

FACILITY MANAGEMENT PRACTICES IN TELECOM INDUSTRY TOWARD THE JOB SATISFACTION OF EXECUTIVES

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FACILITY MANAGEMENT PRACTICES IN TELECOM INDUSTRY TOWARD THE JOB SATISFACTION OF EXECUTIVES

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The dissertation was submitted to the Department of Civil Engineering of the University of Moratuwa in partial fulfillment of the requirement for the Post Graduate Degree of Master of Business Administration in Project Management

Department of Civil Engineering

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Sri Lanka

February 2012

DECLARATION

I hereby declare that the research dissertation entitled “Facility Management Practices in Telecom Industry toward the Job Satisfaction of Executives” submitted by me in partial fulfillment of the requirements for MBA, is my original work and that it is not previously formed the basis of any other academic qualification at any institution.

Date -16th February 2012

.....

C. M. Samarasinghe



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Signature of the supervisor

ABSTRACT

The purpose of this study is to examine the relationships between Job Satisfaction and factors influencing on it to executives' in a Telecommunication organizational sector, and to find the significance of physical space and physical working environment on the job satisfaction

This study also focuses on revealing demographic characteristics of the executives that affect executives' general happiness about the job.

Research was conducted through a field survey by a structured questionnaire comprising demographics, five facets such as Leadership, Work Itself, Recognition of work, Physical space and Physical work environment to measure the job satisfaction. Twenty three job attributes were listed to see the importance of them on job satisfaction.

A survey was carried out covering a sample of 78 executives of Head Office of the organization. The study generated an 85 percent response rate.

Responses from the survey were statistically analyzed with linear regress analysis, Pearson's correlation coefficient using the 13.0 version of SPSS software. Hypotheses were tested on 0.05 significance level desiring a 95 percent confidence. Results of hypotheses formed a solution to reject all null hypotheses and to accept alternatives.

The study revealed that there is a significant correlation between executives' job satisfaction and selected variables.

Researcher concludes the study introducing a new conceptualization of worker behavior based on job satisfaction. Recommendations have been made to enhance the executives' job satisfaction as well as for future directions on this scope.

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Literature review was mainly conducted by searching the Internet and referring few books. I am grateful to all those who encouraged sharing information and ideas through the Internet and those who have published valuable information in the Internet

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TABLE OF CONTENTS

	Page
Declaration	I
Abstract	II
Acknowledgement	III
Table of Contents	IV
List of Illustrations	VII
List of Tables	IX
List of Exhibits	X
Abbreviations	XI

CHAPTER 1 - INTRODUCTION 1

1.1 Background of the study	1
1.2 Problem statement	4
1.3 Objectives of the study	5
1.4 Scope of the study	5
1.5 Significance of the study	6
1.6 Methodology of the study	7
1.7 Limitations	8
1.8 Chapter frame work.	9

CHAPTER 2 - REVIEW OF LITERATURE 10

2.1 Introduction	10
2.2 Definitions of job satisfaction	12
2.3 Effect of office layout on job satisfaction	15
2.4 Importance of face-to-face communication	15
2.5 Effect of control over office workspace	16
2.6 Relationship between workplace density and attitudinal reaction	17
2.7 Satisfaction with open office furniture design and layout	18
2.8 Job and work roles	19
2.9 Perspectives on importance of job satisfaction	21
2.10 Job satisfaction and organizational commitment	21
2.11 Job satisfaction and organizational citizenship behavior	22

2.12 Relationship between job satisfaction , motivation & Money.	23
2.13 Theories relevant to job satisfaction	24
2.14 Factors effecting job satisfaction	31
2.15 Delegation, empowerment and responsibility	36
2.16 Outcome of job satisfaction	38
2.17 Summary	40
 CHAPTER 3 - METHODOLOGY	 41
3.1 Introduction	41
3.2 Research approach	41
3.3 Research design	43
3.4 Sampling method	45
3.5 Study/survey design	46
3.6 Measurement of variables	48
3.7 Conceptual model of the study	51
3.8 Hypothesis formulation	52
3.9 Operationalization of variables	53
3.10 Method of data presentation	54
3.11 Method of data analysis	55
3.12 Method of hypothesis testing	55
3.13 Summary	55
 CHAPTER 4 - DATA ANALYSIS AND PRESENTATION	 56
4.1 Introduction	56
4.2 Surveyed executives	56
4.3 Demographics of executives	56
4.4 Face Scale	59
4.5 Analysis of responses of 50 statements	65
4.6 Conceptual model with empirical findings	74
4.7 Analysis of hypotheses	75
4.8 Testing hypotheses	75
4.9 Summary	81

CHAPTER 5 - CONCLUSION AND RECOMMENDATIONS	82
5.1 Introduction	82
5.2 Summary of findings	82
5.3 Recommendations	86
5.4 Recommendation for Future Directions	92
5.5 Summary	93
References & Bibliography	94
Annexure	97
Glossary of key terms	109



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LIST OF ILLUSTRATIONS

	Page
Figure 2.1 - Individual's interaction with Job and its outcomes	22
Figure 2.2 - Needs hierarchy	26
Figure 2.3 - Conceptualization of worker behavior	39
Figure 3.1 - Deductive approach for conceptual structure	42
Figure 3.2 - Deducting approach for empirical structure	43
Figure 3.3 - Cause & Effect diagram	44
Figure 3.4 - Flow chart of the Field Survey	47
Figure 3.5 - Facial expression on job in general	49
Figure 3.6 - Conceptualization of the study	52
Figure 4.1 - Gender characteristics of the field survey	57
Figure 4.2 - Age group of the sample	57
Figure 4.3 - Professional background of surveyed executives	58
Figure 4.4 - Surveyed executives' Tenure in office	58
Figure 4.5 - Respondents' service in the existing position	59
Figure 4.6 - Summary of responses for 'Face Scale'	60
Figure 4.7 - Level of general job happiness by professional background	61
Figure 4.8 - Level of general job happiness by degree of samples age	62
Figure 4.9 - Level of general job happiness by gender category	63
Figure 4.10 - Level of general job happiness by degree of Organization service	63
Figure 4.11 - Level of general job happiness by length of Service in present position	64
Figure 4.12 - Scatter diagram – JS vs. RW	67
Figure 4.13 - Scatter diagram – JS vs. WI	68

Figure 4.14	-	Scatter diagram – JS vs. LED	70
Figure 4.15	-	Scatter diagram – JS vs. PS	71
Figure 4.16	-	Scatter diagram – JS vs. PWE	73
Figure 4.17	-	Conceptual model with empirical findings	74



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LIST OF TABLES

		Page
Table 3.1	- Attributes of variables for measuring job satisfaction	50
Table 3.2	- Operationalization of variables	54
Table 4.1	- Model summary – Recognition of work	66
Table 4.2	- Correlations of Job Satisfaction and Recognition of work	66
Table 4.3	- Model summary – Work Itself	67
Table 4.4	- Correlations of Job Satisfaction and Work Itself	68
Table 4.5	- Model summary – Leadership	69
Table 4.6	- Correlations of Job Satisfaction and Leadership	69
Table 4.7	- Model summary – Physical space	70
Table 4.8	- Correlations of Job Satisfaction and Physical space	71
Table 4.9	- Model summary – Physical Work Environment	72
Table 4.10	- Correlations of Job Satisfaction and PWE	72
Table 5.1	- Summary of regression & correlation by order of strength	84

LIST OF EXHIBITS

		Page
Exhibit4.1	- Summary of responses for 'Face Scale'	60
Exhibit4.2	- Results of Pearson's correlation between Job satisfaction and recognition of work	76
Exhibit4.3	- Results of Pearson's correlation between Job satisfaction and work Itself	77
Exhibit4.4	- Results of Pearson's correlation between Job satisfaction and Physical space	78
Exhibit4.5	- Results of Pearson's correlation between Job satisfaction and leadership	79
Exhibit4.8	- Results of Pearson's correlation between Job satisfaction and Physical work environment	80



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ABBREVIATIONS

ANOVA	Analysis of Variance
CA	Career Advancement
ENG	Engineer
HR	Humana Resources
HRD	Human Resources Development
HRM	Human Resources Management
IT	Information Technology
JS	Job Satisfaction
LED	Leadership
MSQ	Minnesota Satisfaction Questionnaire
OCB	Organizational Citizenship Behavior
R ²	R.Square
RW	Recognition of Work
SEE	Standard Error of the Estimate
SLT	Sri Lanka Telecom
SPSS	Statistical Product & Service Solution
PS	Physical Space
PWE	Physical Work Environment
Telco	Telecommunication
UOM	University of Moratuwa
WI	Work Itself



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CHAPTER I- INTRODUCTION

1.1 BACKGROUND OF THE STUDY

A best practice is a clear, efficient, and effective process that works and creates ideas, options and insights for the stake holders of a business. A development of best practices in facility management mainly improve the financial performance, increased efficiency and productivity, and sustainable development, reduced costs and time, and supported strategic goals of a business.

Even though, a larger institutions will have a position of Facilities Manager with a capable team, but in a smaller organization this function is managed by a technical officer or the relevant owners. So where the term "Facilities Manager" is used, substitute who ever in the institution does this job. No matter what size the institution, the requirements are still the same. It is only a matter of scale. An organization reputation in its stake holders is frequently determined by how well the facility is managed. Therefore, best facility management will influence both work performance and satisfactions of the employees. So, this will contribute the success of the organization.

Almost all the Telco companies are located in highly commercialized area. Hence, the cost of the space is vital for the business. It is imperative for a Facilities Manager to develop and maintain a good working relationship with all staff and other stake holders. The physical work environment is a key factor for an individual in any organization. Among the parameters of physical environment, space planning is one of the hardest tasks for a Facilities Manager. In many occasions, the amount of space required will be more than the amount of space available. When planning an expansion or renovation, a well thought out space plan can save you years of headaches and a lot of money. The physical environment provided for an employee has a monetary value. Hence, it is directly influence to the budget of an organization. Further, it is a big task to identify the

importance of the each and every unit physical environment in order to make success the business goals.

If a work environment play a significant role for the employee satisfaction, then employee satisfaction relate to the success of the organization. Similarly, it is very much important to find out the level of satisfaction through physical environment among the other parameters of the employee satisfaction.

Similarly, the success of any organization will depend on how well the employees contribute organization needs and relevant processes. Hence, the employee satisfaction is a dominant factor for the performances of duties towards corporate goals. Thus an organization has the greatest chance of being successful when its employees are properly directed towards achieving corporate goals and they themselves motivate to perform the duties which are assigned to them. Even though, the role of the each employee is significant for organization's performances, the executives play a major role in whole management and leadership process in an organization. . However, to utilize their optimum competencies for the betterment of organization, its climate has to provide a motivating culture to make them happier to perform their jobs in an efficient and effective manner. Job satisfaction is not the same as motivation, although it is clearly linked. Job satisfaction is a very important attribute which frequently maintains a peaceful and friendly work environment. Therefore, satisfaction of ex-staff is predominant to perform their jobs in an efficient and effective manner. Apart from the values, behaviors, and attitudes, the physical work environment may be a significant factor for the job satisfaction of ex-employees.

However, the researcher has noted the factors like salary, job security and status, recognition, working conditions, work environment, organization's culture are in a higher level, but most of the executive staffs are not in a job satisfaction of desired level of an executive officer. This was identified in the direct communication with some of the ex-employees in telecom industry. Most of them utilize their working hours to ad-hoc issues and fulfillment of personal needs other than focusing their strength and commitment to fulfill the organizational & business goals. In the problem identification process the researcher identified that there is a significant lack of job satisfaction among executive staff. This was identified on scrutiny of employees' grievances recording file and some personal interviews conducted with identified senior executive personnel. On my

inquiries, it revealed that the most expressions made were related to job recognition, promotional opportunities, leadership style, and nature of work, environment, and salary.

However, there may a wide gap between the knowledge the researcher gained and the actual situation in the organization. Actually this is a universal phenomenon which could be identified between the theoreticians and the practitioners. Therefore, this research will identify the factors influencing the job satisfaction and how the work environment is ranked within the parameters of JS in Telco Industry.

Thus this research has the main purpose to examine the causal relationship among the Job satisfaction and the relevant variables. Conducting the research on this area will pave the way to develop knowledge broadly on the factors influencing job satisfaction and to make some recommendations to the management for the betterment of both parties, i.e. employees and the organization.

How can organization satisfy the different levels of needs? Are employees at lower levels of an organization motivated by lower-level needs and people at higher levels by higher-level needs? Employees at all levels may have a need for self-esteem. Does the organization's reward system pay attention to the full range of needs? Can you be motivated by higher level needs even if lower level needs are not satisfied?

(Webber, R.A. 1979)

Job satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. (Thaskina Ali, 2009).

When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively and negatively towards his performance and finally to the productivity of the organization.

The job satisfaction of executives in the organization in which the research is being done is driven by different factors. Those factors can be arisen on their Job Content as well as Job Context. This research will carry out as a framework to study how particular factors in job content and job context impact on executives job satisfaction in the Telco Sector.

1.2 PROBLEM STATEMENT

The space provided for an employees are vital for the business of Telco industry as most of the companies are sited in highly commercialized places. Therefore, the managers always try to minimize the area provided to an employee and the facility manager will have to struggle with the available or proposed spaces. Even though, the written complaints are less in this phenomenon, this may relate to the job satisfaction of employees. Similarly, it is very important to identify the magnitude of this parameter within frame work of JS. It is revealed that most of their ad-hoc management issues were arisen based on the lack of job satisfaction of their executive staff, though the organization has provided wide employee benefits and a service package with a reasonable working environment.

This research speaks to examine the probable relationship among the Job satisfaction and the relevant variables, and determine whether the physical work environment plays a major role for employee satisfaction of Executives' of telecom Industry. Job satisfaction relates effective work performance which ultimately results in achieving the organizational objectives of organizations' toward the journey of make success of the vision. Hence, to minimize the dissatisfactory level within the executives; management needs to understand on the factors which has direct impact on job satisfaction of their executives. Therefore, the researcher was very much keen in knowing the causal factors which are related to the effect on job satisfaction of executives.

In this case, owners need to be informed about the potential impact of their decisions on the provision of not only space and services, but all supporting services relevant to the job of each employees of the business. In the latter, it is the role of a facility manager to ensure proper operation of all aspects of the premises to create an optimal, safe and cost effective environment for the occupants to function.

Conducting the research on this area will pave the way to develop knowledge broadly on the factors influencing job satisfaction and to make some recommendations to the management for the betterment of both parties, i.e. employees and the organization.

Hence, the problem statement of this research study is;

“Does the Physical Space & Working Environment Play a Dominant Role in Telecom Executives’ Attitudes and Behavior towards Job Satisfaction”

This relationship will best describe by the following function.

Job satisfaction = F (X1, X2, X3, X4,), Where X =Factors affect Job Satisfaction.

1.3 OBJECTIVES OF THE STUDY

1. To ascertain whether the physical space & working environment influence the Job Satisfaction of Telecom Sector executives.
2. To ascertain whether the physical space & working environment play a significant role toward the Job Satisfaction compared to the parameters of Recognition of work, Work itself & Leadership.

1.4 SCOPE OF THE STUDY

Considering the broader scope of the area, the executive staff of the telecom industry is considered for the research of the topic. Considering the scale of the organization, Sri Lanka Telecom, Dialog telecom plays a significant role in the Telecom industry. Among them, SLT has total staff of about 7,000 permanent and 3500 of casual and contract basis. Similarly, about 725 of exe- staff comprises to SLT. Hence, research will be executed taking a sample in exe-staff of SLT. Further, the following reasons influenced to the selection.

1. Executives play a major role in the organization
2. All corporate strategies are communicated to bottom level thro' executives.
3. They are the decision makers, and all corporate work plans are implemented on their direct supervision.
4. All executive employees are given a proper environment
5. In problem identification process, scrutinized the employees' grievances and most of them are in executive category.
6. Problems were related to psychological needs and their expectancies.

Following categories comprises to the executives employees in Sri Lanka Telecom.

<u>Category</u>	<u>Strength</u>
1. General Managers	- 62
2. Deputy General manages	- 113
3. Other executives	- 550

The assessment of Job Satisfaction is empirically done on following eleven (05) factors.

1. Recognition of work
2. Work Itself
3. Leadership
4. Physical space
5. Physical work environment

1.5 SIGNIFICANCE OF THE STUDY

1. Owners need to be informed about the potential impact of their decisions on the provision of space and services relevant to the job of each employees of the business.
2. The findings of the research tell the magnitude of the important of one aspect over another.

3. The findings of the research tell the management about expressed and unexpressed needs of the executive staff.
4. Management can focus on executives' continues improvement towards the organizational goals and objectives

1.6 METHODOLOGY OF THE STUDY

(a) Population

The executive staff of 725 in SLT is distributed in many areas in the country. Out of the total about 195 of exe-staff are stationed in the Head office premises. Survey data will be collected only from these exe staff stationed in Head office premises. Hence, the population size is 195.



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(b) Methodology

The study was done on field survey method by using a structured questionnaire. To collect the primary data on Job Satisfaction of the executive staff, the Minnesota Satisfaction Questionnaire (MSQ) was referred. However, necessary modifications were done base on the requirement. The questionnaire was distributed among 78 selected samples. Further, on identifying the process of the research problem, the researcher referred few employees' grievances, personal interviews were conducted with only few identified executive officers.

(c) Assessment and analysis of primary data

To measure the responses on survey questionnaire; 5-point Likert Scale, Importance Scale (1to7) and Face scale were used and, for the analysis of primary data, researcher used Descriptive Statistics, Regression and Correlation coefficient techniques by means of Statistical Product & Service Solution (SPSS) software.

1.7 LIMITATIONS

1. This study was limited to 78 executives due to sampling selection technique.
2. This study was focused to find out Job Satisfaction only on Executive staff of SLT.
3. Sample of the study was taken only from the Head Office of the organization.
4. The MSQ was referred and adopted with some new ideas of the researcher
5. This study covered only selected factors/variables influencing executives' JS.
6. Another limitation faced was the non-availability of this kind of model Research publications in the Library of University of Moratuwa



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1.8 CHAPTER FRAMEWORK

CHAPTER 1 – “INTRODUCTION”

This chapter provides an introduction of the research giving necessary preliminary information with regard to all the important aspects. Areas such as Background information to the research, Summary of the Research topic, Purpose of the research, Objectives of the study, and Significance of study and Scope of study are discussed on this chapter.

CHAPTER 2 – “LITERATURE REVIEW”

This chapter summarizes the findings of the literature review exercise carried out as part of the research. This chapter would pave the way for providing necessary theoretical background associated concepts and theories. Also it has discussed some global examples for explanation of the model applications.

CHAPTER 3 – “METHODOLOGY”

This provides the framework of study including the methodology and concepts used. This includes the discussion on the conceptual model developed for the research. This chapter includes further description of the research problem, research topic and, research design, preparation of the questionnaire, sources of data and limitations.

CHAPTER 4 – “DATA ANALYSIS”

This chapter presents survey data and the analysis of the same. Further it analyses the survey data in detail in order to identify the relationships, priorities and findings.

CHAPTER 5 – “CONCLUSION AND RECOMMENDATIONS”

This chapter presents the findings of user survey results and recommendations. This chapter will further discuss the research in view of the objectives of the research and the achievements and limitations identified during the process. Directions for future researches will be recommended based on the experiences gained through this research.

CHAPTER 2- LITERATURE REVIEW

2.1 INTRODUCTION

It is imperative for a Facilities Manager to develop and maintain a good working relationship with all staff and other stake holders. The physical work environment is a key factor for an individual in any organization. Among the parameters of physical environment, space planning is one of the hardest tasks for a Facilities Manager. The amount of space required will be much more than the amount of space available. When planning an expansion or renovation, a well thought out space plan can save you years of headaches and a lot of money. The physical environment provided for an employee has a monetary value. Hence, it is directly influence to the budget of an organization. Further, it is a big task to identify the importance of the each and every unit physical environment in order to make success the business goals. If a work environment play a significant role for the employee satisfaction, then employee satisfaction relate to the success of the organization. Similarly, it is important to find out the level of satisfaction through environment among the other parameters of the employee satisfaction.

