

## **A Descriptive Correlational Investigation into Factors That Impact on Job Satisfaction Among 40 Conveniently Selected Participants in an Urban Setting**

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### **Abstract**

Job satisfaction relates to an individual's level of contentment within an assigned organization and is influenced by the individual's likelihood of promotion, perceptions of the stability of the work environment and many other demographic relationships. North America and the United Kingdom have produced evidence supporting this position for the last five decades. Accordingly, this study employed a descriptive correlational design to examine the factors that influence job satisfaction. A convenient sample of 40 respondents from varying urban companies were recruited to participate in the study. The data were analyzed using SPSS version 21 software. Non-Parametric Statistical tools such as Bivariate Correlations and One-way ANOVA tests were used to examine the relationship between demographic factors and job satisfaction as well as employee support systems and jobs satisfaction. A conceptual framework was developed based on the variables under examination. The results indicated that supervision, business format and advancement on the job criteria had strong positive relationships with employees' level of job satisfaction. Authors concluded that employee support systems need to be enhanced to reduce attrition and to promote, strengthen and develop burgeoning and established companies

**Keywords:** Job Satisfaction, Employees, Supervision, Job Advancement, Employee Motivation

### **Introduction**

Multiple authorities have provided perspectives on the definition, impediments and support systems of job satisfaction. The concept is defined as an individual's level of contentment with his or her job, in other words, whether or not they like the job or individual aspects or facets of the job, such as the nature of their work or supervision. Kuranchie-Mensah, & Amponsah-Tawiah [10] supported this view and asserted that job satisfaction is an emotional response that results from the employee's perceived fulfilment of their needs and what they believed the institution has to offer. Olorunsola [14] cited Riggio, (2000) who proposed that "job satisfaction [is] feelings and attitude one has about his job. He further stated that all aspects of a particular job, good and bad, positive and negative are likely to contribute to the development of feelings of satisfaction or dissatisfaction (p.51)."

Many researchers have examined variables related to job satisfaction, including Rustagi & Dua [17] who reported that job satisfaction was strongly correlated with opportunities for promotion (advancement). Contradictorily, Burton [4] perceived promotion to be the action of shifting an employee up the organization's hierarchy which normally results in an increase in the responsibility, status, remuneration package of the individuals who are promoted. This preliminary study was designed to investigate whether company, advancement and supervision components are related to job satisfaction.

Job satisfaction plays an integral part in the success and growth of any business. Many industries depend on employees to function in product and service exchange, which necessitates a level of employee fulfilment to ensure productivity and client satisfaction. There are many definitions associated with job satisfaction. Kabir (2011), cited a study done by Reilly (1991) that reported that "job satisfaction is defined as the feeling that a worker has about his job or a general attitude towards work or a job and is influenced by the perception of

one's job [p.115]." Kumar & Garg [9] reviewed a study done by Schermerhorn in 1993 who defined job satisfaction as an affective or emotional response towards various aspects of an employee's work. Additionally, [9] reported work done by Spector [20] who described job satisfaction as individuals' perceptions of their job in general and aspects of the jobs specifically.

Bruno, Caroleo, & Dessy [3] supported work done by Dunnette, Campbell & Hakel [5] who stated that in their study satisfaction or dissatisfaction resided in the job content, the job context, or both jointly for the respondents in their sample. Similarly, [3] suggests that job satisfaction is a subjective measure of how people feel about their job. There are differing types of job satisfaction including cognitive where aspects of their jobs impact their fulfilment, such as the work environment, work organization, duties, protection against sickness, accident and industrial injury, career perspectives, pay, competence and skills development, and job security.

