackman J and Oldham, G 1976, '*Motivation Through the Design of Work: Test of a Theory,*' Organizational Behavior and Human Performance, Vol.16, pp.250-279

Kalleberg, AL 1977, '*Work values and job rewards: a theory of job satisfaction*', American Sociological Review, Vol. 42, pp. 124-43

Keller RT and Szilagyi AD 1978, '*A longitudinal study of leader reward behavior, subordinate expectancies, and satisfaction.*' Personnel Psychology. 31: 119-129.

Koberg, CS and Chusmir, LH 1987, '*Organizational Culture Relationships with Creativity and Other Job-Related Variables.*' Journal of Business Research, 15:397-409.

Kuhnert, KW and Palmer, DR 1991, '*Job security, health and the intrinsic and extrinsic characteristics of work, group & organization studies*', Vol. 16, No. 2, pp. 178-92.

Kuhnert, KW, Sims, RR and Lahey, MA 1989, '*The relationship between job security and employee health*', Group & Organization Studies, Vol. 14, No. 4, pp. 399-410.

Locke, E 1969, '*What is Job Satisfaction?*' Organizational Behavior and Human Performance, Vol.4, pp.309-336.

Mathieu, J and Zajac D 1990, '*A Review and Meta-Analysis of the Antecedents, Correlates, and Consequences of Organizational Commitment,*' Journal of Applied Psychology, Vol.108, pp.171-194.

Meyer JP, Paunonen SV, Gellatly IR, Goffin RD and Jackson, DN 1989, '*Organizational commitment and job performance: it's the nature of the commitment that counts*', Journal of Applied Psychology, Vol. 74 No. 1, pp. 152-6

Millar MG and Millar KU 1996, '*The effects of direct and indirect experience on affective and cognitive responses and the attitude-behavior relation.*' Journal of Experimental Social Psychology 32: 561-579.

Morris T, Lydka H and O'Creevy, MF 1993, '*Can commitment be managed? A longitudinal analysis of employee commitment and human resource policies*', Human Resource Management Journal, Vol. 3, No. 3, pp. 21-42.

Oshagbemi, T 2000a, '*Is the length of service related to the level of job satisfaction?*', International Journal of Social Economics, Vol. 27 No. 3, pp. 213-26.

Oshagbemi, T 2000b, '*Gender differences in the job satisfaction of university teachers*', Women in Management Review, Vol. 15 No. 7, pp. 331-43.

Ottati V 1997, '*When the survey question directs retrieval: implications for assessing the cognitive and affective predictors of global evaluation.*' European Journal of Social Psychology 27: 1-21.

Shaver P, Schwartz J, Kirson D, and O'Connor C 1987 '*Emotion knowledge: further exploration of a prototype approach.*' Journal of Personality and Social Psychology 52: 1061-1086.

Slocum, JW 1971, '*Motivation in managerial levels: Relationship of need satisfaction to job performance.*' Journal of Applied Psychology, 55, 312-316.

Spector PE, Zapf D, Chen PY and Frese M 2000, '*Why negative affectivity should not be controlled in job stress research: Don't throw out the baby with the bath water.*' Journal of Organizational Behavior 21: 79-95.

Taber, TD and Alliger, GM 1995, '*A task-level assessment of job satisfaction.*' Journal of Organizational Behavior 16: 101-121.

Tharenou, P 1993, '*A test of reciprocal causality for absenteeism.*' Journal of Organizational Behaviour 14: 169-190.

Vinokur-Kaplan D, Jayaratne S and Chess WA 1994, '*Job satisfaction and retention of social workers in public agencies, non-profit agencies, and private practice: the impact of workplace conditions and motivators*', Administration in Social Work, Vol. 18 No. 3, pp. 93-121.

Wong CS, Hui C and Law, KS 1998, '*A longitudinal study of the job perception-job satisfaction relationship: a test of the three alternative specifications*', Journal of Occupational and Organisational Psychology, Vol. 71, pp. 127-46.

Yousef, D 2000, '*Organizational commitment: a mediator of the relationship of leadership behavior with job satisfaction and performance in a non-western country*', Journal of Managerial Psychology, Vol. 15 No. 1, pp. 6-28.