In a competitive telecom business environment it is the quality of people that makes the difference. In regard to the business success, the procurement of the services of talented people has become a challenge. To achieve desired objectives, it is imperative to win hearts and minds of employees where they psychologically commit to achieve the results expected by the organization. Motivating them intrinsically (i.e. Job Satisfaction) for higher performance and retention in the organization is a crucial practice of the management.

Many management specialists as well as entrepreneurs declare that “people are the valuable asset of continuous competitive advantage and sustainable business development, as it is difficult for competitors to imitate. Therefore people factor becomes a strategic differentiator of an organization.”

Therefore, it is important to identify the ways to address the parameters of Job Satisfaction (JS), and to understand the attitudes of employees towards factors which affect the level of JS. In order to achieve the same, clear definition of JS is vital.

Hence, here the researcher will try to find out the parameters effect to the job satisfaction and relationships of those parameters.

Recent research has suggested that stress at work is a major public health risk associated with cardiovascular morbidity. In addition, stress at work is associated with substantial economic consequences, including increased absenteeism, increased worker turnover, decreased worker job satisfaction and associated decreases in worker productivity. Importantly, the physical characteristics of the work environment including noise, lighting, and ventilation have been linked to job satisfaction in office workers and are therefore implicated in the effects of work-related stress. To date few studies have directly investigated the effects of the physical work environment on physiological health outcomes. Hence, the physical work environment may have direct influence on the JS of a worker. In this study we therefore examined the effects of the physical work environment too on JS how the physical space relate to JS.

However, Job satisfaction can be influenced by a variety of factors, e.g. the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc.. Numerous research results show that there are many factors affecting the job satisfaction. There are particular demographic traits (age, education level, tenure, position, marital status, years in service, and hours worked per week) of employees that significantly affect their job satisfaction. Satisfying factors motivate workers while dissatisfying ones prevent. Motivating factors are achievement, recognition, the job conducted, responsibility, promotion and the factors related to the job itself for personal development. Motivating factors in the working environment result in the job satisfaction of the person while protective ones dissatisfy him/her.

Maslow connects the creation of the existence of people's sense of satisfaction with the maintenance of the classified needs. These are: physiological needs (eating, drinking, resting, etc.), security needs (pension, health insurance, etc.), the need to love (good relations with the environment, friendship, fellowship, to love and to be loved), need to self-esteem (self-confidence, recognition, adoration, to be given importance, status, etc.)

need of self-actualization (maximization of the latent[potential] power and capacity, development of abilities, etc.)

Insufficient education, inability to select qualified workers for the job, lack of communications, lack of job definitions, all affect job satisfaction negatively. It has been asserted that participating in the management, having the decision making power, independence on the job and the unit where the individual works, have positive impact upon the job satisfaction. The job itself (the work conducted), and achievement and recognition at work result in satisfaction while the management policy, relations with the managers and colleagues result in dissatisfaction.

Job satisfaction and devotion to the job, affected each other reciprocally, and they have great impact upon performance. The most significant of the factors affecting performance are economical, technical, socio-political, cultural and demographical ones . However, most efforts to improve performance seem to center on improving the conditions surrounding the work.

One way to address the issue of Job Satisfaction (JS) is to understand the attitudes of employees towards factors which affect the level of JS. To do this we must have a clear definition of JS and identify variables that might influence on it.

In this Chapter, the researcher will outline some of the connections between the concepts of “Job Satisfaction” and influences as well as theories relevant to the concepts. In this process, the researcher scrutinized some references with few found by the researchers.

2.2 DEFINITIONS OF JOB SATISFACTION

Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, eg, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc.

In a recent Leading News, e-newsletter, from Marshall Goldsmith, the premier executive coach, asked that question. Why? Because if you figured how time you spent at work –

approximately one-third of our waking hours – then you realize that your job has a significant impact on your life.

However, the term ‘job satisfaction’ refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. Morale is often defined as being equivalent to job satisfaction. (Michael Armstrong, 2006)

Locke gives a comprehensive definition of job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience.” Job satisfaction is a result of employees’ perception of how well their job provides those things which are viewed as important. (Fred Luthans, 1995)

Stephen P. Robbins (2000) found that the term job satisfaction refers to an individual’s general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. (Stephen P. Robbins, 2000)

Andrew Hale Feinstein in his research study (A study of Relationships between Job Satisfaction and Organization Commitment among Restaurant Employees) quoted that Job satisfaction has been recognized as a component of organizational commitment. It’s suggested that it’s is a state of pleasure gained from applying one’s values to a job believes that job satisfaction can be considered as a global feeling about the job or as a related collection of attitudes about various aspects or facets of the job.(Andrew: p. 4)

The Business Dictionary of website defines job satisfaction as “Sense of inner fulfillment and pride achieved when performing a particular job. Job satisfaction occurs when an employee feels he has accomplished something having importance and value worthy of recognition; sense of job.” (www.answers.com/definition/job)

Job satisfaction is more of a response to a specific job or various facets of the job. Andrew further quoted that “Wiener (1982) states that job satisfaction is an attitude toward work-related conditions, facets or aspects of the job.”

Job satisfaction, a worker’s sense of achievement and success, is generally perceived to be directly linked to productivity as well as to personal wellbeing. Job satisfaction

implies doing a job one enjoys, doing it well, and being suitably rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work.

The Harvard Professional Group (1998) sees Job satisfaction as the key ingredient that leads to recognition, income, promotions and the achievement of other goals that lead to a general feeling of fulfillment. (www.answers.com, 2008)

This website further writes "Job satisfaction is a product of the events and conditions that people experience on their jobs. wrote: "If a person's work is interesting, her pay is fair, her promotional opportunities are good, her supervisor is supportive, and her coworkers are friendly, then a situational approach leads one to predict she is satisfied with her job."

The definition found on <http://en.wikipedia.org> is "a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job, and an attitude towards one's job." We form attitudes towards our jobs by taking into account our feelings, our beliefs and our behaviours. (<http://en.wikipedia.org>)

Luthans says, there are three important dimensions to job satisfaction.

1. Job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred.
2. Job satisfaction is often determined by how well outcomes meet or exceed expectations.
3. Job satisfaction represents several related attitudes.

Smith, Kendall, and Hulin have suggested that there are five job dimensions that represent the most important characteristics of a job about which people have effective responses. These are:

- i. **Pay** – The amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization.
- ii. **Promotion opportunities** –The chances for advancement in the hierarchy
- iii. **The work itself** - The extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility.

- iv. **Supervision** –The abilities of the supervisor to provide technical assistance and behavioral support.
- v. **Coworkers** –The degree to which fellow workers are technically proficient and socially supportive.

(Fred Luthans, 1995)

2.3 EFFECTS OF OFFICE LAYOUT ON JOB SATISFACTION

In any organization, communication is essential. Modern-day organizations increasingly rely on e-mail, conference calls, and web-based meetings that allow individuals to communicate from afar (Igbaria & Tan, 1998). These tools, while certainly useful, also limit face-to-face interaction.

Given these latter findings, organizations have an interest in promoting face-to-face interactions that manifest themselves in group work, teamwork, and impromptu interactions. One way to do so is to use workspace as a tool. As a few studies mention, humans are subject to the constraints of their physical environment— people cannot walk through walls and have to stand to walk to the other side of the room (Pfeffer, 1982; Davis 1984).

2.4. IMPORTANCE OF FACE-TO-FACE COMMUNICATION

Face-to-face interactions are crucial to collaboration between employees. The social presence theory suggests that non-verbal cues, which are only available via face-to-face meetings, are essential to communication within a group. Relationships can be strengthened with frequent communication and face-to-face interactions, resulting in a higher network density. As defined by Reagans and Zuckerman (2001), network density is the “average strength of the relationship between team members” (p. 502). When employees meet face-to-face, cohesion is enhanced and they may understand each other better on personal levels. Effective collaboration relies heavily on face-to-face interactions, suggesting that the underlying characteristics of face-to-face interactions increase network density.

These underlying characteristics of face-to-face communication include interpersonal factors and “socio-emotional” information, which are present with face-to-face interactions. (Reagans and Zuckerman, 2001)

2.5 EFFECTS OF CONTROL OVER OFFICE WORKSPACE

Increasingly, workplaces must support rapid technology development and implementation, dynamic organizational changes, and concomitant employee needs for balancing privacy, collaboration and other work processes. Open plan offices have been positioned as providing at least partial solutions to many of these historic and contemporary challenges. However, many problems with open offices have been documented, such as noise, lack of privacy and other distractions; yet enclosed, private offices hamper communication, teamwork and flexible use of space as well. In an effort to elucidate workers’ perceptions of some of these trade-offs, this study examined the effects of distractions, flexible use of workspace and personal control over the work environment on perceived job performance, job satisfaction, group cohesiveness, and inclinations to work alone or in an enclosed space and their interrelationships.

Much of the research literature addressing office environments has focused on either subjective assessments of physical components or attributes and how these affect employee satisfaction and performance (Larsen, Adams, Deal, Kweon, & Tyler, 1998; Sundstrom, Town, Rice, Osborn, & Brill, 1994), or they have involved pre-post occupancy evaluations of office renovations, or moves, adds and changes (Oldham, 1988; Spreckelmeyer, 1993; Zalesny & Farace, 1987). However, the available empirical evidence has paid somewhat less attention to individual control, flexible use of space, and how these office design features might inter-relate with each other. In an effort to integrate employees’ use and ratings of space flexibility with perceived levels of personal control, research on relevant physical environment features was reviewed; this led to several testable hypotheses.

Some research has found a positive association between high work control and job satisfaction, work performance and psychological well-being. In related work, locus of control influences job perceptions and job-related outcomes. In the present study,

personal control differs somewhat from the notion of locus of control. While locus of control refers to an inherent tendency to attribute life outcomes to either intrinsic or extrinsic factors, a sense of personal control can result from the opportunity to influence aspects of one's environment. For example, control can moderate the relationship between environmental conditions and employee reactions to the environment (Evans, Johansson, & Carrere, 1994). In a similar vein, Paciuk (1989) found that perceptions of control over thermal features of a work environment moderated the effects of other environmental and behavioral variables; the degree of influence in shaping thermal conditions correlated with satisfaction, but the actual use of this control seemed to be negatively related to satisfaction. In support of these inconsistent effects from providing control over aspects of the physical environment, Veitch and Gifford (1996) found that if participants had personal control over lighting, they performed tasks more poorly and slowly compared to those who did not have such controls. This finding suggests that providing individuals who have little understanding of lighting with controls might not be appropriate; at the very least, given the opportunity, people may spend precious time and effort applying the provided controls.

(Lee S.Y, Bronck, 2005)



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2.6 EXPLORING THE RELATIONSHIP BETWEEN WORKSPACE DENSITY AND EMPLOYEE ATTITUDINAL REACTIONS

Both researchers and practitioners recognize workspace density as an important environmental factor to take into consideration when trying to understand how employees react to their jobs (Susan Cartwright. (1995). Workspace density is typically defined as the number of people within a certain distance of a target employee, and represent the potential for employee interactions and/or interferences. From a conceptual standpoint, researchers expected to find that high workspace density would negatively impact employees' behavioural and attitudinal reactions. Higher workspace density would result in more uncontrollable interfering contacts from employees in the setting. This, in turn, would reduce people's experience of personal control at work, and reduce their ability to concentrate and complete their tasks (Oldham et al., 1995). As a result, the argument goes, dense work settings are likely to produce adverse behavioural (e.g. Performance) and psychological (e.g. Job

and social satisfaction, organizational commitment) reactions in the workplace, it is often assumed that employees who are more satisfied with the physical environment are more likely to produce better work outcomes. User satisfaction is recognized as an important factor in the success of an organization and is regarded as a key indicator of performance. This is based on the rationale that higher levels of satisfaction improve morale and reduce voluntary turnover. Dole and Schroeder said Customer satisfaction surveys are considered to be an important means to improving performance. They found that employees' satisfaction with their work environment is directly related to their job satisfaction and indirectly related to organizational commitment and turnover intention. Investigators have demonstrated that the physical environmental quality

(Susan Cartwright, 1995)

2.7 ENVIRONMENTAL SATISFACTION WITH OPEN-PLAN OFFICE FURNITURE DESIGN AND LAYOUT

Open-plan offices became popular in the 1970s because they were believed to lead to improved communication and productivity. Anecdotal evidence suggests that many employees find some aspects of open-plan offices to be unsatisfactory. A literature review was completed in an attempt to clarify the relationship between the effects of open-plan office furniture design features and layout on ratings of environmental satisfaction. A search of the literature from 1975 to 2002 in over 20 major databases resulted in very little directly relevant material. Therefore, the indirect findings from sources that included environmental satisfaction measures and examined furniture aspects of enclosed private offices and bull-pen layouts, and studies comparing enclosed or bull-pen layout to open-plan office environments were also included in the review. Studies directly related to density, noise, temperature, ventilation, and lighting conditions were excluded because other COPE project reports address these topics specifically. Features of furniture design and layout affect occupants by addressing their physical and task needs, privacy needs, and need for recognition. The degree of fulfillment of these needs influences environmental satisfaction. (Marquardt CJG, Veitch JA, Charles KE, 2002)

Physical and Task Needs

- ☐ Location
- ☐ Furnishings
- ☐ Chairs
- ☐ Storage
- ☐ Adjustability

Privacy Needs

- ☐ Partition shape and height
- ☐ Degree of enclosure
- ☐ Low noise levels
- ☐ Workstation size

Need for Recognition

- ☐ Space for display of personal items
- ☐ Space, furnishings, and equipment suited to one's status

The literature did not conclusively demonstrate general relationships in which specific furnishings or layouts were superior to others in fulfilling these needs. However, it is clear that when occupants experience their needs as fulfilled, their environmental satisfaction is improved. Meeting individual needs – which vary by job type, individual characteristics, and from one task to another – leads to improved satisfaction, but there is no universal way of doing this

2.8 JOBS AND WORK-ROLES

The basic unit of any organization structure is a job. A job is a collection of tasks assigned to a position in an organization structure. One of the ways of tackling the issue of employee performance and satisfaction is to enhance the motivating factors in jobs. In this regard, Herzberg's theory is important because it gave ideas as to how we could improve the quality of the job. Hence, effort could be made in direction of following components.

1. Job enlargement ;- Involves only the horizontal extension of the job, i.e. more of the same thing which results to merely makes a job structurally bigger.
2. Job rotation ; - May give the employee a change and a new interest and, also training.
3. Job enrichment ;- Action to build greater responsibility and challenge into a job. Job enrichment directs towards individual job satisfaction rather than towards increased efficiency.

There have been two major influences on job enrichment.

1. Herzberg's motivation-hygiene theory
2. Expectancy theory

Herzberg suggested that there were several factors at work which could lead to employees' experiencing job satisfaction and thus, in Herzberg's view, be motivated. These factors included achievement, recognition, responsibility and opportunities for personal growth. Herzberg proposed 'seven useful starting points' adopting principles of vertical job loading, i.e. job enrichment. These seven points are as follows;

1. Remove some controls while retaining accountability.
2. Increase the accountability of individuals for their own work.
3. Give a person a complete unit of work.
4. Grant additional authority to an employee.
5. Make periodic reports back to employee rather than to his supervisor.
6. Introduce new and more difficult tasks.
7. Assign individuals tasks which enable them to become experts.

In a nutshell, expectancy theory states that if an employee can see links between his efforts and performance, and between performance and rewards, and if those rewards are personally valuable to him, then he will be motivated to put in the required effort. The relevance of this theory to job design is considered by Lawler (1969) as follows:

‘... if changes in job design are going to affect an individual's motivation they must either change the value of the outcomes that are seen to depend on effort, or positively

“affect the individual’s beliefs about the probability that certain outcomes are dependent upon effort. The argument ... is that job design changes can have a positive effect on motivation because they can change an individual’s beliefs about the probability that certain rewards will result from putting forth high level of effort.”(Cole, 1997).

2.9 PERSPECTIVES ON IMPORTANCE OF JOB SATISFACTION

Job satisfaction could be an important predictor of work behaviours such as Organizational Commitment, Organizational Citizenship Behaviour, Absenteeism, Turnover and Motivation.

2.10 JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

Robert L. Mathis and John H. Jackson (Human Resource Management, 2003) argue that; in its most basic sense, Job Satisfaction is a positive emotional state resulting from evaluating one’s job experiences. Job dissatisfaction occurs when one’s expectations are not met. For example, if an employee expects clean and safe working conditions on the job, then the employee is likely to be dissatisfied if the workplace is dirty and dangerous.

No simple formula can predict an individual employee’s job satisfaction. Furthermore, the relationship between productivity and job satisfaction is not entirely clear. The critical factor is what employees expect from their jobs and what they receive as rewards from their jobs. Even though job satisfaction itself is important, perhaps the “bottom line” is the impact that job satisfaction has on organizational commitment, which affects employee turnover and organizational performance.

Organizational Commitment is the degree to which employees believe in and accept organizational goals and desire to remain with the organization. Various research studies have revealed that people who are relatively satisfied with their jobs will be somewhat more committed to the organization.

A logical extension of organizational commitment focuses specifically on continuance commitment factors, which suggests that decisions to remain with or leave an organization ultimately are reflected in employee absenteeism and turnover statistics. Individuals who are not as satisfied with their jobs or who are not as committed to the organization are more likely to withdraw from the organization, either occasionally through absenteeism or permanently through turnover.

(Robert L. Mathis and John H. Jackson, 2003)

Figure 2.1 depicts the interaction of the individual and the job determines levels of job satisfaction/dissatisfaction and organizational commitment.

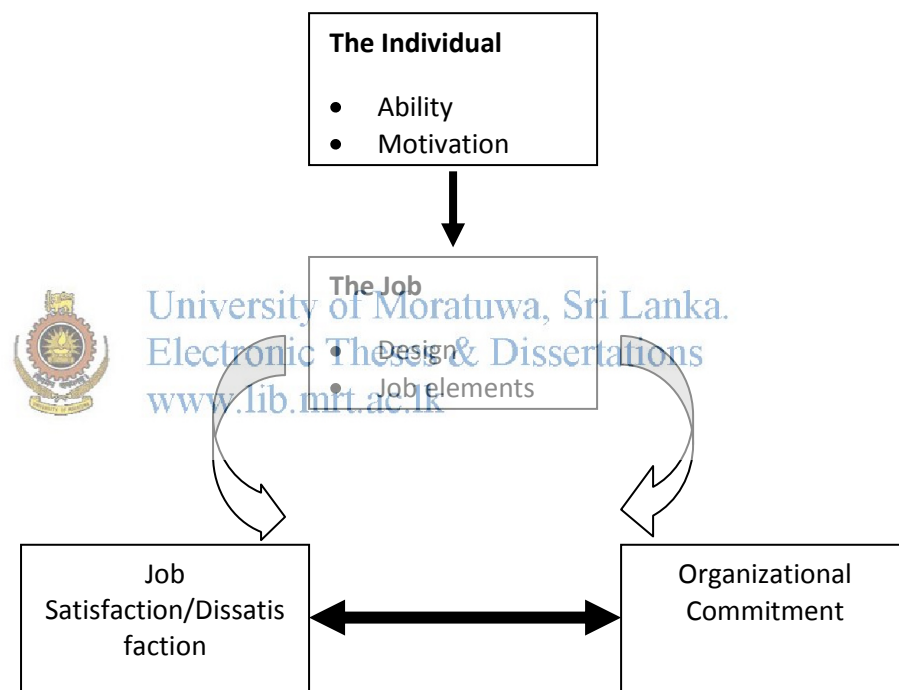


FIGURE 2.1 - Individual's interaction with Job and its outcomes

Source : (Robert L. Mathis and John H. Jackson – Human Resource Management, 2003)

2.11 JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Job satisfaction should be a major determinant of an employee's Organizational Citizenship Behaviour (OCB). "Satisfied employees would seem more likely to talk positively about the organization, help others, and go beyond the normal expectations in their job." (Stephen P. Robbins – 2000) According to Robbins, "more recent evidence, however, suggests that satisfaction influences OCB, but through perceptions of fairness."