[17] explained that remuneration was the prime factor for the motivation and job satisfaction of salaried employees using a survey designed by Kathawala, Moore & Elmuti in 1990. The survey assessed various job characteristics and the way the employees ranked them as motivators and satisfiers. Correspondingly, Osabiya [15] identified financial rewards as one of the most powerful; influences of satisfaction and subsequently job performance. Moreover, the author reports that even when individuals are engaged in jobs where there is little pleasure in the work itself or minimal opportunities for progression in their careers, personal challenge or growth, many people may be inspired primarily if not exclusively, by money. The resultant performance is a product of both ability and extent of motivation. This is consistent with earlier evidence presented by Hong, Hamid & Salleh [8] who stated that incentive factors such as progression in employees' careers can inspire them to the magnitude that they are able to exhibit greater effort and performance.

Motivation factors stem from human beings' need to realize their true potential and include influences such as proper supervision (Sapru, [19]). Moreover, Lai [11] supports this position insomuch as she reports that motivation factors stem from their association with intrinsic achievement and performance in a variety of domains. Furthermore, Saeed et al. [18] explained in their research that the significance of factors such as working conditions, wages and promotion, job security, fairness, relationship with co-workers and supervisors affected job satisfaction for employees. The authors were careful to report that satisfaction was not binary, where the absence of these factors directly result in dissatisfaction but stated instead that positive satisfaction will not exist.

Importantly contemporary evidence aligns with traditional data as Hill [7] outlined that the factors that affect job satisfaction are working conditions, opportunity for advancement, workload & stress level, respect for co-workers, relationship with supervisors (proper supervision) and financial rewards. Consequently, these evidences form the pillars and purpose of this study which was to explore factors that impact on the job satisfaction of urban employees.

The concept of job dissatisfaction has been a major concern for all organizations, as it threatens the productivity, customer service, commitment and loyalty of employees. Current evidence provides many perspectives and explanations for employee satisfaction and dissatisfaction. This present preliminary study is an investigation into how company format, advancement on the job and supervision contribute to job satisfaction and to examine the relationship between the level of job satisfaction with key employee demographics including sex, age, occupation and length of employment.

The aim of this preliminary study was to investigate the relationship between the feature of a job and the level of job satisfaction among employees. The research objectives that guided this study were

1. To examine the relationship level of job satisfaction and demographic factors such as gender, age, occupation and years of service.
2. To determine the strength and nature of the relationship between company and job satisfaction among employees.

3. To describe relationship between advancement on the job and job satisfaction among employees.
4. To examine relationship between supervision and job satisfaction among employees.

## Materials and Methods

**Research Design:** A descriptive correlational research design was engaged to achieve the objectives of this study.

**Participants:** A total of 40 individuals employed to various organizations were selected using convenience sampling. Participants were not matched for age or gender. Respondents were individuals who were employed full time to an urban business, where customer service was key to each industry.

**Instrument:** The questionnaire (Appendix II) allowed for the collection of demographic information about participants' gender and age group as well as their occupation and years of employment to the company. The survey is divided into three main categories of Company, Supervision and Advancement with response options: extremely dissatisfied, very dissatisfied, somewhat dissatisfied, neutral, somewhat satisfied and extremely satisfied. The survey included items that related to how participants think and feel about the company, how they feel about colleagues and supervisors and advancement opportunities. The survey was interviewee-administered and required approximately twenty (20) minutes for completion. Spector [21] stated that this well-established instrument has been repeatedly investigated for reliability and validity. The 3 sub-scales related moderately to good between each other, which demonstrated good internal consistency. A score of 0.60 was obtained for the co-worker dimension to 0.91 for the total scale. Overall, an average Cronbach's alpha of 0.70 was obtained when a sample of 3,067 individuals were assessed ([21]). Other contemporary studies examined similar domains of job satisfaction, which confirmed face validity (Heritage, Pollock & Roberts, [6]). A correlation of 0.61 for the co-worker's domain to 0.80 for supervision was computed for the three Employee Satisfaction sub-scales.