Cheong (1989), '*Organizational Culture: Development Of A Theoretical Framework For Organizational Research*, CUHK Education Journal, Vol. 17 No. 2 pp. 128-147

Van Dick, Christ, Stillmacher, Wagner, Ahlswede, Grubba, Hauptmeier, Hohfeld, Moltzen and Tissington (2004), '*Should I Stay or Should I Go? Explaining Turnover Intentions with Organizational Identification and Job Satisfaction*, British Journal of Management, Vol. 15, 351–360

Bibliography

Abegglen, JC 1958, *The Japanese Factory: Aspects of Its Social Organization*, Free Press, Glencoe, IL.

Argyris, C 1990, *Overcoming Organizational Defenses*, Allyn & Bacon, Boston, MA.

Bies, RJ and Moag, J 1986, '*Interactional justice: communication criteria of justice*', in Lewicki, RJ, Sheppard, NH and Bazerman, MH Ed, *Research on Negotiation in Organizations*, Vol. 1, JAI Press, Greenwich, CT, pp. 43-55.

Blau, J 1979, '*Expertise and Power in Professional Organizations*,' *Society of Work and Occupations*, 6, 1, 103-123.

Brayfield, AH and Crockett, WH 1955, *Employee attitudes and employee performance*. *Psychological Bulletin*, 52, 396-424.

Clark, A 1993, '*Job Satisfaction and Gender: Why Are Women So Happy at Work*', Discussion Paper 4, ESRC Research Centre on Micro-social Change, University of Essex, London.

Clark, A and Oswald, A 1995, '*Satisfaction and comparison income*', paper presented at CEPR/ESRC, University of Essex Workshop, London.

Denison, DR and Mishra AK 1995, '*Toward a theory of organizational culture and effectiveness*.' *Organ. Sci.* 6 2 204-223.

Diener E, Sandvik E and Pavot W 1991, '*Happiness is the frequency, not the intensity, of positive versus negative affect*.' In: *Subjective Well-Being*, Strack F, Argyle M, Schwarz N eds . Pergamon Press: Oxford.

Downs, A 1967, *Inside Bureaucracy*. Boston: Little Brown; Perry and Wise, 1990.

Fitzgerald L, Johnston R, Brignall S, Silvestro R and Voss, C 1994, *Performance Measurement in Service Businesses*, The Chartered Institute of Management Accountants, Cambridge.

Hackman, J 1970, '*Tasks and Task Performance in Research on Stress*,' in J.E. McGrath, ed., *Social and Psychological Factors in Stress*. New York: Holt, Rinehart & Winston, pp.202-237.

Hatch, MJ 1993, '*The dynamics of organizational culture*.' Acad. Management Rev. 18 4 657-693.

Perrow, C 1967, '*A Framework for the Comparative Analysis of Organizations*,' American Sociological Review, Vol.32, pp.194-208.

Petty MM, McGee GW and Cavender JW 1984, '*A meta-analysis of the relationships between individual job satisfaction and individual performance*,' Academy of Management Review, Vol. 9, pp. 712-21.

Steele, R. P. (2002). *Turnover theory at the empirical interface: Problems of fit and function*, Academy of Management Review, 27, 346-360

Heck, RH and Marcoulides GA 1989, '*Examining the Generalizability of Administrative Personnel Allocation Decisions*,' The Urban Review 21, 1, 51-62.

Herzberg, F 1968, *Work and the Nature of Man*, Granada, London.

Hewitt, D and Parfit, J 1953, '*A Note on Working Morale and Size of Group*,' Occupational Psychology.

Watson, D and Clark, LA 1984, '*Negative affectivity: the disposition to experience aversive emotional states*.' Psychological Bulletin 96: 465-490.

Hippler HJ, Schwarz N and Sudman S 1987, '*Social Information Processing and Survey Methodology*.' Springer-Verlag: New York.

Hoy, WK and Miskel, CE 1996, *Educational Administration: Theory, Research, and Practice*, McGraw-Hill, New York, NY.