“Basically, job satisfaction comes down to conceptions of fair outcomes, treatment, and procedures. If you don’t feel that your supervisor, the organization’s procedures, or pay policies are fair, your job satisfaction is likely to suffer significantly. However,, when you perceive organizational processes and outcomes to be fair, trust is developed. And when you trust your employer, you are more willing to voluntarily engage in behaviours that go beyond your formal job requirements.” (Stephen P. Robbins,2000)

2.12 THE RELATIONSHIP BETWEEN JOB SATISFACTION, MOTIVATION AND MONEY

The basic requirements for job satisfaction may include comparatively higher pay, an equitable payment system, real opportunities for promotion, considerate and participative management, a reasonable degree of social interaction at work, interesting and varied tasks and a high degree of autonomy: control over work pace and work methods. The degree of satisfaction obtained by individuals, however, depends largely upon their own needs and expectations, and the working environment. (Michael Armstrong, 2006)

Three characteristics have been distinguished by Lawler (1969) as being required in jobs if they are to be intrinsically motivating. Those are;

1. *Feedback* -

Individuals must receive meaningful feedback about their performance, preferably by evaluating their own performance and defining the feedback. This implies that they should ideally work on a complete product, or a significant part of it that can be seen as a whole.

2. *Use of abilities* -

the job must be perceived by individuals as requiring them to use abilities they value in order to perform the job effectively.

3. *Self-control* -

individuals must feel that they have a high degree of self-control over setting their own goals and over defining the paths to these goals.

(Michael Armstrong, 2006)

By and large, management has little difficulty using extrinsic rewards to attract sufficient employees, but using them to motivate more than minimum efforts is more difficult. The problem with incentive rewards is that employees sometimes;

- (1) Do not believe that management will continue to provide the extra rewards for better performance,
- (2) Feel they will have to sacrifice too many other needs, like security and affiliation, in order to obtain the added reward,
- (3) Do not value the additional rewards as much as other activities and need satisfactions,
- (4) Do not think that management can reliably distinguish between different performance levels, and
- (5) Cannot see how their individual effort is related to improved performance and increased rewards.

(Ross A. Webber, 1979)

A person's job motivation depends upon the satisfactions one expects from management's extrinsic rewards or the task's intrinsic satisfactions. The individual may be motivated to invest more effort if the task provides opportunity to satisfy high-level needs for autonomy, competence, achievement and creativity.

2.13 THEORIES RELEVANT TO JOB SATISFACTION

Researcher attempts to summarize the leading theories that have influenced workforce satisfaction towards one's job/task assigned by the management. These theories attempt

to explain why people behave in the ways they do. Motives for behaviour of a particular worker covered or resulted by his work satisfaction. Performance of a motivated worker is an outcome of his job satisfaction.

2.13.1 Affect Theory

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. (Thaskina Ali, 2009)



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2.13.2 Dispositional Theory

Lise M. Saari and Timothy A. Judge in their article (Employee attitudes and job satisfaction – 2004) states that "...various research findings indicate that there is in fact a relationship between disposition or personality and job satisfaction. Even though organizations cannot directly impact employee personality, the use of sound selection methods and a good match between employees and jobs will ensure people are selected and placed into jobs most appropriate for them, which, in turn, will help to enhance their job satisfaction. (Lise M. Saari and Timothy A. Judge, 2004)

Wikipedia website found that, it is a very general theory that suggests people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs.

The Core Self-evaluations Model, proposed by Timothy A. Judge in 1998 argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction:

1. Self-esteem - The value one places on his/her self
2. General self-efficacy - the belief in one's own competence
3. Locus of control - believing one has control over her\his own life,
as opposed to outside forces having control
4. Neuroticism - Fundamental personality traits and emotional states.

2.13.3 Abraham Maslow's theory of Motivation (The Hierarchy of Needs)

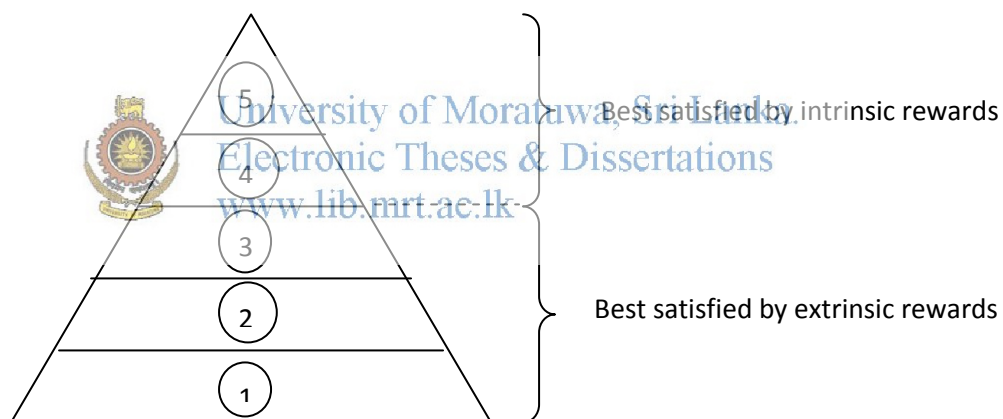


FIGURE 2.2 - Needs hierarchy

- (1) Physiological needs - These are basic biological needs.
Eg. Need for food, clothing, shelter and rest
- (2) Safety needs - Needs for personnel safety (Emotional safety)
Need for economic safety (Job security)
- (3) Social needs - Needs for companionship, sense of belonging and affiliation.
- (4) Esteem needs - Needs for respect and recognition

- (5) Self-actualization - Sense of self fulfillment.

It is realization of one's potential "to become all that one is capable of becoming".

Gary Dessler in his book HRM – 2006 says regarding Maslow's hierarchy needs that "Maslow, later in his career, suggested it might be more useful to think of his five needs as comprising a two-step not a five-step hierarchy. The bottom rung contains needs best satisfied by things like extrinsically supplied job security and food and shelter. The second, upper rung contains needs for achievement and self actualization, needs best satisfied by intrinsic rewards like the sense of achievement one derives from doing a challenging job and doing it well." (Gary Dessler, 2006)

2.13.4 Herzberg's Two-Factor Theory (Motivator-Hygiene Theory)



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Figure 2.3 indicates several factors led persistently to employee satisfaction, while some others led persistently to dissatisfaction. The satisfiers were called 'motivators' and the dissatisfiers 'hygiene factors'. Motivators appeared to be closely connected to the job, whilst hygiene factors were connected with the environment. Motivators appeared to produce motivated behaviour. However, hygiene factors produced either dissatisfaction or a nil response.

2.13.4.1 The Satisfiers (Motivators)

Key influences on creating positive feelings are:

- * **Achievement** : People like to achieve, and therefore want and favour anything that will help them to do so. Development (well, good development) is likely to be seen as helpful, something that will make achievement more likely.

- * **Recognition** : Achievement alone is one thing; people like to know they have achieved something and they like feedback that tells them so. Development may be seen as stemming from such feedback. They do well and this puts them in line to do more and development makes this possible.
- * **The work itself** : People prefer, not unnaturally, to enjoy or at least get some satisfaction from work. Development can make work easier, take someone into new areas and avoid the hassle of struggling while ill-equipped in some way.
- * **Responsibility** : Most people want this (indeed in most organizations getting it is, in part, a recognition of achievement); again this makes developmental help attractive.
- * **Advancement** : This is doing more, different and may be more interesting things (and ultimately involves the formal change of promotion). Most people would take the view that development can play a part in making this possible.
- * **Growth** : This implies more than promotion, moving on (for example to a new part of the organization or out beyond into another); here too this is only likely to be possible if people have suitable capabilities.



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3.13.4.2 The dissatisfies (Hygiene factors)

Key factors that can create negative feelings and dilute any overall positive view are:

- * **Company policy and administrative processes**: anything nonsensical or bureaucratic rankles; likewise policy that precludes development or makes it difficult or minimal.
- * **Supervision** : if you manage people, this is you; and people will expect you to be sympathetic indeed actively helpful to their enjoyment of and progress in their job. So again there are clear development implications.
- * **Working conditions** : this can involve so much, and anything that makes doing the job more difficult than it should be (or is perceived as doing so) can dilute motivation. Lack of training can easily fall into this category.

- * ***Salary and reward*** : if the package is not 'right' demotivation can quickly result. These days training may be seen (virtually) as part of the package.
- * ***Relationship with peers*** : various factors might come under this heading. For example perceived unfairness when some are trained and some are not may cause problems.
- * ***Personal life*** (and the impact of work on it) : less direct influences here perhaps, but long training away from home might be a problem.
- * ***Status*** : less tangible in nature (as with security, below) but no less important. It affects matters in many ways. Training and development might link to this in various ways: doing training being seen as bestowing status or, in the wrong environment, not.
- * ***Security*** : not just job security, but the security of clear objectives and knowing what to do and how to do it. The latter has a clear link with development.

(Patric Forsyth, 2002)



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2.13.5 Vroom's Expectancy Theory

The essential elements of Vroom's ideas have come to be called 'Expectancy Theory'. In this theory, the motivated behaviour is a product of two key variables.

1. The valance of an outcome for the individual and,
2. The expectancy that a particular act will be followed by a predictable outcome.

Valance is the anticipated satisfaction from an outcome. This distinguishes it from the Value of the outcome which is the actual satisfaction obtained.

Vroom (1964) considered the question of job satisfaction as an aspect of motivation. The term 'job satisfaction' was regarded as 'the conceptual equivalent of the valance of the job or work role to the person performing it'. In his opinion the main variables affecting job satisfaction were; Supervision, the work group, job content, wages, promotional opportunities, & hours of work

In concluding his discussion on job satisfaction, Vroom comments that;

‘People’s reports of their satisfaction with their jobs are ... directly related to the extent to which their jobs provide them with such rewarding outcomes as pay, variety in stimulation, consideration from their supervisor, a high probability of promotion, close interaction with co-workers, an opportunity to influence decisions ... and control over their pace of work’. (GA Cole, 1997)

2.13.5.1 Poter-Lawler Model

Lawler & Porter (1967), in particular, have extended Vroom’s ideas by developing a model which attempts to address two major issues:

1. What factors determine the effort a person puts into his job?
2. What factors affect the relationship between effort and performance?

(Pintrich, P. R., & Schunk, D. H., 1996)

2.13.5.2



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Job Characteristic Model

Hackman & Oldham proposed the Job Characteristic Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. (<http://en.wikipedia.org>)

These job characteristics impact on following three critical psychological states and, in turn influence work outcomes such as job satisfaction, absenteeism, work motivation.

1. Experienced meaningfulness
2. Experienced responsibility for outcomes
3. Knowledge of the actual results

2.13.6 Equity Theory

This theory attempts to explain relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. John Stacey Adams (1965) asserted that employees seek to maintain equity between the inputs that they bring to a

job and the outcomes that they receive from it against the perceived inputs and outcomes of others.

This can be illustrated by the following equation:

$$\frac{\text{Individual's outcomes}}{\text{Individual's own inputs}} = \frac{\text{Relational partner's outcomes}}{\text{Relational partner's inputs}}$$

(www.mindtools.com)

2.14 FACTORS AFFECTING JOB SATISFACTION

According to Robbins, Managers control the factors that influence employee job satisfaction. “In spite of the fact that managers and organizations go to extensive lengths to try to improve employee job satisfaction through actions such as manipulating job characteristics, working conditions, and rewards, these actions are likely to have little effect. The only area in which managers will have any significant influence will be through their control of the selection process. If managers want satisfied workers, they need to make sure their selection process screens out the negative, maladjusted, trouble-making fault-finders who derive little satisfaction in anything about their jobs. This is probably best achieved through personality testing, in-depth interviewing, and careful checking of applicants’ previous work records.” (Stephen P. Robbins, 2000 : p. 82)

Robbins summarized following;

Mentally challenging work - People prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make work mentally challenging.

Equitable rewards - Employees want pay systems and promotion policies that they perceive as being just, unambiguous and in line with their expectations. When pay is seen as fair based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. Similarly, employees seek fair promotion

policies and practices. Promotions provide opportunities for personal growth, more responsibilities, and increased social status. Individuals who perceive that promotion decisions are made in a fair and just manner, therefore, are likely to experience satisfaction from their jobs.

Supportive working conditions - Employees are concerned with their work environment for both personal comfort and facilitating doing a good job. Studies demonstrate that employees prefer physical surroundings that are not dangerous or uncomfortable. Additionally, most employees prefer working close to home, in clean and relatively modern facilities, and with adequate tools and equipment.

Supportive colleagues - People get more out of work than merely money or tangible achievements. For most employees, work also fills the need for social interaction. Not surprisingly, therefore, having friendly and supportive co-workers leads to increased job satisfaction. The behaviour of one's boss also is a major determinant of satisfaction. Studies generally find that employee satisfaction is increased when the immediate supervisor is understanding and friendly, offers praise for good performance, listens to employee's opinions, and shows a personal interest in them.

There are a number of factors that influence Job Satisfaction.

2.14.1. Working conditions -

Working conditions are another factor that have a modest effect on job satisfaction. If the working conditions are good, the personnel will find it easier to carry out their jobs. If the working conditions are poor, personnel will find it more difficult to get things done. (Fred Luthans, 1995 : pp. 126-128)

Paul R. Bernthal and Richard S. Wellins on their Retaining Talent: A Benchmarking Study says that "Although compensation matters, employees are more concerned with the level of fulfillment they get from their jobs. They also feel that working with an understanding supervisor or manager in a cooperative and trusting work environment is important. Employees care about their work and how it fits into their lives.

Organizations should focus on making sure that the people they hire are a good match for the job and the work culture.” (p.4)

2.14.2. The work itself -

The content of the work itself is a major source of satisfaction. Feedback from the job itself and autonomy are two of the major job-related motivational factors. Some of the most important ingredients of a satisfying job uncovered by surveys include interesting and challenging work, work that is not boring and a job that provides status. (Fred Luthans, 1995 : pp. 126-128)

Lise M. Saari and Timothy A. Judge (2004) on their article (Employee Attitudes and Job Satisfaction) states that “...the most notable situational influence on job satisfaction is the nature of the work itself, often called “intrinsic job characteristics.” Research studies across many years, organizations, and types of jobs show that when employees are asked to evaluate different facets of their job such as supervision, pay, promotional opportunities, coworkers, and so forth, the nature of the work itself generally emerges as the most important job facet (Judge & Church, 2000; Jurgensen, 1978).” “Of all the major job satisfaction areas, satisfaction with the nature of the work itself which includes job challenge, autonomy, variety, and scope best predicts overall job satisfaction.”

(Lise M. Saari and Timothy A. Judge, 2004 : p. 397)

2.14.3. Recognition

Individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes don't have to be monumental before they deserve recognition, but your praise should be sincere. If you notice employees doing something well, take the time to acknowledge their good work immediately. Publicly thank them for handling a situation particularly well. Write them a kind note of praise. Or give them a bonus, if appropriate. You may even want to establish a formal recognition program,

such as “Employee of the month.” (J.Michael Syptak, W.Marsland and Deborah Ulmer, 1999 : p.4)

2.14.4. Physical environment

With only about 16.5 waking hours available daily, many people spend over 50% of their lives at work, within indoor physical settings that influence their thoughts, emotions and actions. The most popular form of office design is the open-plan office, characterised by moveable partitions that separate individual workspaces. Over 70 % of office workers occupy some form of open-plan office space .

Open-plan offices offer organizations more flexibility in spatial configuration and occupy less space per occupant, thereby reducing real estate expenses. In addition, many believe that open-plan spaces enhance communication by increasing proximity and better reflect a more egalitarian working culture (Sundstrom, 1986). However, studies have demonstrated that environmental satisfaction levels are lower for people occupying open-plan offices than for people occupying enclosed private offices

Yitzhak Fried, Linda Hayness Slowik, Halm Ailan Ben-Devid, Robert B (2001).

Given the financial imperatives that make open-plan offices attractive to organizations, their use is unlikely to cease. It is therefore important to ascertain how furniture design and layout features of the open-plan office contribute to environmental satisfaction and to develop design recommendations for the most satisfactory conditions.

Operationally defined, general or overall environmental satisfaction refers to how contented a person feels with respect to the physical setting in question. Environmental satisfaction has been divided into many sub-dimensions. These include, but are not limited to, satisfaction with floor space (Sundstrom, 1986); satisfaction with the workstation and office building, satisfaction with control over visual and noise distractions, and satisfaction with filing/storage space (Dressel & Francis, 1987); and satisfaction with temperature and air-quality (O'Neill, 1992). Comfort is positively correlated with environmental satisfaction (Brill, Margulis, Konar., & BOSTI, 1984) and can be considered a sub-dimension of environmental satisfaction. General subjective

impressions of office comfort (Brill et al., 1984) and specific measures of comfort (Paul, Morrow, & Helander, 1996) have been used.

The sub-dimensions of environmental satisfaction measure the degree to which specific human needs are being fulfilled. For example, satisfaction with floor space measures the degree to which a person's need for adequate space is being met and measurements of general comfort indicate the degree to which a person's need for personal comfort is being met.

Environmental satisfaction has been addressed circuitously by questions such as "How do you like the office you are working in here?" (Kraemer, Sieverts & Partners, 1977); and "All things considered, how satisfied are you with your primary work space?", and loosely defined as liking or disliking the working conditions (Finnegan & Solomon, 1981). Questions and definitions such as these have been incorporated into a number of environmental satisfaction questionnaires. For example, the Physical Work Environment Satisfaction Questionnaire (PWESQ), also known as the Human Factors Satisfaction Questionnaire (HFSQ), measures satisfaction with environmental factors related to health and safety, work and systems, equipment, environment, and facilities (Carlopio, 1986). This 37 item self-report questionnaire can provide a measure of environmental satisfaction among its many sub-dimensions. The device has demonstrated construct validity .

(Jennifer A. Veitch, Kate E. Charles, Kelly M. J. Farley, Guy R. Newsham 2007)

2.14.5. Supervision / Leadership -

Supervision is another moderately important source of job satisfaction. It can be said that there seem to be two dimensions of supervisory style that affect job satisfaction. One is employee-centeredness, which is measured by the degree to which a supervisor takes a personal interest in the employee's welfare. It commonly is manifested in ways such as checking to see how well the subordinate is doing, providing advice and assistance to the individual, and communicating with the worker on a personal as well as an official level. A large survey found that less than half of the respondents felt their bosses provided them regular feedback or tried to solve their problems.

(Fred Luthans, 1995 :pp. 126-128)

‘Leadership is a dynamic process at work in a group whereby one individual over a particular period of time, and in a particular organizational context, influences the other group members to commit themselves freely to the achievement of group tasks or goals’.
(Cole, 1997 : p.49)

1. Support -

Leader behaviour that enhances the followers’ feelings of personal worth and importance is called support.

2. Interaction Facilitation -

Leader behaviour that encourages followers to develop close, mutually satisfying relations with one another is interaction facilitation.

3. Goal emphasis -

Leader behaviour that stimulates enthusiasm for achieving excellent performance is goal emphasis.

4. Work facilitation -

Leader behaviour that clarifies and directs the work-obtaining resources, planning, scheduling, defining tasks and, coordinating is work facilitation.

(Marrow .J,Bowers B.G, Seahore S.E. 1967).

2.15 DELEGATION, EMPOWERMENT AND RESPONSIBILITY

2.15.1 Delegation

Delegation is essentially a power-sharing process in which a manager transfers part of his or her authority to another, more junior person. The amount of power which is shared will depend on such factors as the urgency of the situation, the assessment by the senior person of the other’s readiness for power, and the willingness of the senior person to share in the first place. Delegation usually takes place within an operational context and

may well be dominated by considerations of urgency or sheer convenience. However, it can also be used as a developmental tool for giving junior managers the chance to practice or apply new skills in a planned way. There are few better ways of assessing someone's suitability for a possible task than giving them a similar task and observing how well they perform. Where delegation is backed up by mentoring and the support of the senior manager, it is likely to prove a powerful development tool. (Cole, 1997 : p.322)

Delegation is the 'art and act of giving a subordinate the necessary authority to make decisions and carry out action in a specified area of our work.' It implies the handover of tasks and responsibilities by the manager, so that they are left permanently for the future to someone else to do. (Patrick Forsyth, 2002 : p.30)

It builds morale and gives job satisfaction and all being well a sense of achievement that is motivational.