**Procedure:** Participants were selected from various companies using a convenient sampling technique. Data were collected over a one-month period. The relevant IRB approval was obtained for this study. Participants were informed of the purpose of the study, the procedures involved and their rights as participants. Following which each participant was asked to sign the informed consent form. Participants were then handed the employee satisfaction questionnaire and asked to write the name of their current occupation as well tick boxes which corresponded with their responses. Participants completed the questionnaires and returned them to the researcher.

**Data Analysis Procedures:** The data was analysed by the Statistical Package for the Social Science (SPSS), Version 21.0. Descriptive statistics were used to examine the demographic data, results were presented using tabular and graphical illustrations. Satisfaction scores were computed for each participant, scores could range from 25-125, where higher scores meant greater levels of satisfaction. Non-parametric statistical tools such as Bivariate Correlations, and One-way ANOVA tests were used for inferential analysis of the data.

## Results and Discussion

### Data Analysis

Based on the data presented in Table 1, there were 40 participants in the study, 65% were females and 35% males. Of the total participants, 42.5% were of the age group 30-39, 32.5% were of the age group 18-29, 22.5% were of the age group 40-55 and 2.5% represented those over 55 years old. For the grouping of occupation, 32.5% represented Education; Skilled workers represented 22.5%, Business and Administration represented 12.5% and Healthcare & Security forces represented 10%. In the length of employment variable, 35.0% represented participants employed at their current place of work for 4-6 years, 32.5% represented more than 6

years, 27.5% represented 1-3 years and 5% represent those who are employed at their current work for less than a year (see Figure 1 & Table 1)

Figure 1: Participants' years employed

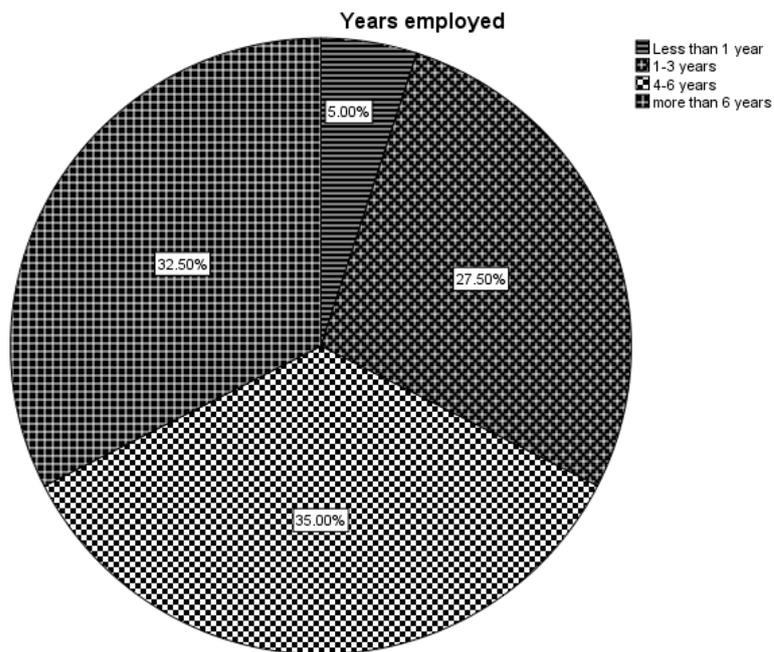


Table 1: Demographic variables of participants

	Frequency	Percent (%)
<b>Gender</b>		
Male	14	35.0
Female	26	65.0
Total	40	100.0
<b>Age-group</b>		
18-29	13	32.5
30-39	17	42.5
40-55	9	22.5
Over 56	1	2.5
<b>Occupation</b>		
Business	5	12.5
Edu.	13	32.5
Health Care	4	10.0
Security	4	10.0
Admin.	5	12.5

		Skilled Workers	9	22.5
Length of Employment	Less than a year		2	5.0
	1-3 years		11	27.5
	4-6 years		14	35.0
	More than 6 years		13	32.5
	Total		40	100.0

1. What is the level of satisfaction of employees towards their jobs?

Based on the data found, it is evident that most people in this sample are satisfied with their jobs. Results showed that 45.0% of the participants reported that they are somewhat satisfied, while 15.0% reported being extremely satisfied. Therefore, a total of 60.0% of participants were overall satisfied with their jobs. Data also showed that 25.0% of the participants reported being neither satisfied nor dissatisfied with their jobs. A total of 15.0% of the respondents reported being dissatisfied, with 12.5% being somewhat dissatisfied and 2.5% being extremely dissatisfied (see Table 2 & Figure 2).