Iaffaldano, MT and Muchinsky, PM 1985, '*Job satisfaction and job performance: a metaanalysis*', Psychological Bulletin, Vol. 97, pp. 251-73.

Jackofsky, EF & Peters, LH 1983, '*The hypothesized effects of ability in the turnover process.*' Academy of Management Review, 8, 46-49.

Hackman and Oldham, 1980; Nachmias, 1988; Emmert and Taher, 1992

Kahn RL 1972, '*The meaning of work: interpretation and proposals for measurement.*' In: Campbell, A Converse, PE eds. '*The human meaning of social change.*' New York: Russell Sage Foundation, 1972.

Kahn, R, Wolfe, D, Quinn, R, Snoek, J and Rosenthal, R 1964, '*Organizational Stress.*' New York: Wiley.

Kelman, S 1987, '*Public Choice' and Public Spirit,*' Public Interest, Vol.87, pp.80-95.

Kilpatrick FP and Cantril H 1960, '*Self-anchoring scaling: a measure of individuals' unique reality worlds.*' J Indiv Psychol;16:158.

Kilpatrick FP 1964, '*Cummings MC, Jennings MK. The image of the federal service.*' Washington, D.C.: The Brookings Institutions.

Kunin T 1995, '*The construction of a new type of attitude measure.*' Personnel Psychology 9: 65-78.

Lawler, EA & Porter, LW 1967, '*The effect of performance on job satisfaction,*' Industrial Relations, 7, 20-28.

Leventhal, GS 1980, '*What should be done with equity theory? New approaches to the study of fairness in social relationships*', in Gergen, K., Greenberg, M. and Willis, R. Eds , Social Exchange: Advances in Theory and Research, Plenum Press, New York, NY, pp. 27-55.

Lewis, G 1992, '*Men and Women Toward the Top: Backgrounds, Careers, and Potential of Federal Middle Managers*,' Public Personnel Management, Vol.21, pp.473-491.

Lim, VKG 1996, '*Job security and its outcomes: moderating effects of work-based and non work-based social support*', Human Relations, Vol. 49, No. 2, pp. 171-94.

Locke, E 1976 , '*The nature and causes of job satisfaction*', Handbook of Industrial and Organizational Psychology, Rand-McNally, Chicago, IL. pp.1297-1350.

Locke E 1976, '*The nature and causes of job satisfaction.*' In: M D Dunnette, ed. Handbook of industrial and organizational psychology. Chicago: Rand McNally, 1976.

Mackenzie, KD 1976a, *A Theory of Group Structures*. Vol. I. Basic Theory, New York: Gordon and Breach Science Publishers.

Mackenzie, KD 1976b, *A Theory of Group Structures*. Vol. II. Empirical Tests, New York: Gordon and Breach Science Publishers.

Mackenzie, KD 1986, *Organizational Design: The Organizational Audit and Analysis Technology*, Norwood, NJ: Ablex Publishing Corporation.

Mackenzie, KD 1991, *The Organizational Hologram: The Effective Management of Organizational Change*, Norwell, MA: Kluwer Academic Publishers.

McDowall, A and Fletcher C 2004, '*Employee development: an organizational justice perspective*', Personnel Review, Vol. 33 No. 1, p. 8.

Meltz, NM 1989, '*Job security in Canada*', *Industrial Relations*, Vol. 44 No. 1, pp. 149-60.

Mercer, D 1997, '*Job satisfaction and the secondary school teacher: the creation of a model of job satisfaction*', *School Leadership and Management*, Vol. 17 No. 1