2.15.2 Empowerment



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Empowerment increases individuals' discretion over how they do their work. It may also provide additional opportunities for group problem-solving on operational issues. It is probably best thought of as a method of delegation which enables work decisions to be taken as near as possible to the operating units and their customers – both internal and external. (Cole, 1997 : p.373).

2.15.3 Responsibility

Syptak, J. Michael, Davind, W. Marsland, & Ulmer, Deborah. (1999, October) on their "Family Practice Management" disclose that "Employees will be more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they "own" the result. As individuals mature in their jobs, provide opportunities for added responsibility. Be careful, however, that you do not simply add more work. Instated, find way to add challenging and meaningful work, perhaps giving the employee greater freedom and authority as well."

2.15.4 Work Group

The nature of the work group will have an effect on job satisfaction. Friendly, cooperative coworkers are a modest source of job satisfaction to individual employees. The work group serves as a source of support, comfort, advice, and assistance to the individual worker. (Fred Luthans, 1995 : pp. 126-128)

The main conclusions drawn from the Hawthorne studies were as follows. (Cole, 1997)

1. Individual workers cannot be treated in isolation, but have to be seen as members of a group.
2. Group membership and the status that goes with it, is more important to individuals than monetary incentives or good physical working conditions.
3. Informal, or unofficial, groups in the work-place exercise a strong influence over employee behaviour.
4. Supervisors and managers need to be aware of these social needs if they are to obtain commitment to organizational goals.

2.15.5 Employee relations



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Employee relations refers to the interrelationships both formal and informal between managers and those whom they manage. Thus employee relations concerned with all aspects of the interrelationship between management and employees.

The major parties to employee relations are primarily individual employees and their managers. As Figure 2.7 illustrates, however, there are other important stakeholders in management-employee relationships.

2.16. OUTCOMES OF JOB SATISFACTION

According to the researchers and practitioners through the years in examining the outcomes of job satisfaction, it is important to break down their analysis into a series of specific subtopics.

1. Satisfaction and productivity.
2. Satisfaction and Turnover
3. Satisfaction and Absenteeism

Although the relationship with productivity is not clear, low job satisfaction tends to lead to both turnover and absenteeism, while high job satisfaction often results in fewer on the job accidents and work grievances and less time needed to learn new job-related tasks. (Fred Luthans, 1995)

Luthans says that closely related to job satisfaction is the organizational commitment attitude. It involves the employees' loyalty to the organization and is determined by a number of personal, organizational, and non-organizational variables.

Base on the finding from the literature review, the researcher conceptualizes the following diagram. The diagram explores possibilities to conduct researches to ascertain relationships among various facets and job satisfaction as well as motivation of employees as a simultaneous process.

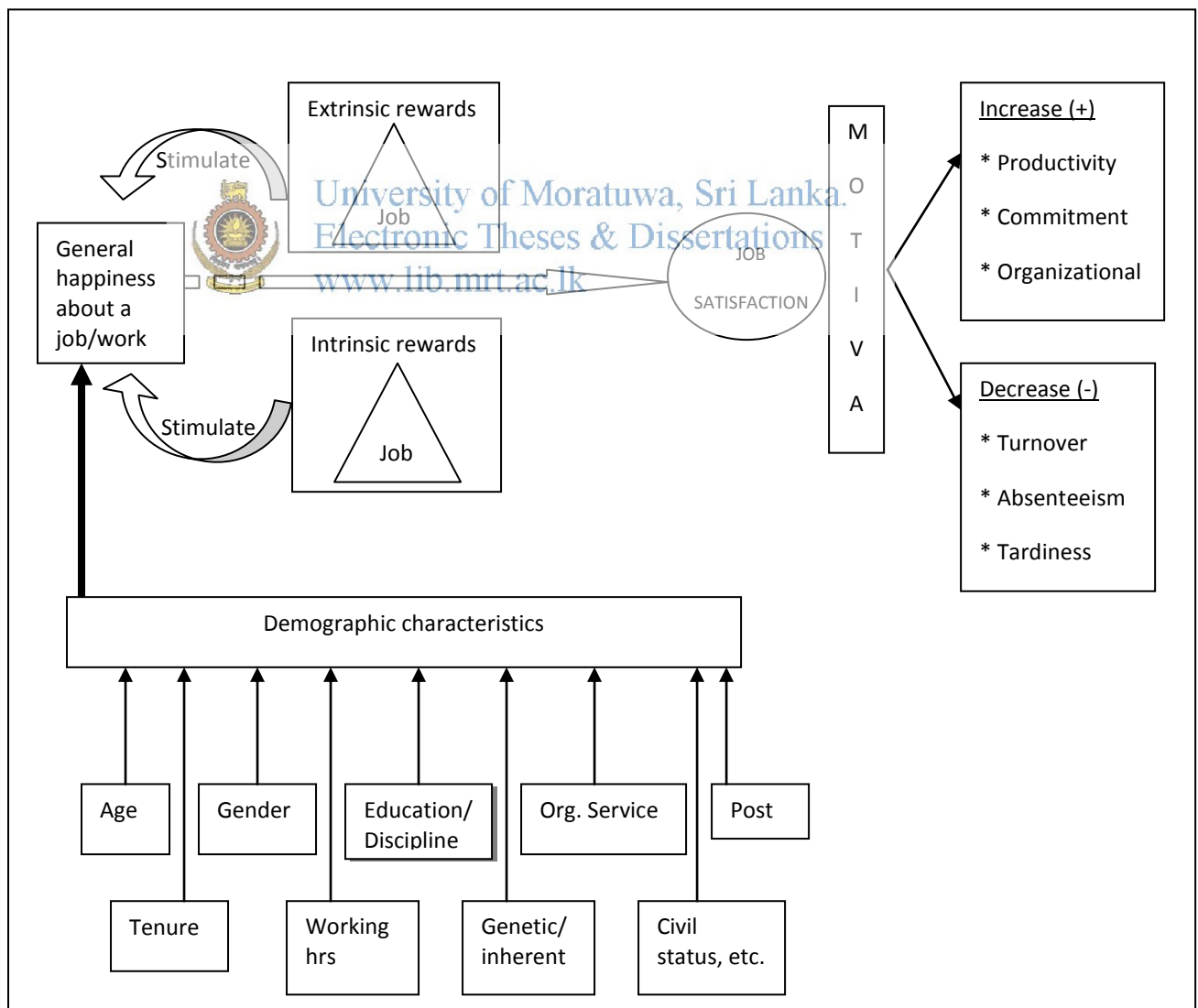


Figure 2.3 – A conceptualization of worker behavior

2.17. SUMMARY

In this chapter, the researcher focused on some literature available on the concept “Job Satisfaction” and conducive factors on it. In addition to the perspective of Job Satisfaction on employees behaviors such as Organizational Citizenship, Organizational Commitment, Motivation and, the relevant theories and models on this concept, effect of physical environment also were briefed. The factors influencing Job Satisfaction such as work conditions, physical work environment, work itself, recognition, employee relations, work group, communication, responsibility, empowerment, company and administrative policies, and, leadership were discussed. The next chapter opens to the methodology in which the researcher’s pre-requisites to conduct a survey is clarified.



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CHAPTER 3- METHODOLOGY

3.1 INTRODUCTION

In this chapter, the researcher makes an attempt to conceptualize the research study on the basis of selected variables from the literature review.

This chapter will show you the researcher's Research Design, Sampling method, study design, measuring of variables, conceptual model, hypotheses, operationalization of variables used to collect empirical data, methods of data presentation and, methods of data analysis and hypotheses testing of the study.



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3.2 RESEARCH APPROACH

The entire research study is outlined considering following two dimensions.

1. Conceptual structure
2. Empirical structure

These two structures are covered by Deductive (Quantitative) research approach as reasoning follows more general to the more specific with the help of available facts by examining theories.

Figures 3.1 and 3.2 show the Deductive Approach for Conceptual and Empirical structure.

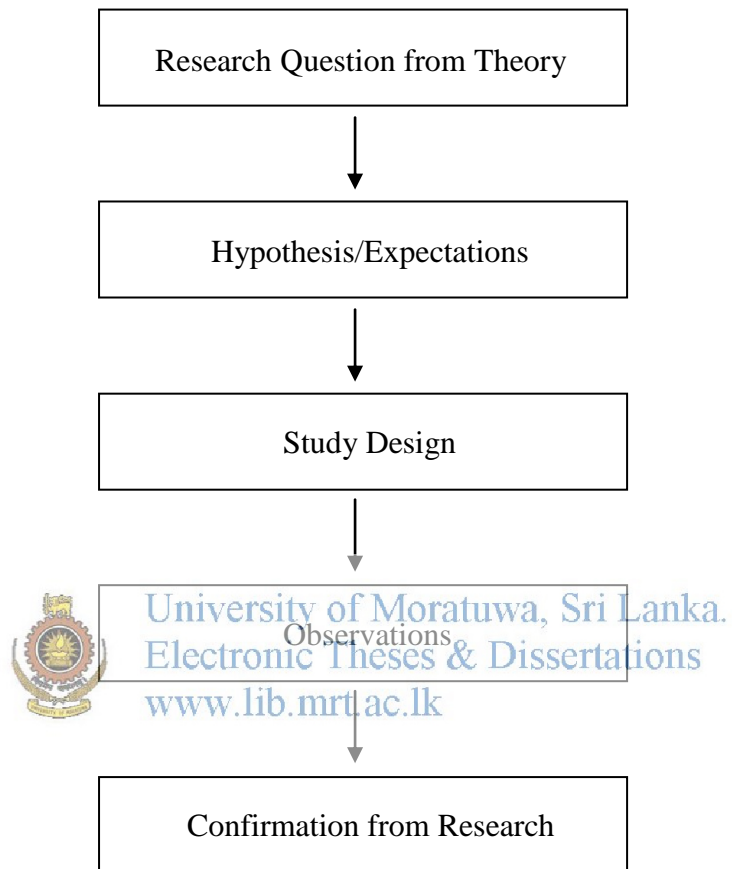


FIGURE 3.1 - Deductive approach for conceptual structure

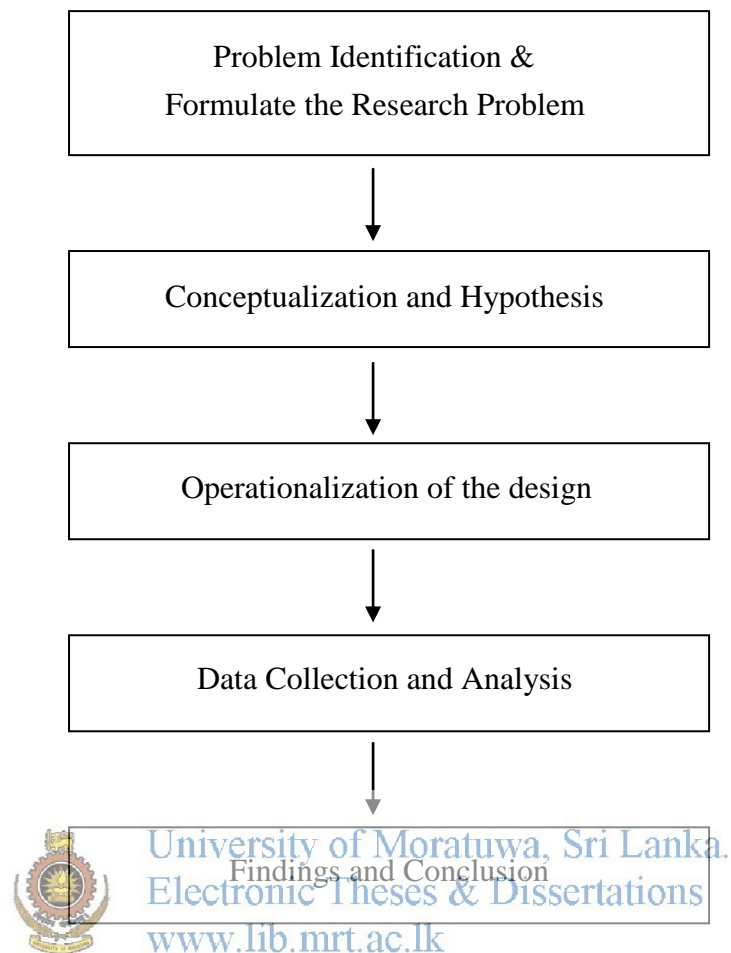


FIGURE 3.2 - Deductive approach for Empirical structure

3.3 RESEARCH DESIGN

This research is explored on the basis of Causal Design. It searches the effect of one variable on another. Following diagram is a brief of the research design.

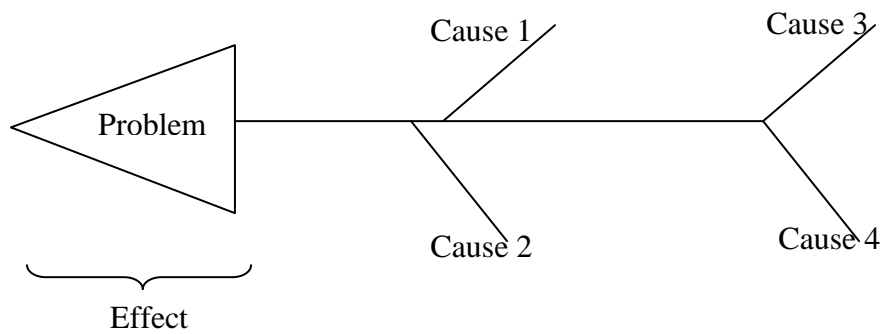
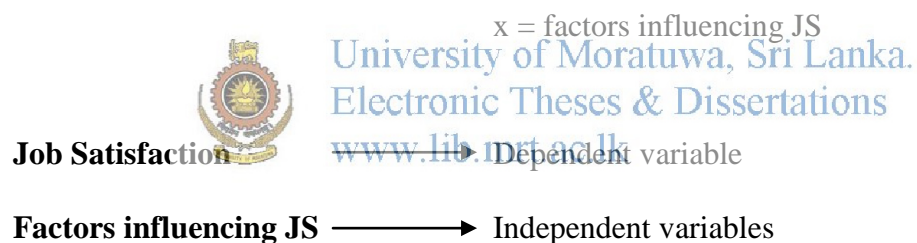


FIGURE 3.3 - Cause & Effect diagram

The problem depends on the consequences of causes. More specifically, the researcher has matched this relationship as a functional relationship as follows:

$$\text{Job Satisfaction (JS)} = f(x_1, x_2, x_3, \dots)$$



In this process, the factors selected for studying the Job Satisfaction are;

1. Recognition of work (RW)
2. Work Itself (WI)
3. Leadership (LED)
4. Physical space (PS)
5. Physical work environment (PWE)

3.4 SAMPLING METHOD

Researcher used stratified random sampling and systematic sampling as a combination of sampling technique to select the sample.

Stratified random sampling - Population is first divided into meaningful segments.

Eg. in this research the identified population to be researched is segmented as ;

- (a) Senior Level Executives (GMM)
- (b) Middle Level Executives (DGMM) and
- (c) Junior Level Executives (ENEE, ACC, MGRS, Etc..)

How was this done by the Researcher practically? Following (a) and (b) described the process briefly.



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(a) Population

The Population identified by the researcher consists 3 categories of Executive Staff in SLT such as;

		<u>Strength</u>
1. Senior Level Executives (GM)	-	62
2. Middle Level Executives (DGM)	-	113
3. Junior Level Executives (ENEE, ACC)	-	550
		<u>725</u>

The Executive staff of the Sri Lanka Telecom was considered as the population. However, due to the time constraints only the executive staff of Head Office which is located in the Lotus Road, Colombo 01, premise was taken as the population. Hence, the population size is; 195.

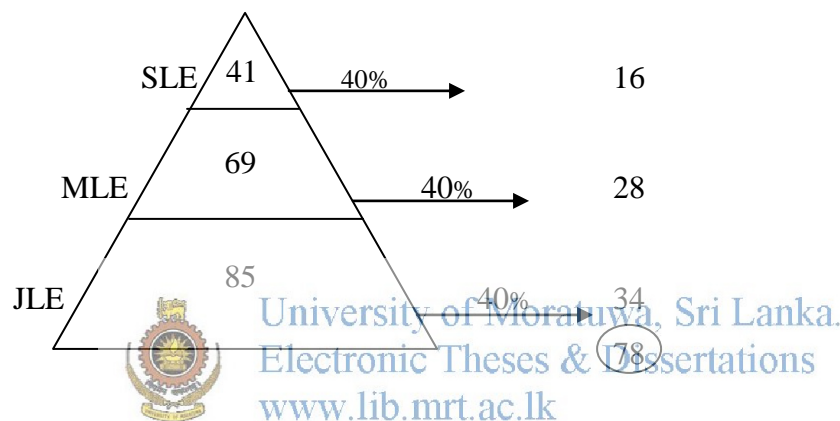
(b) Sample

The size of the sample taken for survey study was 40% of the population, i.e. 78 executives.

Calculation of the sample

$$\text{Population; } 195 * 40\% = 78$$

The sample of 78 executive consists on the following basis.



3.5 STUDY / SURVEY DESIGN

The study was done on field survey method by using a structured questionnaire. To collect the primary data on Job Satisfaction of the executive staff, the Minnesota Satisfaction Questionnaire (MSQ) was referred. However, necessary modifications were done base on the requirement.

The MSQ utilizes a Likert-type scale with five response alternatives ranging from “Very Dissatisfied” (weighted 1) to “Very Satisfied” (weighted 5) for each of the statements. A pilot testing was done among the executives of Facility Management division of SLT to ascertain the clarity, simplicity and relevancy. On the views given by them, the questionnaire was modified in some areas and, then the questionnaire was distributed among 78 selected samples.

Diagram 3.4 exhibits the flow of the field survey.