Table 2: Participants' level of job satisfaction

	Frequency	Valid Percent
Very Dissatisfied	1	2.5
Somewhat Dissatisfied	5	12.5
Neutral	10	25.0
Somewhat Satisfied	18	45.0
Extremely Satisfied	6	15.0
Total	40	100.0

Figure 2: Participants' level of job satisfaction



2. What is the relationship between the demographic factors of occupation, gender, age and years of employment and job satisfaction?

Using the One-way ANOVA test, the data indicated that there is no significant relationship between the demographic factors which are occupation, gender, age and years of employment and job satisfaction (see Table 3).

Table 3: One-way ANOVA test showing the relationship between the demographic variables and job satisfaction

<b>ANOVA</b>						
		Sum Squares	of df	Mean Square	F	Sig.
Occupation	Between Groups	19.756	4	4.939	1.569	.204
	Within Groups	110.144	35	3.147		
	Total	129.900	39			
Years employed	Between Groups	1.722	4	.431	.499	.736
	Within Groups	30.178	35	.862		
	Total	31.900	39			
Gender	Between Groups	1.722	4	.431	2.043	.110
	Within Groups	7.378	35	.211		
	Total	9.100	39			
Age group	Between Groups	2.789	4	.697	.693	.602
	Within Groups	35.211	35	1.006		
	Total	38.000	39			

3. How do the factors of Company, Advancement on the job and Supervision impact on total job satisfaction?

The relationship between total job satisfaction and company, advancement and supervision were investigated using the Bivariate Correlation Analysis (Spearman’s Rho). Data indicated that there are significant relationships between total job satisfaction and company, advancement and supervision. Results showed a strong positive correlation between job satisfaction and company ( $p \leq 0.000$ ,  $r = 0.782$ ,  $n = 40$ ). It also showed a strong positive correlation between job satisfaction and advancement on the job ( $p \leq 0.000$ ,  $r = 0.879$ ,  $n = 40$ ). Thirdly it showed a strong positive correlation between job satisfaction and supervision company ( $p \leq 0.000$ ,  $r = 0.871$ ,  $n = 40$ ) (see Table 4).

Table 4: Bivariate Correlation Analysis of the independent variables (Company, Advancement and Supervision) impact on the dependent variable of Total Job Satisfaction

**Correlations**

			Total Satisfaction	Job Company	Advanceme nt	Supervision
Spearman's rho	Total Satisfaction	Correlation Coefficient	1.000	.782**	.879**	.871**
		Sig. (2-tailed)	.	.000	.000	.000
		N	40	40	40	40
	Company	Correlation Coefficient	.782**	1.000	.585**	.543**
		Sig. (2-tailed)	.000	.	.000	.000
		N	40	40	40	40
	Advancement	Correlation Coefficient	.879**	.585**	1.000	.677**
		Sig. (2-tailed)	.000	.000	.	.000
		N	40	40	40	40
	Supervision	Correlation Coefficient	.871**	.543**	.677**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	40	40	40	40

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

**Discussion of Findings**

About 60% of participants in this sample were satisfied with their jobs. Contrary to our research, Adams [2] did a research called Right Management, an online survey between the 16<sup>th</sup> of April and the 15<sup>th</sup> May 2012. Her findings from a sample of 411 workers in the U.S. and Canada revealed that only 19% said they were satisfied with their jobs. Adams [1] conducted another study that stated that many Americans which represented 52.3% who are unhappy at work.