- Mowday R, Porter L and Steers R 1982, *'Employee-Organizational Linkages: The Psychology of Commitment, Absenteeism, and Turnover.'* New York: Academic.
- Owens, R 1987, *Organizational Behavior in Education*, Englewood Cliffs, NJ: Prentice-Hall.
- Pekrun R and Frese M. 1992 . *'Emotions in work and achievement.'* International Review of Industrial and Organizational Psychology 7: 153-200.
- Quarstein VA, McAfee RB and Glassman M 1992, *'The situational occurrences theory of job satisfaction'*, Human Relations, Vol. 45 No. 8, pp. 859-73.
- Saffold, GS 1988, *'Culture Traits, Strength, and Organizational Performance: Moving Beyond 'Strong' Culture,'* Academy of Management Review, 13, 4, 546-558.
- Scarpello, V and Campbell, JP 1983, *'Job satisfaction: are all the parts there?'* Personnel Psychology 36: 577-600.
- Schein, E 1990, *'Organizational Culture,'* American Psychologist, 45, 2, 109-119.
- Smith PC, Kendall LM and Hulin CL 1969, *Measurement of Satisfaction in Work and Retirement*, Rand McNally, Chicago, IL.
- Spector, P 1997, *Job Satisfaction: Application, Assessment, Cause and Consequences*, Sage Publications, London.
- Super, D 1957, *The Psychology of Careers*. New York: Harper & Row.
- Ting, Y 1997, *'Determinants of Job Satisfaction of Federal Government Employees.'* Public Personnel Management, Vol. 26.
- Weick, K 1985, *'The Significance of Corporate Culture,'* in P. Frost, L. Moore, M. Louis, C. Lundberg, and J. Martin Eds, *Organizational Culture*, Beverly Hills, CA: Sage, 381-389.

Weiss DJ, Dawis RV, England GW and Lofquist LH 1967, *Manual for the Minnesota Satisfaction Questionnaire*. University of Minnesota Press: Minneapolis, MN.

Weiss, HM and Cropanzano, R 1996, '*Affective events theory: a theoretical discussion of the structure, causes and consequences of affective experiences at work.*' *Research in Organizational Behavior* 8: 1-74.

Weiss HM, Nicholas JP and Daus CS 1999, '*An examination of the joint effects of affective experiences and job beliefs on job satisfaction and variations in affective experiences over time.*' *Organizational Behavior and Human Decision Processes* 78: 1-24.

Wright, TA and Cropanzano, R 1997, '*Well-being, satisfaction, and performance: another look at the happy/productive worker thesis*', paper presented at the Annual Meeting of the Academy of Management, Boston, MA.

Callingham, M 2004, *Market intelligence: how and why organizations use market research*, Kogan Page Publishers, London.

Crouch, S & Housden, M 2003, *Marketing research for managers*, 3rd ed., Butterworth-Heinemann, London.

Ghauri, PN 2005, *Research methods in business studies: a practical guide*, Prentice Hall, London.

Hiebing, RG & Cooper, SW 2003, *The successful marketing plan: a disciplined and comprehensive approach*, McGraw-Hill Professional, London.

Mintzberg, H 2004, *Managers, not MBAs: a hard look at the soft practice of managing and management development*, Berrett-Koehler Publishers, San Francisco, CA.

Morris, C 2008, *Quantitative Approaches in Business Studies*, 7th ed., Trans-Atlantic Pubns,

Polonsky, MJ & Waller, DS 2004, *Designing and managing a research project: a business student's guide*, SAGE, Boca Raton, FL.

Rowan, S 2008, *Happy at Work: Ten Steps to Ultimate Job Satisfaction*, Pearson Education, Limited, London.

Saunders, M, Lewis, P & Thornhill, A 2007, *Research methods for business students*, 4th ed., Prentice Hall, London.

Simchi-Levi, DS & Shen, Z 2004, *Handbook of quantitative supply chain analysis: modeling in the e-business era*, Kluwer, Boston, MA.

Aron, A., Aron, E. and Coups, E. (2006) *Statistics for Psychology*. New Jersey: Prentice Hall, Inc.

Driskill, GW & Brenton, AL 2005, *Organizational culture in action: a cultural analysis workbook*, Sage, Thousand Oaks, CA.

Keyton, J 2005, *Communication & organizational culture: a key to understanding work experiences*, Sage, Thousand Oaks, CA.

Prašnikar, J & Cirman, A 2007, *New emerging economies and their culture*, Nova Science Publishers, St., Carbondale, IL.

Silverthorne, CP 2005, *Organizational psychology in cross-cultural perspective*, NYU Press, New York, NY.

“The War for Talent” by Fishman, Charles (2007) retrieved from <http://www.fastcompany.com/magazine/16/mckinsey.html>

APPENDIX