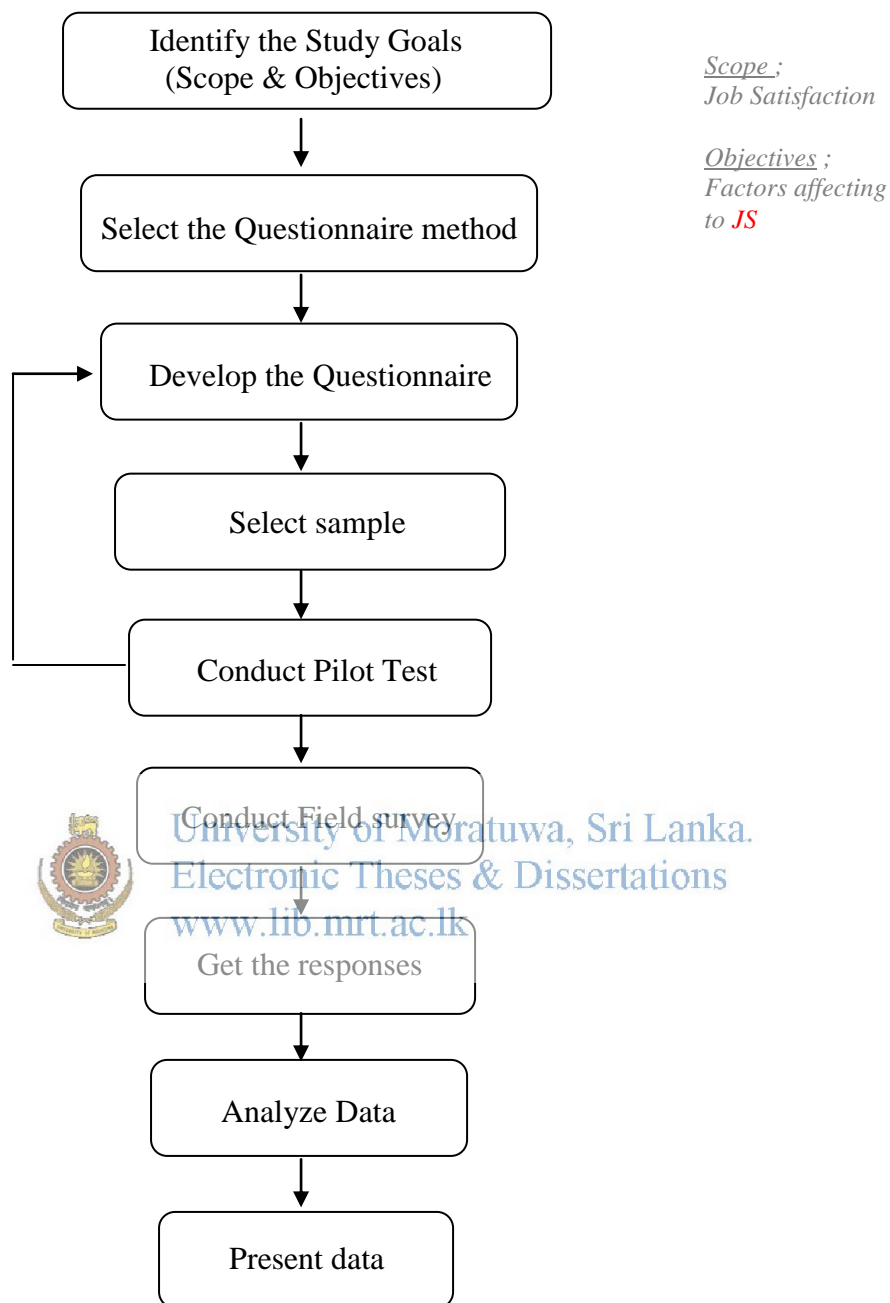


FIGURE 3.4 - Flow Chart of the Field Survey

Further, on identifying the process of the research problem, the researcher referred few employees' grievances and personal interviews were conducted with only few identified executive officers to enable the researcher to identify the factors influencing Job Satisfaction.

3.6 MEASUREMENT OF VARIABLES

As described under ‘3.3 Research Design’, this study was conducted covering five variables such as Recognition of work, Work Itself, Leadership, Physical space, & physical work environment.

Structured questionnaire was designed to measure the variables (**Annexure – I**). The structure of the questionnaire consists following:

- * Demographic characteristics (Question numbers 1 to 6)
- * Face Scale (Question number 7)
- * 50 statements built on five variables (Question number 8)
- * Comments/Suggestion of sampled executives on Organization’s Job Satisfaction (Question number 09)

3.6.1 Demographic characteristics

Following are covered in this phase.

1. Gender of the respondent
2. Age group
3. Service in the organization
4. Professional Background
5. Length of service in the post (at the time survey was done)

Note : These demographics’ levels have been indexed and, those indexes are used to analyze and present the results.

3.6.2 Face scale

In this technique researcher attempted to capture the respondents' *General feeling of the job*.

Facial expressions extend from “Strongly happy” (weighted 6) to “Strongly unhappy” (weighted 1) level. It shows on the following figure 3.5

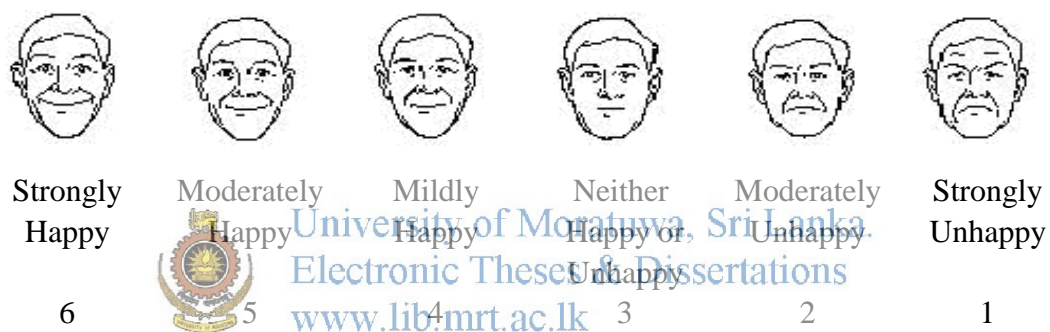


FIGURE 3.5 - Facial expression on job in general

Wong-Baker FACES Pain Rating Scale (Hockenberry MJ, Wilson D: 2009)

3.6.3 Fifty (50) statements on five (05) facets

In this phase respondents were asked to decide how satisfied they feel about the aspects of their present job. This phase consist 50 statements. It measures Job Satisfaction across 23 different dimensions, with 10 questions on each variable. These 23 attributes represent the main five variables which will be studied on executives' job satisfaction in such telco companies in Sri Lanka. Table 3.1 shows the attributes and its related variable against them.

TABLE 3.1 - Attributes of variables for measuring job satisfaction

	Attributes	Related variable
i.	a) Appreciation for Job	I. Recognition of work
ii	b) Recognition for effort	
iii	c) Rewarding/compensation	
iv	d) Seeing results from work	
v	a) Ability utilization	II. Work Itself
vi	b) Job variety	
vii	c) Level of autonomy	
viii	d) Creativity/innovation	
ix	e) Activities of the job	
x	a) Human Relations	III. Leadership
xi	b) Delegation work	
xii	c) Decision making	
xiii	d) Direction/Guidance	
xiv	e) Rewarding	
xv	a) Organization policy	IV. Physical space
xvi	b) care on my job	
xvii	c) Recognition of my designation	
xviii	d) Organizational responsibility	
xix	a) Equal Treatments	V. Physical work environment
xx	b) Care on Employees	
xxi	c) Recognition of my work	
xxii	d) Flexibility for change	
xxiii	e) Organizational responsibility	

Statements built on each attribute under the relevant variable have been indexed by using the index applicable to each variable in their group; i.e. for an eg. in the Question number 8 of the questionnaire, there are three statements for I. a) Appreciation for job as a1, a2 & a3. And for III. c) Decision making; there are statements under c1, c2.

5-point Likert Scale applied as the instrument to measure Job Satisfaction of the respondents. The pattern of the Likert Scale used in this process is given below;

- 1.- **Very Dissat.** - I am very dissatisfied with this aspect of my job.
- 2.- **Dissat.** - I am dissatisfied with this aspect of my job.
- 3.- **N** - I can't decide whether I am satisfied or not with this aspect of my job.
- 4.- **Sat.** - I am satisfied with this aspect of my job.
- 5.- **Very Sat.** - I am very satisfied with this aspect of my job.

3.6.4 Comments/Suggestion of sampled executives on Organization's Job

Satisfaction

In this part, researcher welcomes suggestion or comments from the sampled executive officers regarding to reinforce the job satisfaction level of executives of the researched organization.

3.7 CONCEPTUAL MODEL OF THE STUDY



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On process of conceptualization, the key facets/variables identified above, (1) Recognition, (2) Work Itself, (3) Leadership, (4) Physical space and, (5) Physical work environment which have a significant relationship on Job Satisfaction are presented. Conceptualization is shown in the following figure

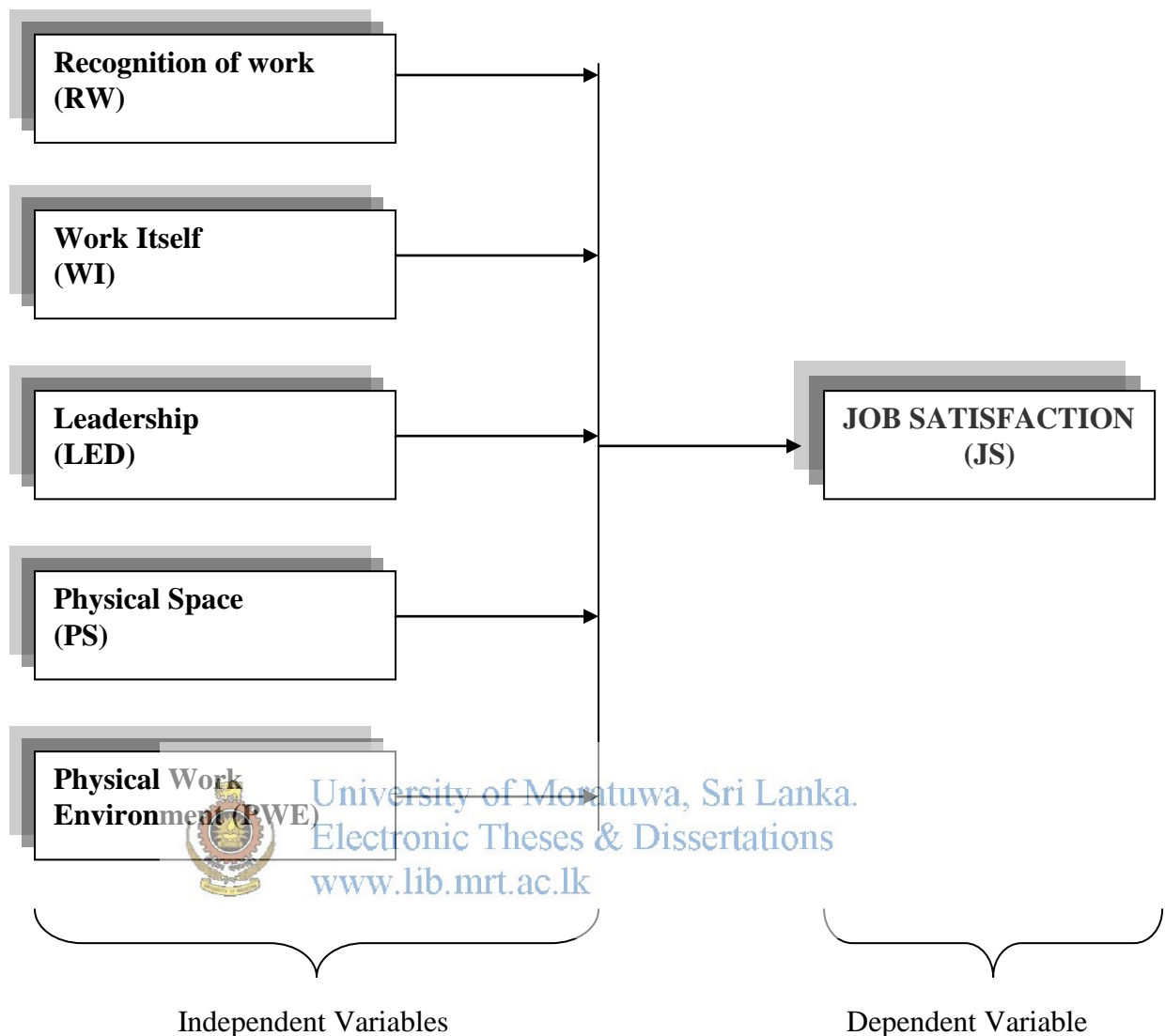


FIGURE 3.6 - Conceptualization of the study

3.8 HYPOTHESIS FORMULATION

Following are the statements of hypotheses the researcher wants to test with the help of empirical findings.

Alternative/relevant Hypotheses

H_{a1} : Higher the level of Recognition of work, higher will be the degree of executives' job satisfaction.

Ha₂ : Higher the level of Work Itself, higher will be the degree of executives' job satisfaction.

Ha₃ : Higher the level of Leadership, higher will be the degree executives' of job satisfaction.

Ha₄ : Higher the level of Physical space, higher will be the degree of executives' job satisfaction.

Ha₅ : Higher the level of Physical work environment, higher will be the degree of executives' job satisfaction.

A Null Hypothesis was developed to ascertain a validity of the research study on Factors influencing the Job Satisfaction.



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Null Hypotheses

Ho₁ :There is no influence on executives' job satisfaction by Recognition of work.

Ho₂ :There is no influence on executives' job satisfaction by Work Itself.

Ho₃ :There is no influence on executives' job satisfaction by Leadership.

Ho₄ :There is no influence on executives' job satisfaction by Physical space.

Ho₅ :There is no influence on executives' job satisfaction by Physical work environment.

3.9 OPERATIONALIZATION OF VARIABLES

The variables, indicators and measures relevant to Job Satisfaction are operationalized for the purpose of the study as given in the Table below.

TABLE 3.2 - Operationalization of variables

Concept	Variables	Indicators	Measure
Job Satisfaction	(1) Recognition of work	a) Appreciation for Job b) Recognition for effort c) Rewarding/compensation d) Seeing results from work	* 5 point Likert Scale
	(2) Work Itself	a) Ability utilization b) Job variety c) Level of autonomy d) Creativity/innovation e) Activities of the job	* 5 point Likert Scale
	(3) Leadership	a) Human Relations b) Delegation work c) Decision making d) Direction/Guidance e) Rewarding	* 5 point Likert Scale
	(4) Physical space	a) Organization policy b) care on my job c) Recognition of my designation d) Organizational responsibility	* 5 point Likert Scale
	(5) Physical work environment	a) Organizational responsibility b) Care on Employees c) Recognition of my work d) Flexibility for change e) Organizational responsibility	* 5 point Likert Scale

Preparation of the questionnaire was based on this approach.

3.10 METHOD OF DATA PRESENTATION

The findings of empirical data are presented in the next Chapter on tabulations, graphs and drawings and, demographic characters in the study are presented using Bar charts, Line charts & Pie charts with techniques available on MS Excel.

3.11 METHOD OF DATA ANALYSIS

To summarize and analysis of primary data researched used MS Excel, and SPSS statistics software packages.

Descriptive statistics, Regression and Correlation coefficient statistics techniques were used to find the relationship and strength of the relationship of the variables onto dependent variable, i.e. 'Job Satisfaction'.

3.12 METHOD OF HYPOTHESIS TESTING

Testing of hypothesis is conducted by means of 'Pearson's correlation coefficient'.

In this process, the researcher takes the significance level (α) as 0.05, as 95 percent confidence level is desired. A one-tailed (right-tailed) test is used because H_1 (alternative hypothesis) is concerned with a positive relationship ($H_1 : P > \alpha$). On the other hand null hypothesis (H_0) is considered as $H_0 : P \leq \alpha$.

3.13 SUMMARY

In this chapter, the Research approach, Research Design, sampling method, Survey design, Conceptualization of the research study, Operationalization of variables, Formulation of hypothesis and, methods of data presentation, analyzing and testing hypothesis were discussed.

Based on these criteria, the researcher will analyze and present the primary data of field survey in the next chapter.

CHAPTER 4 - DATA ANALYSIS & PRESENTATION

4.1 INTRODUCTION

This chapter demonstrates the empirical data by means of descriptive and inferential statistics through the process of primary data analysis. Job satisfaction and relationship of the factors influencing job satisfaction are analyzed and, the output is presented by diagrams, charts, tabulations. Hypothesis will be accepted or rejected through the process of its testing. Demographics of the sampled executives are shown by charts and research attempt to predict relationships among demographics, general happiness towards the job assigned for executives of the telecom organization for which this study is done. In addition, the main facets identified by the researcher are examined to forecast the level of executives' Job Satisfaction of the organization.



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4.2 SURVEYED EXECUTIVES

A combined random sample of 78 executives in Head Office of Sri Lanka Telecom was surveyed by means of a structured questionnaire. Questionnaire were completed and returned by 66 executives (85%). One follow-up request for returning survey was made.

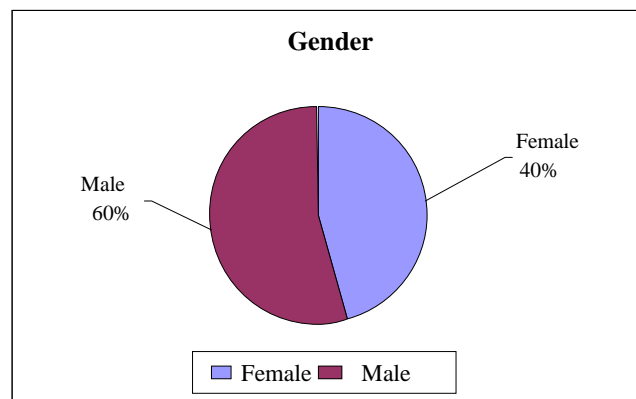
4.3 DEMOGRAPHICS OF EXECUTIVES

The questionnaire included six (06) demographic questions. Responses to these questions indicate that 60 percent (60%) of the executives are male while rest is female. 42 percent (42%) of the executives are in the Age group of (36 to 45).

Three fourth (3/4) of the executives have more than 11 years service in the organization and, one fifth (1/5) of the sample holds the same position in the organization hierarchy for a period of 11 years and more.

The summarized demographic characteristics of surveyed executives are tabulated in **Annexure – II**.

Summarized survey data on demographics are illustrated in the following charts.



 **FIGURE 4.1 - Gender characteristics of the Field Survey**
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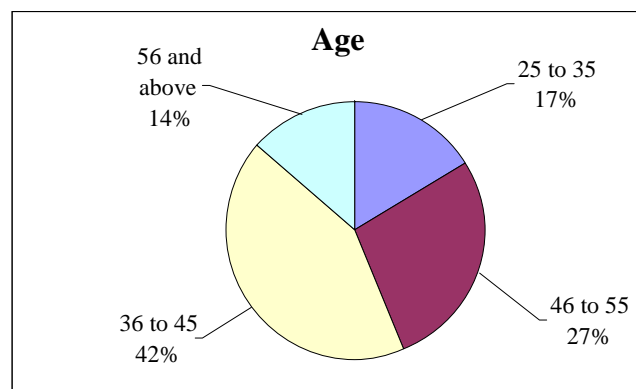


FIGURE 4.2 - Age group of the sample

Percentage (%) of surveyed executives who have different Disciplines in SLT

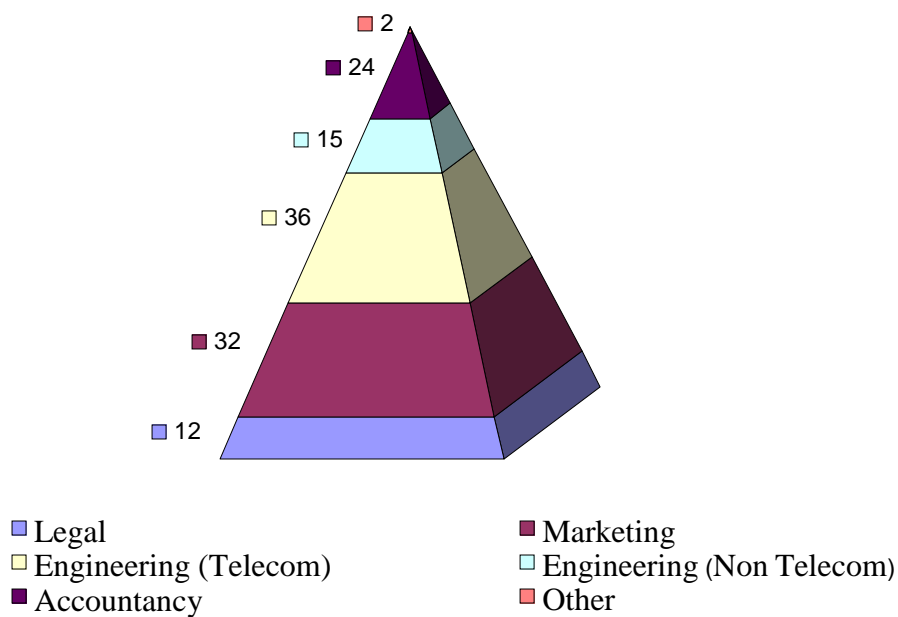


FIGURE 4.3 - Professional Background of surveyed executives



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Percentage (%) of Service in the organization

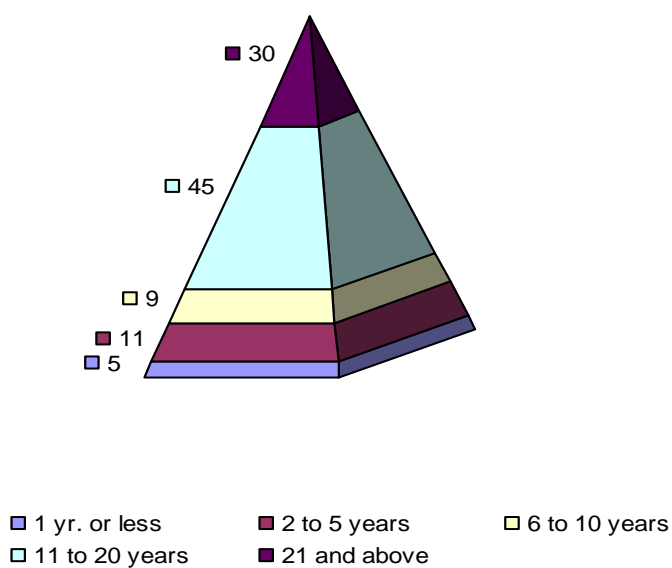


FIGURE 4.4 - Surveyed executives' Tenure in Office

Percentage (%) of Length of service in the Present post

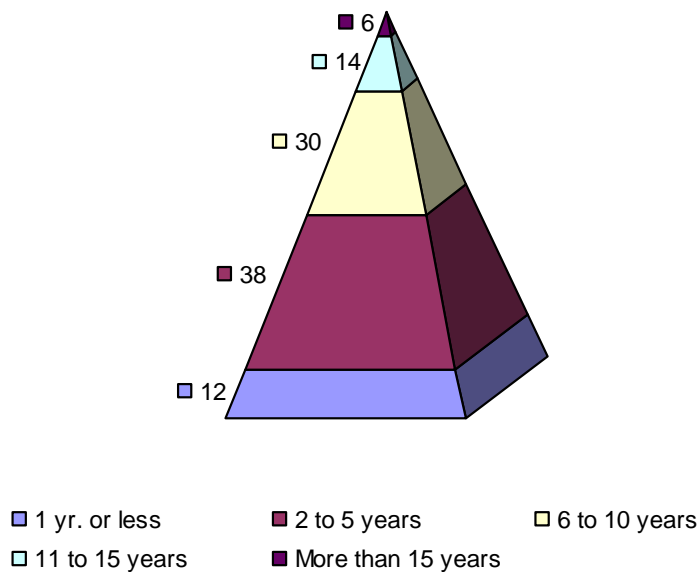


FIGURE 4.5 - Respondents' Service in the existing position









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4.4 FACE SCALE

4.4.1 Level of General Happiness towards the Job

In this phase, researcher was interested to see happiness of the sampled executives in relation to the *job in general* they have been assigned and how they rank the facial expression according to their feelings about their job/work. On this attempt as the spirit, the research asked individuals to respond one question, such as “All things considered, how satisfied are you with your job?” Respondents then replied by ticking on an appropriate of the cage. This scale expands from 1 to 6 faces that correspond to answer from “Strongly Happy” to “Strongly Unhappy”. Summarized responses are exhibited on Exhibit 4.1.