## Supervision

Previous research conducted by Parvin & Kabir [16] shown that company and advancement on the job criteria had significant impact towards employees' level of job satisfaction whereas supervision does not have significant impact towards the employees' level of job satisfaction. However, in this research, it showed that there was a strong positive correlation between job satisfaction and supervision company ( $p \leq 0.000$ ,  $r = 0.871$ ,  $n = 40$ ). This represented the participants believe that proper supervision is necessary for their growth and adds positively to their levels of satisfaction within their respective jobs.

## Company

About 65% of participants in this sample stated that they are satisfied with the companies they work for. 25% responded neutral and 10% were dissatisfied with the companies they work for. Tanjeen [22] stated that working condition or the company contributes to job satisfaction positively. Employees do spend most of the time in the companies they work for and therefore it is necessary for companies to sustain proper working conditions and should provide its employee's all the necessary resources and update all the information essential to do their respective jobs.

## Advancement

[22] explained that if employees see a path available to move up the position in the company, they would be more satisfied with their existing job. Results from this study also shows that there is a strong positive correlation between job satisfaction and advancement on the job ( $p \leq 0.000$ ,  $r = 0.879$ ,  $n = 40$ ).

This research focused on how Company, Advancement on the job and Supervision contribute to job satisfaction. The primary descriptive results for this mini study are as follows:

- In general, the results are positive. Most of the employees tend to be satisfied with their jobs.
- The factors (company, advancement on the job and supervision) lead to high job satisfaction.
- The factors that do not contribute to job satisfaction are occupation, gender, age and years of employment.

## Conclusions

Findings from the research may be significant to business owners in varying industries particularly in Jamaica, where anecdotal records abound regarding the negative perceptions of employees about their contentment with their respective careers. Job Satisfaction is a very fundamental issue in every organization. Jobs should be designed in such a way that the all the employees feel satisfied with their work. To that end, research that examines motivational factors, such as this, may prove integral to informing managers and business owners of approaches and models to improve productivity and staff morale.

The evidence points to strong positive relationships among Business format, appropriate supervision and advancement on the job. Not only are the concepts correlated but there are critical imperative implications that for education. The corresponding impact on education include motivation to engage in specialized study areas, to improve school and educational outcomes and choices for school-based specializations. All the resultant factors having influences on job satisfaction and employment outcomes and must be evaluated and targeted when companies influence employee morale. Furthermore, job satisfaction influences the education of managers insomuch as their training related techniques of motivation, employee reward and support can be adjusted for superior results when attached to specific companies.

Moreover, the extent to which an employee engages in retooling and remaining relevant is dependent on the degree to which the employee is satisfied based on their fit with the business format, probability of advancement and the appropriateness of supervision.

Finally, the concept of job satisfaction is far reaching influencing secondary education, human resource principles, companies' strategic plans and inter-relations among employees and managers. Thus, keen attention must be paid to maximizing the benefits of employment for the employee and the company at large.

### **Recommendations**

The recommendations for the investigation into how company, advancement on the job and supervision contribute to job satisfaction are listed as:

1. The research team recommends that advancement opportunities on the job are likely to create better opportunities for employees needs to be met; therefore, more companies should pay more attention to improving this area.
2. Supervision on the job is very important; however, creating more opportunities for employees to experience advancement on the job is likely to increase employee's job satisfaction, and will serve to motivate good performance on the job because employee's needs are being met, and they are being fulfilled.
3. Create favourable work conditions for the company. Guide the employee to communicate effectively, build a good interpersonal environment within the company, in order to create good work conditions.

### **Data Availability (excluding Review articles)**

Data available for general use when the primary author is contacted

### **Conflicts of Interest**

No conflicts exist

### **Funding Statement**

Authors split the research budget among themselves, no other external funding was provided for this research.

### **Acknowledgments**

No acknowledgements

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