EXHIBIT 4.1 - Summary of responses for 'Face Scale'

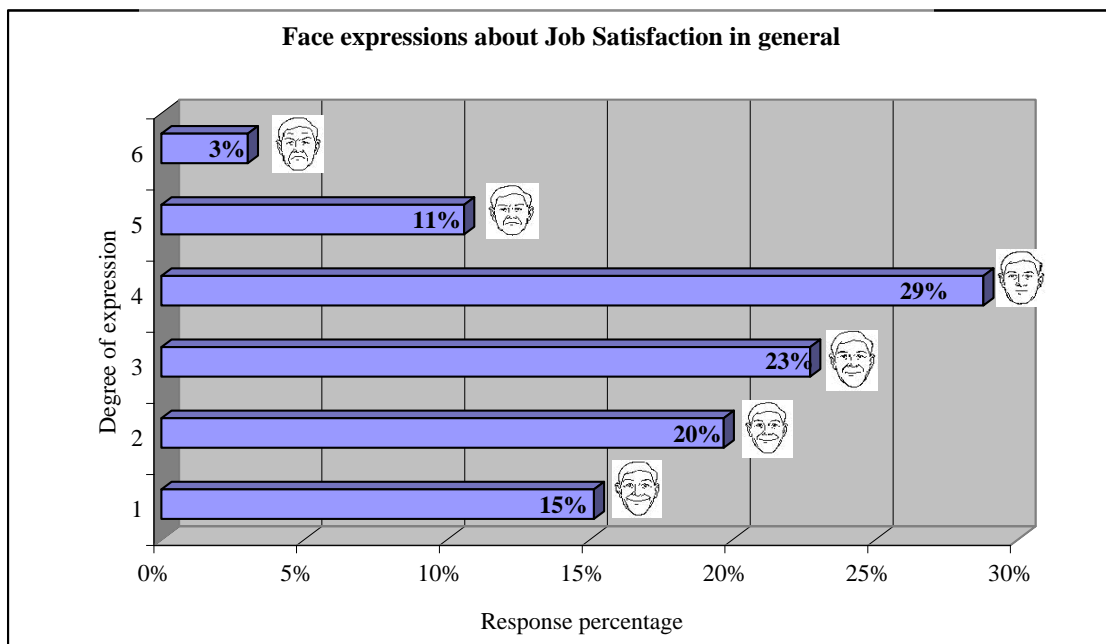
Summary of responses for 'FACE SCALE'						
Measure : Facial expression about how respondents feel their 'Job in General'						
Number of participants : All surveyed executives who returned the responses (66)						
Degree of Facial expression						
Scale	Strongly Happy	Moderately Happy	Mildly Happy	Neither Happy or Unhappy	Moderately Unhappy	Strongly Unhappy
Number assigned	6	5	4	3	2	1
Number of respondents	10	13	15	19	7	2
Percentage	15%	20%	23%	29%	11%	3%

(Data Source : Field survey)

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The Diagram in the next page depicts the above results on graphical manner.

**FIGURE 4.6 - Summary of responses for 'Face Scale'**

(Data Source : Field survey)

4.4.2 An overview of relationship between Demographic factors and General happiness of the Job

Single factor – Analysis of variance (ANOVA) was done to see whether there is an effect for general job happiness of respondents by each demographic characteristic. Researcher desired the significance level as 0.05 (α) taking confidence of 95 percent. In this analysis, researcher desires a significant effect on General job happiness level by a demographic factor, if the P-value is less than α .

What is the P-value? The probability value (P-value) is the probability of obtaining a statistic different from or more different from the parameter (i.e. significance level; α value) specified in the experiment.

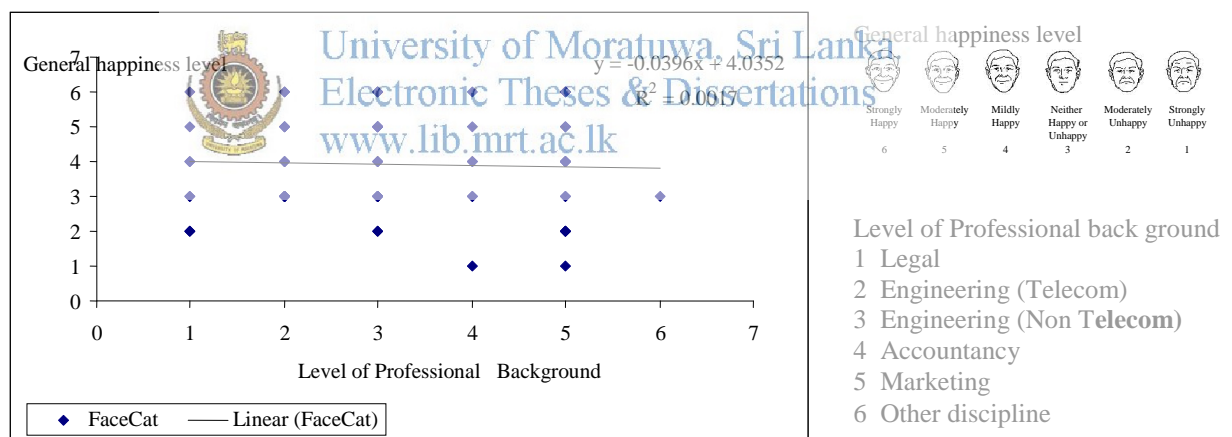


FIGURE 4.7 - Level of general job happiness by Professional Back ground

(Data Source : Field survey)

There is a negative linear relationship with discipline demography. P-value (0.002633565) is significant (i.e. less than 0.05) which confirms that “Type of professional stream” as having a significant effect on the level of “General job happiness”. However, this is not a very good linear relationship as r (correlation) is not a high value ($r = -0.041$) and there is no correlation. Further according to the R^2 value

(0.17%) there cannot see a significant variance of general job happiness by the Type of professional stream.

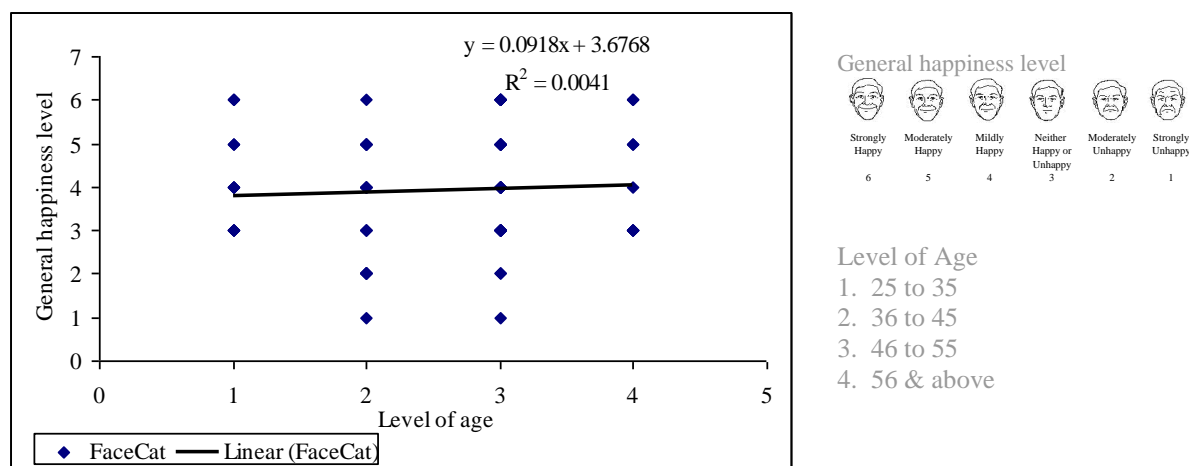


FIGURE 4.8 - Level of general job happiness by degree of sampled age

(Data Source : Field survey)

There is a positive linear relationship with age category of the sample. P-value (2.67805E-10) is not significant (i.e. greater than 0.05) which reveals that there is no significant on the level of “General job happiness” by age factors. Figure 4.10 reveals that as the respondents reached to matured, the satisfaction with the job slightly increases. However, this is not a very good linear relationship as r is not a high value ($r=0.064$) and there is no correlation. Further according to the R^2 value (0.41%) there cannot see a significant variance of general job happiness by the age category.

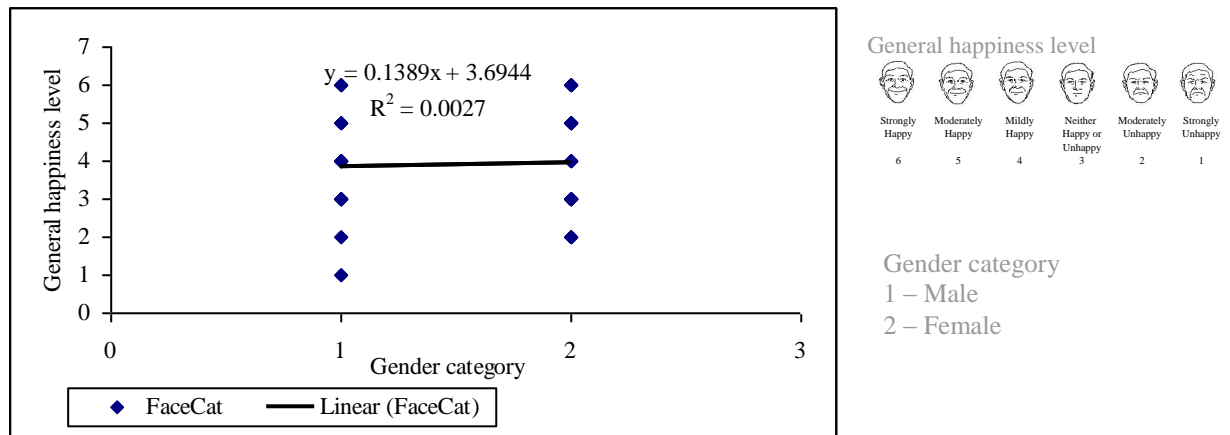


FIGURE 4.9 - Level of general job happiness by Gender category

(Data Source : Field survey)

There is a positive linear relationship with the Gender category of the sample. P-value (3.2349E-26) is not significant (i.e. greater than 0.05) which reveals that there is no significant on the level of “General job happiness” by gender category. Figure 4.11 reveals that there is a slight difference of job happiness between Male and Female sample respondents. However, this is not a very good linear relationship as r is not a high value ($r=0.051$) and there is no correlation. Further according to the R^2 value (0.2%) there cannot see a significant variance of general job happiness by the gender character.

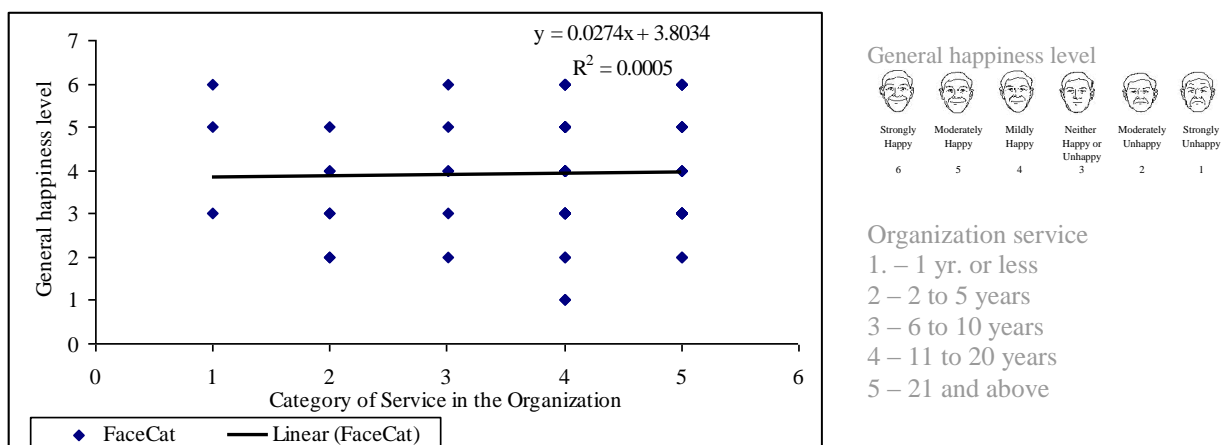


FIGURE 4.10 - Level of general job happiness by degree of Organization service

(Data Source : Field survey)

There is a positive linear relationship with the degree of service in the organization. P-value (0.832444144) is not significant (i.e. greater than 0.05) which reveals that there is no significant on the level of “General job happiness” by service in the organization factors. However, this is not a very good linear relationship as r is not a high value ($r=0.023$) and there is no correlation. Further according to the R^2 value (0.0005) there cannot see a significant variance of general job happiness by degree of service in the organization.

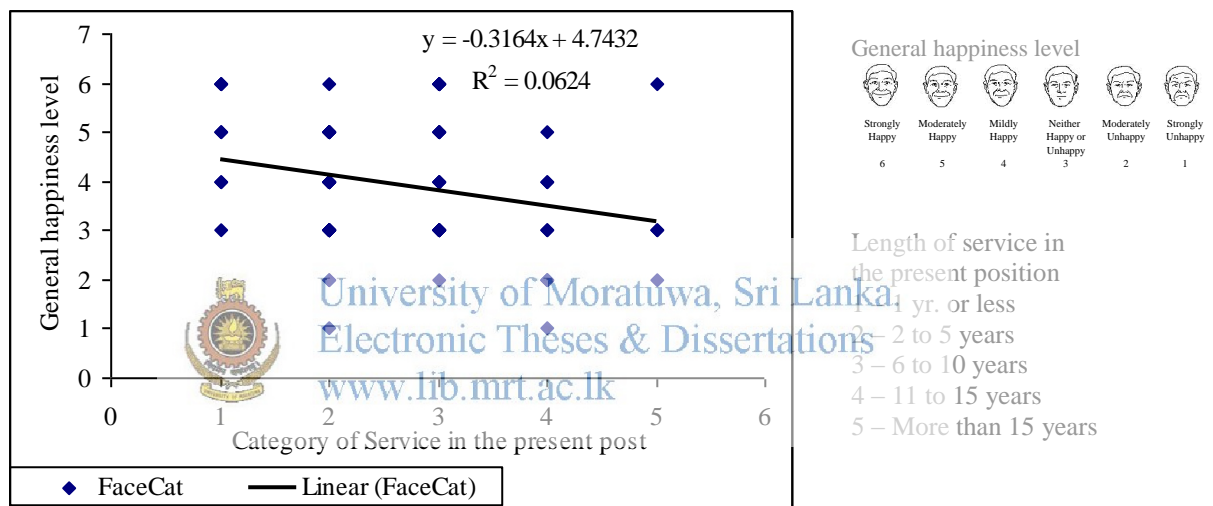


FIGURE 4.11 - Level of general job happiness by length of service in present position

(Data Source : Field survey)

There is a negative linear relationship with length of the service in present position of the surveyed respondents. P-value (1.54318E-08) is not significant (i.e. greater than 0.05) which reveals that there is no significant on the level of “General job happiness” by respondents’ service in the present position. Figure 4.14 shows that a gradual slop (decrease) of general job happiness against the length of service in the existing position. However, this is not a very good linear relationship as r is not a high value ($r=0.250$) and there is no strong correlation. Further according to the R^2 value (6%) the significance of the variance takes mildly.

4.5 ANALYSIS OF RESPONSES OF 50 STATEMENTS

Responses for 50 statements built under selected five variables such as; (1) Recognition of work [RW], (2) Work Itself [WI], (3) Leadership [LED], (4) Physical Space [PS] and (5) Physical work Environment [PWE] were summarized using a MS Office Excel sheet (**Annexure – 1**) and composite score for each variable by each respondent was transferred to the SPSS (Statistical Product & Service Solution) statistic analysis software (version 13.0) to get the Descriptive statistics and analysis of Regression and Correlation between the independent variables and dependant variable. The results of the Descriptive Statistics and regression & correlation coefficients generated by SPSS of the sampled survey have been annexed as **Annexure – 11**.

4.5.1 Analysis of Regression and Correlation coefficient

Linear Regression is used to measure the type of relationship between two variables.

Equation of linear regression:

$$Y = B_0 + B_1X$$

where B_0 is a constant, B_1 is the slope (Depicts in the Annexure ... called the regression coefficient), X is the value of the independent variable, and Y is the value of the dependent variable.

Correlations coefficient is an Index; by means try to measure the strength of the relationship between an independent variable and the dependent variable.

Standardized index for strength of the correlation coefficient is:

$$- 1 \leq r \leq + 1$$

4.5.1.1 Job Satisfaction (JS) against Recognition of work (RW)

TABLE 4.1 - Model Summary – RW

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 ^a	.572	.565	16.90568

a. Predictors: (Constant), RW

(Data Source : Field survey)

R.Square (R^2) shows the percentage of regression between JS and RW. According to the Table 4.1;

$$R. \text{ Square} = .572$$

$$\therefore \text{Percentage of JS vs. RW} = .572 \times 100$$



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The Recognition of work predicts 57.2% of the variance in Job satisfaction.

TABLE 4.2 - Correlations of JS and RW

Correlations			
		RW	JS
RW	Pearson Correlation	1	.756**
	Sig. (1-tailed)		.000
	N	66	66
JS	Pearson Correlation	.756**	1
	Sig. (1-tailed)	.000	
	N	66	66

** . Correlation is significant at the 0.01 level

(Data Source : Field survey)

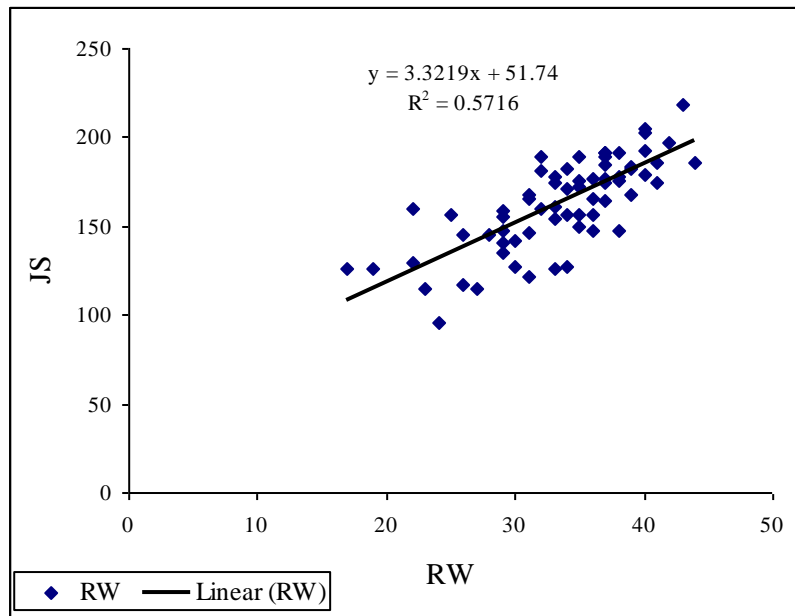


FIGURE 4.12 - Scatter diagram – JS vs. RW

There is a positive linear relationship of Job Satisfaction with Recognition of work (RW).

As shown in Table 4.2, Correlation is significant at the 0.01 level, which confirms the strong relationship, $r = .756$.



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4.5.1.2 Job Satisfaction (JS) against Work Itself (WI)

TABLE 4.3 - Model Summary – WI

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.637	.631	15.55835

a. Predictors: (Constant), WI

(Data Source : Field survey)

R.Square (R^2) shows the percentage of regression between JS and WI. According to the Table 4.3;

$$R. \text{ Square} = .637$$

$$\therefore \text{Percentage of JS vs. WI} = .637 \times 100$$

$$= 63.7\%$$

Therefore, Work Itself predicts 63.7% of the variance in Job Satisfaction.

TABLE 4.4 - Correlations of JS and WI

Correlations		WI	JS
WI	Pearson Correlation	1	.798**
	Sig. (1-tailed)		.000
	N	66	66
JS	Pearson Correlation	.798**	1
	Sig. (1-tailed)	.000	
	N	66	66

** . Correlation is significant at the 0.01 level

(Data Source : Field survey)



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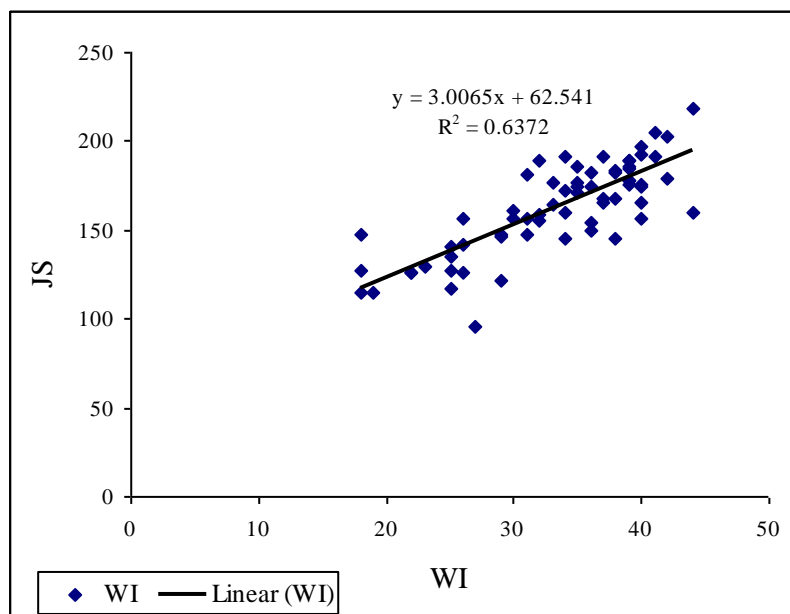


FIGURE 4.13 - Scatter diagram – JS vs. WI

There is a positive linear relationship of Job Satisfaction with Work Itself (WI). As shown in Table 4.4, Correlation is significant at the 0.01 level which confirms the strong relationship. $r=.798$

4.5.1.3 Job Satisfaction (JS) against Leadership (LED)

TABLE 4.5 - Model Summary – LED

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870 ^a	.757	.753	12.72599

a. Predictors: (Constant), LED

(Data Source : Field survey)

R.Square shows the percentage of regression between JS and LED. According to the Table 4.7;



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R. Square = .757

$$\begin{aligned}\therefore \text{Percentage of JS vs. LED} &= .757 \times 100 \\ &= 75.7\%\end{aligned}$$

The Career Advancement predicts 57.2% of the variance in Job satisfaction.

TABLE 4.6 - Correlations of JS and LED

Correlations			
		PS	LED
PS	Pearson Correlation	1	.870**
	Sig. (1-tailed)		.000
	N	66	66
JS	Pearson Correlation	.870**	1
	Sig. (1-tailed)	.000	
	N	66	66

** . Correlation is significant at the 0.01 level

(Data Source : Field survey)

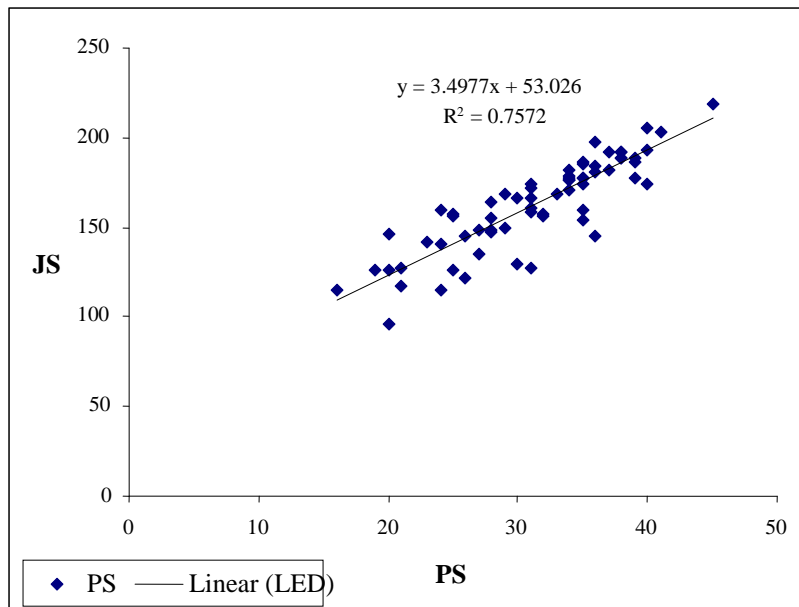


FIGURE 4.14- Scatter diagram – JS vs. LED

There is a positive linear relationship of Job Satisfaction with Physical Space (LED). As shown in Table 4.8, Correlation is significant at the 0.01 level which confirms the strong relationship. $r = .870$



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4.5.1.4 Job Satisfaction (JS) against Physical Space (PS)

TABLE 4.7 - Model Summary – PS

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.584	.577	16.66444

a. Predictors: (Constant), PS

(Data Source : Field survey)

R. Square shows the percentage of regression between JS and PS. According to the Table 4.7;

$$R. \text{ Square} = .584$$

$$\therefore \text{Percentage of JS vs. PS} = .584 \times 100$$

$$= 58.4\%$$

Physical Space variable predicts 58.4% of the variance in Job satisfaction.

TABLE 4.8 - Correlations of JS and PS

Correlations		PS	JS
PS	Pearson Correlation	1	.764**
	Sig. (1-tailed)		.000
	N	66	66
JS	Pearson Correlation	.764**	1
	Sig. (1-tailed)	.000	
	N	66	66

** . Correlation is significant at the 0.01 level

(Data Source : Field survey)

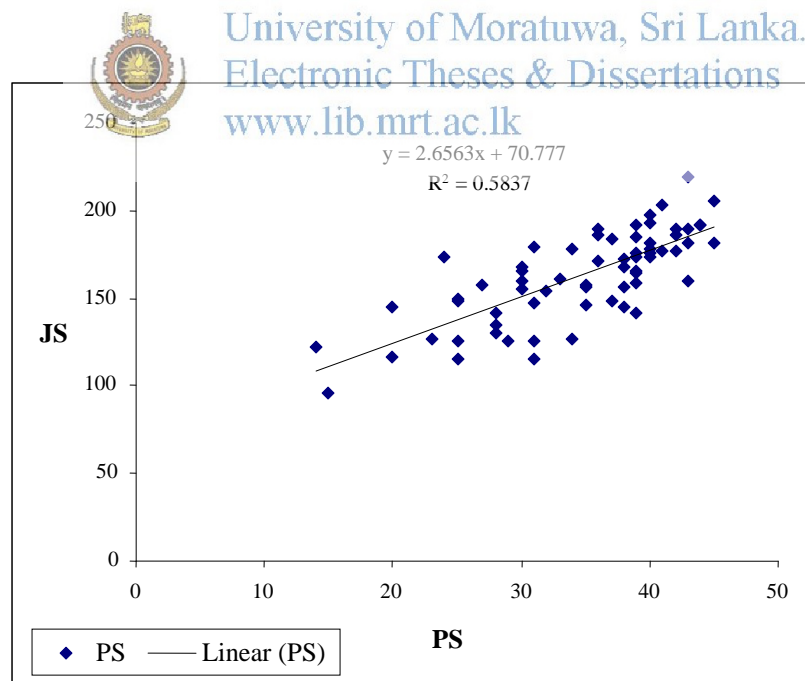


FIGURE 4.15 - Scatter diagram – JS vs. PS

There is a positive linear relationship of Job Satisfaction with Physical Space (PS). As shown in Table 4.6, Correlation is significant at the 0.01 level which confirms the relationship. $r=.764$

4.5.1.5 Job Satisfaction (JS) against Physical work Environment (PWE)

TABLE 4.9 - Model Summary – PWE

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 ^a	.499	.491	18.28810

a. Predictors: (Constant), PWE

(Data Source : Field survey)

R. Square shows the percentage of regression between JS and PWE. According to the Table 4.9;



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∴ Percentage of JS vs. PWE = .499 x 100

= 49.9%

The Physical work Environment predicts 49.9% of the variance in Job satisfaction.

TABLE 4.10 - Correlations of JS and PWE

Correlations			
		PWE	JS
PWE	Pearson Correlation	1	.706**
	Sig. (1-tailed)		.000
	N	66	66
JS	Pearson Correlation	.706**	1
	Sig. (1-tailed)	.000	
	N	66	66

** . Correlation is significant at the 0.01 level

(Data Source : Field survey)

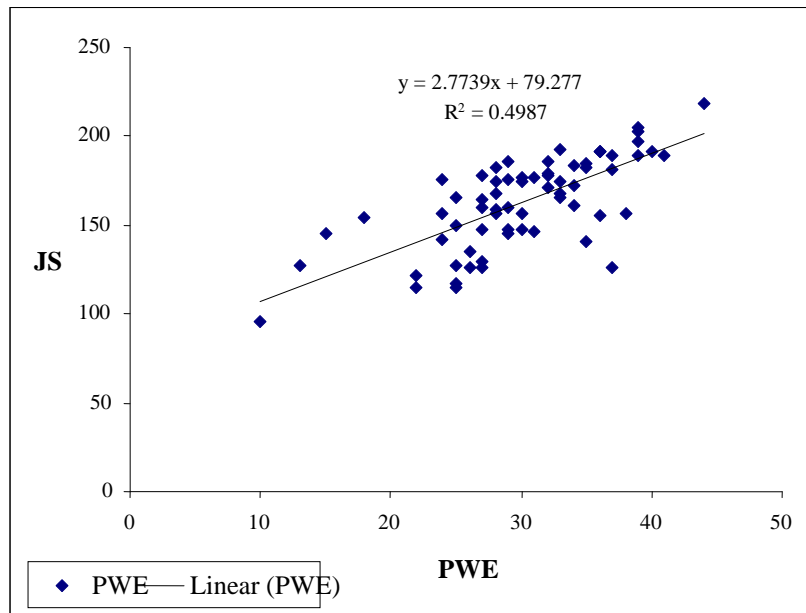


FIGURE 4.16 - Scatter diagram – JS vs. PWE

There is a positive linear relationship of Job Satisfaction with Physical work environment (PWE). As shown in Table 4.10, Correlation is significant at the 0.01 level which confirms the relationship. $r=.706$

4.6 CONCEPTUAL MODEL WITH EMPIRICAL FINDINGS

The type of relationship of 5 variables on Job satisfaction analyzed based on the empirical data and, the strength of the relationships between variables and job satisfaction is applied to the conceptual model created in this process as below.

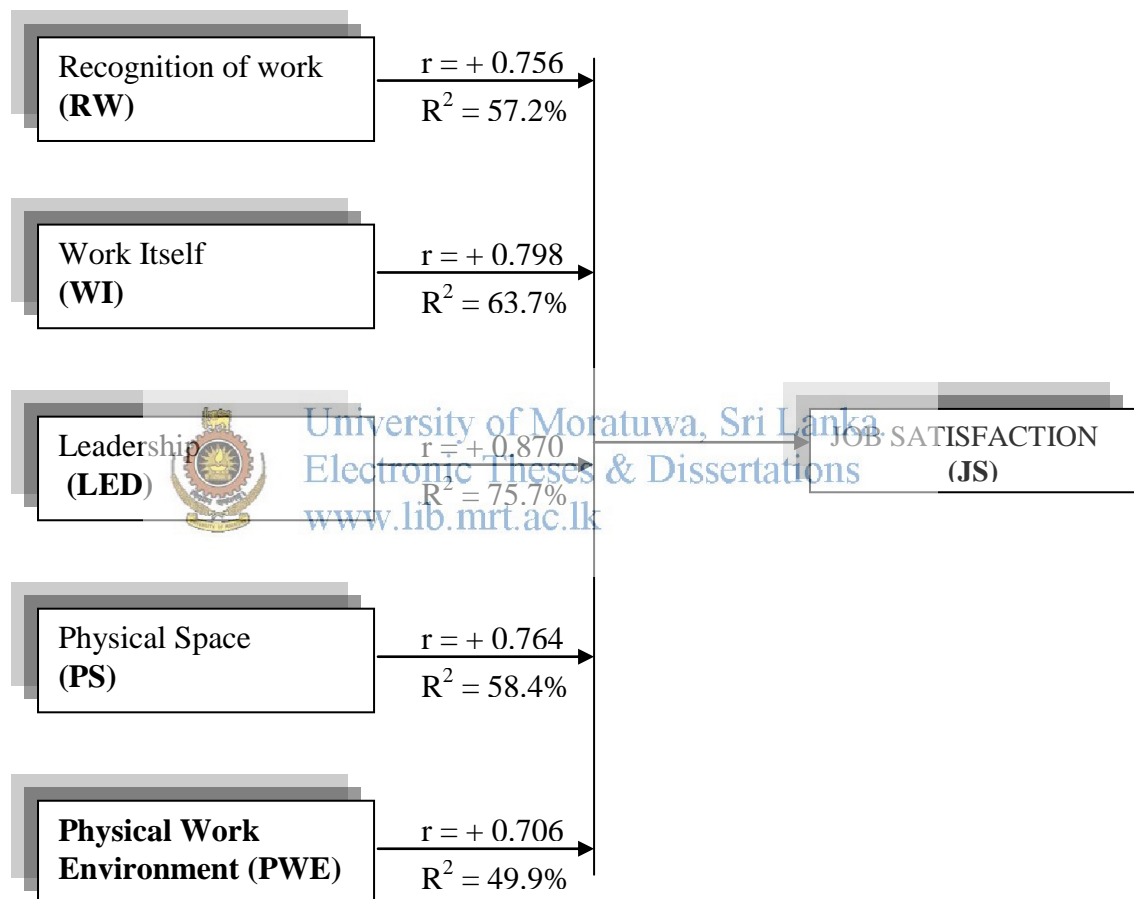


FIGURE 4.17 – Conceptual model with empirical findings

4.7 ANALYSIS OF HYPOTHESES

The dependent variable of this study is job satisfaction and the independent variables labelled are;

1. Recognition of work (RW)
2. Work itself (WI)
3. Leadership (LED)
4. Physical Space (PS)
5. Physical Work environment (PWE)

Pearson's correlation coefficient is used to analyze hypotheses. Researcher's confidence level is 95 percent (95%) and thus, the significance level (α) is .05.

4.8 TESTING HYPOTHESES



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One-tailed (right-tailed) test is used; as in this study, the researcher has formulated hypotheses to see the positive relationships between executives' job satisfaction and facets influencing on it.

The results are translated based on following; to accept the null hypothesis (H_0) or reject the alternative hypothesis (H_1).

$H_1 : P > \alpha$ (If Pearson's correlation coefficient is greater than α ,
alternative hypothesis is accepted)

$H_0 : P \leq \alpha$ (If Pearson's correlation coefficient is less than or equal to α ,
null hypothesis is accepted)

Phase 1. *Testing hypothetical relationship between Job Satisfaction and Recognition of work.*

The alternative hypothesis (H_1) and the null hypothesis (H_0) are as follows:

H_1 : Higher the level of Recognition of work, higher will be the degree of executives' job satisfaction.

H_0 : There is no influence on executives' job satisfaction by Recognition of work.

EXHIBIT 4.2 - Results of Pearson's correlation between job satisfaction and recognition of work

Pearson's Correlation coefficient	.756
Significance (1-tailed)	.000
Numbers	66



Source : survey data

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As per the above exhibit Pearson's correlation coefficient is .756, which has the strong relationship between these two variables. Correlation coefficient is significant at .05 level of significance.

Solution :

$$H_1 : P > \alpha$$

$$.756 > .05 \quad \text{is} \quad \checkmark$$

$$H_0 : P \leq \alpha$$

$$.756 \leq .05 \quad \text{is} \quad \times$$

Therefore, null hypothesis (H_0) is **rejected** and alternative hypothesis (H_1) is **accepted**.

Phase 2. *Testing hypothetical relationship between Job Satisfaction and Work Itself.*

The alternative hypothesis (H_1) and the null hypothesis (H_0) are as follows:

H_1 : Higher the level of Work itself, higher will be the degree of executives' job satisfaction.

H_0 : There is no influence on executives' job satisfaction by Work itself.

EXHIBIT 4.3 - Results of Pearson's correlation between job satisfaction and work itself

Pearson's Correlation coefficient	.798
Significance (1-tailed)	.000
Numbers	66
Source : survey data	

As per the above exhibit Pearson's correlation coefficient is .798, which has the strong relationship between these two variables. Correlation coefficient is significant at .05 level of significance.

Solution :

$$H_1 : P > \alpha$$

$$.798 > .05 \quad \text{is} \quad \checkmark$$

$$H_0 : P \leq \alpha$$

$$.798 \leq .05 \quad \text{is} \quad \times$$

Therefore, null hypothesis (H_0) is **rejected** and alternative hypothesis (H_1) is **accepted**.

Phase 3. *Testing hypothetical relationship between Job Satisfaction and Physical Space.*

The alternative hypothesis (H_1) and the null hypothesis (H_0) are as follows:

H_1 : Higher the level of Physical Space, higher will be the degree of executives' job satisfaction.

H_0 : There is no influence on executives' job satisfaction by Physical space.

EXHIBIT 4.4 - Results of Pearson's correlation between job satisfaction and Physical space

Pearson's Correlation coefficient	.764
Significance (1-tailed)	.000
Numbers	66

Source : survey data

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As per the above exhibit Pearson's correlation coefficient is .764, which has the strong relationship between these two variables. Correlation coefficient is significant at .05 level of significance.

Solution :

$$H_1 : P > \alpha$$

$$.764 > .05 \quad \text{is} \quad \checkmark$$

$$H_0 : P \leq \alpha$$

$$.764 \leq .05 \quad \text{is} \quad \times$$

Therefore, null hypothesis (H_0) is **rejected** and alternative hypothesis (H_1) is **accepted**.

Phase 4. *Testing hypothetical relationship between Job Satisfaction and Leadership.*

The alternative hypothesis (H_1) and the null hypothesis (H_0) are as follows:

H_1 : Higher the level of Leadership, higher will be the degree of executives' job satisfaction.

H_0 : There is no influence on executives' job satisfaction by leadership.

EXHIBIT 4.5 - Results of Pearson's correlation between job satisfaction and Leadership

Pearson's Correlation coefficient	.870
Significance (1-tailed)	.000
Numbers	66

Source : survey data

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As per the above exhibit Pearson's correlation coefficient is .870, which has the strong relationship between these two variables. Correlation coefficient is significant at .05 level of significance.

Solution :

$$H_1 : P > \alpha$$

$$.870 > .05 \quad \text{is} \quad \checkmark$$

$$H_0 : P \leq \alpha$$

$$.870 \leq .05 \quad \text{is} \quad \times$$

Therefore, null hypothesis (H_0) is **rejected** and alternative hypothesis (H_1) is **accepted**.

Phase 5. *Testing hypothetical relationship between Job Satisfaction and Physical work environment.*

The alternative hypothesis (H_1) and the null hypothesis (H_0) are as follows:

H_1 : Higher the level of Physical work environment, higher will be the degree of executives' job satisfaction.

H_0 : There is no influence on executives' job satisfaction by Physical work environment.

EXHIBIT 4.6 - *Results of Pearson's correlation between job satisfaction and Physical work environment.*

Pearson's Correlation coefficient	.706
Significance (1-tailed)	.000
Numbers	66

Source: Survey data

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As per the above exhibit Pearson's correlation coefficient is .870, which has the strong relationship between these two variables. Correlation coefficient is significant at .05 level of significance.

Solution :

$$H_1 : P > \alpha$$

$$.706 > .05 \quad \text{is} \quad \checkmark$$

$$H_0 : P \leq \alpha$$

$$.706 \leq .05 \quad \text{is} \quad \times$$

Therefore, null hypothesis (H_0) is **rejected** and alternative hypothesis (H_1) is **accepted**.

4.9 SUMMARY

Through the process of empirical data analysis and presentation in this chapter, it was discovered that there is positive relationships among factors influencing the level of job satisfaction of executives in Sri Lanka Telecom. Demographic characteristics of the sampled executives were analyzed against their general job happiness which was measured by Face Scale and, demographics also caused to affect continuance or reinforcement of the general satisfaction towards the job they have been assigned, while there is a significant effect on general job happiness by the discipline they engaged with .

The conceptual model was developed based on the results and applying statistical method of Pearson's correlation coefficient Hypotheses were tested keeping significance level as .05, and thus, null hypotheses were rejected whilst accepting alternative hypotheses.

Based on these analysis and findings, the research comes to the conclusion and recommendation part on the following chapter.



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CHAPTER 5 - CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

As per the results of analysis processed by preceding chapter findings of the study are explained covering the researcher's main objective and other specific objectives briefed in the Chapter 1 and, listed down some recommendations to enhance the organization executives' job satisfaction which stimulate for motivated based outcomes such as productivity, organizational commitment, employability etc..

Further, researcher is interested in providing recommendations on physical space & physical working environment based on the facts findings of this study and, future directions for research on employees' job satisfaction based on facility management practices are recommended at the end.



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5.2 SUMMARY OF FINDINGS

The analysis of empirical data in chapter four revealed that there are relationships between job satisfaction and various job characteristics.

The main findings of the study are stated in the following pages as a simultaneous process to the conclusion of the study.

Finding 1 - Analysis of demographic characteristics with general job happiness predicted that;

- i. The gender disparity is not revealed as the major variance of general happiness of executives about their jobs being a male or a female executive.

- ii. The type of job discipline, an executive engage in Sri Lanka Telecom has no significant effect on general job happiness.
- iii. There is no correlation for general job happiness among the demographic factors of sampled age category, their service in the organization. According to the regression lines of these factors, the constant value has taken place. Further, the value of R Square (R^2) displays that there is no variance between these factors and general happiness of the executives.

As per the above facts, the sample which represented the executive population of the organization expresses that their feelings about the job in general against the demographics of age category and service in the organization is on the following range of the Face scale.



- iv. Executives' length of service in the present position has shown a negative correlation with 6 percent variance level, i.e. stagnating in the same position for a certain period, their general job happiness level will come down compared to those who have lesser service in the existing position.

Finding 2 - This is the main objective of the research. Researcher selected 5 facets such as recognition of work (RW), work itself (WI), leadership (LED), Physical Space (PS) and Physical Work Environment (PWE) to ascertain whether these factors influence the job satisfaction of executives in the surveyed Telecom Company.

The empirical data of these facets were analyzed by using regression and correlation coefficient statistic techniques of SPSS statistics software, and the summary is given on the following page in a chronological order.

TABLE 5.1 - Summary of Regression & Correction by order of strength

Factors examined for level of JS	Strength of the relationship (Correlation)		Percentage of Regression	Standard error of the Estimate (SEE)
LED	+ 0.870	Very Strong relationship	75.7%	12.72599
WI	+ 0.798	Strong relationship	63.7%	15.55835
PS	+ 0.764	Strong relationship	58.4%	16.66444
RW	+ 0.756	Strong relationship	57.2%	16.90568
PWE	+ 0.706	Moderate relationship	49.9%	18.28810

Source : Field survey



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According to the above table, there are positive linear correlations between the 5 factors and job satisfaction. It is obvious that Leadership (LED) has a very strong relationship. The percentage of regression expresses that the gravity of the variance of a particular factor in job satisfaction. LED, WI and PS predict 75.7 percent, 63.7 percent and 58.4 percent of the variance in job satisfaction respectively, thereby providing management specific areas upon which to focus.

However, PWE displays a small variance compared to the other factors, i.e. 49.9 percent. It predicts that executives are satisfied to a certain extent with physical work Environment in the organization.

Further, the Standard Error of the Estimate (SEE) as shown in above table also predicts the strength of the relationship. Lesser numbers of SEE have the strong relationship with dependent variable; job satisfaction.

Finding 3 - Hypotheses testing in the chapter four rejected the null hypotheses while accepting the alternative(relevant) hypotheses.

Accordingly in this organization;

- i. Recognition of work has a significant relationship on executives' job satisfaction.
- ii. Work itself has a significant relationship on executives' job satisfaction.
- iii. Leadership has a significant relationship on executives' job satisfaction.
- iv. Physical space has a significant relationship on executives' job satisfaction.
- v. Physical work Environment has a significant relationship on executives' job satisfaction.



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Taking into consideration the above facts as a whole, it proves the researchers objectives of conducting this study as stated in chapter one.

In the above context, the researcher has to arrive at the conclusion that the selected 5 variables of (1) recognition of work, (2) work itself, (3) leadership, (4) Physical Space and (5) Physical work Environment have a significant correlation of executives' job satisfaction of this Telecom organization, and demographics exist as the foundation for general happiness of executives. Stimulating general happiness by applying extrinsic and intrinsic rewards of these 5 variables in an applicable manner, general happiness would convert to the entire job satisfaction. Once an executive holds a strong job satisfaction, simultaneously his/her motivation comes up and, thus it relates to the work behavior outcomes on two dimensions such as; (1) to increase productivity, organizational commitment, organization citizenship behavior, employability and (2) to reduce turnover, absenteeism, tardiness, aggressive unionization and control stress of the executives in the organization.

5.3 RECOMMENDATIONS

The study discovered that there is a positive relationship among factors studied on Job Satisfaction of executives of this organization. Out of five (5) variables four (4) predicted more than 50% of variance in job satisfaction. Thus, the management should focus on these variances and try to maintain minor variances to enable the organization to have a high executives' job satisfaction.

5.3.1 Effect of Physical Space over the Job satisfaction

The surveyed organization has general standard for the allocation of spaces for the executives. However, the location of an executive officer changes with the designation change and the promotion. Typically Telco organizations change their organization structure with the constant ethnological development. Therefore, space planning is sometimes a headache for the Facility Manager. In many occasions, the amount of space required will be more than the amount of space available. Therefore, the management always tries to minimize the area provided to an employee and the facility manager will have to struggle with the available or proposed spaces.

However, the researcher has revealed that the management should give prominence for the physical space planning in order to keep the executives at the expected level of job satisfaction. Therefore, the existing space should not be reduced when the spaces planning are done.

5.3.2 Effect of Physical Work Environment over the Job satisfaction

This research discovered that the Physical work Environment has a significant relationship on executives' job satisfaction. However, it is at the lowest rank of the selected variables. Following reasons may effect to this phenomenon.

- i. There are some standard items, which should be provided for executives irrespective their space given.
- ii. A well standard has been practiced by the surveyed organization.
- iii. Lack of knowledge on the modern comfortable physical work environments
- iv. All may satisfy with the existing condition of physical work environments

5.3.3 Suggestions of Surveyed Respondents

The researcher makes some recommendations to reinforce the satisfaction level of executives' job satisfaction.

Prior to that, it is useful to look at the suggestions made by surveyed sample on the question number 09 of structured questionnaire regarding the job satisfaction of executives of the organization.

Suggestions given by surveyed respondents are;

“The furniture and layouts arrangement have to be done considering the customized requirement and the optimum usage, and consider Task needs, location, Furnishings, Chairs, Adjustability”

“Lack of inequity is noted in giving promotions, transfers etc. In giving promotions, priority is not given to skills, commitment to the job, work output etc. but instead favours are granted due to internal political/top management contacts.”

“Very large open-plan workstations might result in feeling a lack of enclosure and privacy that could decrease environmental satisfaction”

“This organization has a very weak personnel and administration structure which helps favorites. This culture should be changed and should not consider any party as indispensable.”

“Some of the executives are performing duties which even a general office aide could perform as it is not specialized. Because no party takes responsibilities for its actions which situation change or become opposite.”

“Workstation size effects on other aspects of overall environmental satisfaction might be contrary to the benefits of larger workstations on satisfaction with privacy specifically.”

“The work space provided by the employer might also confirm one’s identity and communicate one's position within the organisation. Hence, give prominence when planning“

“ I do not agree with the open office concept as it disturb the privacy need. Therefore, Partitions with suitable height, degree of enclosure, etc.. ”

“Innovative and creative work needs to be recognized, appreciated and compensated, in order to motivate the employees, so that others will also be encouraged to do innovative and creative work”.

“Establish a common promotion scheme, some sort of method to appreciate the job and SRPS to be amended for today’s requirement”.

“Self-expression and recognition are related to environmental satisfaction. Organizations also communicate their attitudes about the worth of employees through their accommodation practices and policies.”



“ poor attention on the noise levels and the workstation sizes given for executives”

“Office accommodations- their type, size, and finishes - have always reflected the status of the individual. However, this aspect has poor response from the management”

“Procedures and policies of HRD and Personnel management areas should be revised to enhance transparency”.

“Not to change company policies on internal political influences for employees appointments.”

“Job responsibilities and work are not much relative to the ability and knowledge. Hence job satisfaction is at a very poor level. The facilities available in the organization are not enough to maintain a status of the job.”

“Proper promotion schemes based on the work & qualifications should be implemented. SRPS has to be implemented.”

“It is essential to change the attitudes of the top management. Motivate the employees from training and development.”

“To increase salaries and other allowances with the competitive telco companies.”

“The use of process and teams-based structures is necessary for executives rather than a traditional boss who makes decisions alone and then controls subordinates”.

“Organization should provide initial facilities to the executive employees for their job satisfaction.”

“Promotional aspects are not much encouraging. Therefore, employees will not be motivated.”



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Based on the suggestions given by surveyed respondents, the researcher recommends the following;

5.3.3.1 RECOMMENDATION 1 -

Features of furniture design and layout affect occupants by addressing their physical and task needs, privacy needs, and need for recognition. The degree of fulfilment of these needs influences environmental satisfaction.

5.3.3.2 RECOMMENDATION 2 -

The suggestions did not conclusively demonstrate general relationships in which specific furnishings or layouts were superior to others in fulfilling these needs. However, it is clear that when executives experience their needs as fulfilled, their environmental satisfaction is improved. Meeting individual needs – which vary by job type, individual

characteristics, and from one task to another – leads to improved satisfaction, but there is no universal way of doing this.

5.3.3.3 RECOMMENDATION 3 -

In general, this study's findings supported the prevailing belief that satisfaction with physical environment leads to job satisfaction. However, results could be focused on the study to examine employees' expectation levels of features of their work environment and how useful it is to measure satisfaction levels through comparison with expectations. The gap measure shows large discrepancies between perception of employees' current status and their expectations regarding workplace control, flexibility and workplace adequacy aspects. However, the study's findings did not show that the gap measure is superior to simple perception measures in explaining satisfaction with the workplace environment and job satisfaction.



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5.3.3.4 RECOMMENDATION 4 -

In addition to the environment related suggestion, attention to the following also important.

Executives identify as teams to experiment with new approaches and to rely on their instincts and experience to move in new directions as opposed to always doing things the same way, or relying too heavily on members to drive at a decision.

The use of process and teams-based structures has led to new roles for executives. Rather than viewing him/herself as a traditional boss who makes decisions alone and then controls subordinates as they complete assigned tasks, team-based managers share information and invite others to join in decision-making.

Being a Telco organization, information technology can be used in numerous ways to facilitate these new roles, through applications such as centralized databases, group decision support systems, and advanced communication systems.

5.3.3.5 RECOMMENDATION 5 -

Executives of this organization who were stagnant in their positions rendering service over a minimum of years are considered for up grading to the next higher grade. In this instance, organization could try to compensate for this dilemma by cross-training their executives in other positions or by providing a structure for advancement.

Under the job rotation process each employee could be rotated to another department or work unit to get the new knowledge and skills. It increases the variety of employee's skills and also thus the number of employees who can perform any type of job. People like not the verity of jobs but the combatable Varsity.

Competency / performance based promotion scheme gear the organization to a prospective destination as executives may feel that their commitment, competencies and capabilities have been identified and recognized by the management.

5.3.3.6 RECOMMENDATION 6 -

Executives will be energized by the feelings of power and accomplishment through the need for multi-skill functioning. Further, they have to be empowered to face the challenges for the new prospects.

Executives of the organization should take initiatives in multiplying executives' skills from one direction or dimension to another. It helps executives to develop and consolidate the work to the quantum.

Further, multi-skills development should be a kind of process for learning. Learning of the new skills and development should happen at all levels.

Hence, thus being well-informed, knowledgeable and familiarity with the work processes of the organization, an executive finally may feel that he/she has a greater joy and contentment in the work, for having contributed and shouldered the responsibility for the betterment of the organization.

5.3.3.7 RECOMMENDATION 7 –

The management might be able to increase the level of commitment in the organization by increasing satisfaction with compensation, policies, working environment, and working conditions. One way of addressing this could be by increasing the interactions with executives in staff meetings and increasing guided discussions of topics related to these issues. Executives could be interviewed to determine their perceptions of management's ability to address these issues.

5.4 RECOMMENDATION FOR FUTURE DIRECTIONS



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The literature demonstrates a trend of positive influence of office furnishings and layout on environmental satisfaction through the satisfaction of workers' needs. In no case did the literature suggest that the independent variables or the satisfaction of workers' needs influenced environmental satisfaction in a negative fashion.

A logical first step towards clarification would be to specify an operational definition of environmental satisfaction and its sub-dimensions, and to use a standard measurement device with demonstrated reliability and validity. This could be completed through revisiting an existing questionnaire or by creating, testing and validating a new measurement device.

The second step would be to identify the processes that influence environmental satisfaction, making predictions about how furniture and layout features might act on those processes. Specific hypotheses about these processes and variables should be tested, using appropriate research methods and statistical analyses. In addition, the literature points to potential moderator variables such as individual differences, job type, and prior experience, that are worthy of further attention. Wherever possible actual

objective measures of independent variables should be augmented by subjective evaluations.

Through the entire process of the study, it was also identified that there are several variables that could be influenced to the level of job satisfaction and even to the general happiness about the job one is handling. Due to the limited sample size (i.e. sample was taken only from the executives those who attached to the Head Office of the organization) and limited variables which were taken to study, covering of every possibility and perspectives on job satisfaction level was a mere imagination. Therefore, there can be some significant factors which would be covered under the relevant areas to be studied.

All in all, the researcher would like to propose some areas, where the new research could be done on the facility management practices with respect to job satisfaction.

- i. Effects of Office Layout on Job Satisfaction
- ii. Effects of open-plan office concept and layout on Environment Satisfaction
- iii. Effects of control over office workspace on perceptions of work outcomes
- iv. Influence of office furnishings and layout on environmental satisfaction

Greater, insights on the causes of executives' job satisfaction and its outcomes such as commitment, business performance, organizational ownership will assist rulers to enhance the work-life balance of the people factor to accomplish desired goals.

5.5 SUMMARY

In this chapter the researcher invented the conclusion with a new perspective for job satisfaction especially on physical space & physical working environment and presented recommendations to enhance the job satisfaction of executives of the researched telecom sector organization. Further, the researcher opened the possibilities for future researchers by disclosing uncovered and untouched areas for future directions.

Job enrichment - Redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth and recognition.

Job rotation – A management training technique that involves moving a trainee from department to department to broaden his or her experience and identify strong and weak points to prepare the person for an enhanced role with the organization. Systematically moving workers from one job to another to enhance work team performance.

Leadership – A process within groups in which one person, either by virtue of position or personality or both, obtains sufficient commitment of the other members to facilitate the achievement of group goals.

Leadership style – A term used to describe the manner in which a person exercises leadership, especially in relation to their treatment of people and tasks.

Management process – The five basic functions of planning, organizing, staffing, leading and controlling.

Motivation – The processes, both instinctive and rational, which occur in an individual when seeking to satisfy perceived needs and wants.

Motivators – These are factors arising from a person's experience of a job, such as achievement and intrinsic job interests which cause that person to become motivated to put effort into the job.

Organization behaviour – The study of the way individuals and groups behave at work. Individuals and groups interaction with their environments and the conduct of change.

Organizational citizenship behaviour – Discretionary behaviour that is not part of an employee's formal job requirements, but that promotes the effective functioning of the organization.

Perception - An individual's understanding of a situation. It is considerably influenced by such factors as intelligence, awareness of facts, and past experience.

Personality – The unique pattern of attitudes, predispositions and behaviour possessed by an individual.

Performance management – Managing all elements of the organizational process that affect how all employees perform. Assurance that employees are working toward organizational goals.

Policy – A statement of the manner in which work activities are to be pursued, thus contributing to the development and implementation of a set of dominant values in an organization.

Power – The ability to achieve results through people's capabilities, whether encouraged by the organization or not.

Promotions – Advancements to positions of increased responsibility.

Reliability – the consistency of scores obtained by the same person when retested with the identical or equivalent tests.

Responsibility – Individual's formal accountability to a superior in the organization. As it is personal to the job holder, it cannot be delegated to another.

Scatter plot – A graphical method used to help identify the relationship between two variables.

Strategy - A long-range plan for an organization comprising a statement of mission and goals, company policies and resourcing provisions, which provides the organization employees with direction, guidance and support in the conduct of the organization's affairs.

Structured questionnaire – A data obtaining technique following a set sequence of questions. Each question rates the respondent on a standard form.

Trade union – An organization of employees whose principal purpose is to negotiate with employers about terms and conditions of employment and other matters affecting the members' interests at work.

Training – The process of teaching new employees or employees whose have been give a new assignment, the basic skills they need to perform their jobs.