

**ST. MARY'S UNIVERSITY COLLEGE SCHOOL
OF GRADUATE STUDIES**



**THE EFFECT OF WORK SITUATION ON
EMPLOYEES' JOB SATISFACTION: THE CASE
OF AUDIT SERVICES CORPORATION**

**BY
MERON GIRMA SEBSEBIE**

June, 2019

Addis Ababa, Ethiopia

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY COLLEGE,
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DECLARATION

I, Meron Girma Sebsebie declare that the thesis entitled 'The effect of work situation on employees' job satisfaction in Audit Services Corporation is my original work Guided by Mesfin Tesfaye (PHD) Moreover, this study has not been presented for any other program or university and that all sources of material used have been acknowledged accordingly.

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June, 2019

ENORSEMENT

This research has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

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June, 2019

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Abstract

The main aim of this study was to examine the effect of work situation on employees' Job satisfaction on Audit Services Corporation. In this study work situations like performance feedback, workplace incentives, job safety, job security, promotion, supervisor support and relation with co-workers were used as independent variables which have an effect on employees' job satisfaction. The research design used in this study was descriptive and explanatory. The study used both primary and secondary data sources. Questionnaire in a five likert scale was developed from different sources. Questionnaires were distributed to all available employees Addis Ababa and convenience sampling was used to distribute the questionnaires.

To analyze the data Statistical package for social science (SPSS) version 16.0 for windows was used and the data is presented using a descriptive and inferential statistics. The findings in this study indicated that there is a positive and significant effect between work situation and employees' job satisfaction. The work situations are also found to affect employees' job satisfaction significantly except supervisor support and workplace incentive. Furthermore, promotion is found to have the highest effect on the satisfaction of employees. The study also showed that there is a statistically significant difference on performance feedback, workplace incentive, job safety, supervisor support, promotion and relation with co-workers between the different positions of employees. It was also found that the respondents with different experience have statistically significant difference on performance feedback, workplace incentive, job safety, supervisor support and relation with co-workers. The organization is recommended to improve the selected work situations.

Key words: *Performance Feedback, Workplace Incentive, Job Safety, Job Security, Supervisor Support, Promotion, Relation with co-workers, Job satisfaction.*

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Employee is an essential component in the process of achieving the mission and vision of an organization. Employees should meet the performance criteria set by the organization to ensure the quality of their work. In order to meet the criteria of organization, employees need a working environment that allows them to work freely without difficulties that may restrain them from performing up to the level of their full potential. The objective of this research paper is to analyze the impact of working situation on employee job satisfaction. John, James & Rihard (2002) stated high performance in any work setting can and should be accompanied by high levels of job satisfaction.

Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction, Bhatti & Qureshi (2007) Employees are more loyal and productive when they are satisfied Hunter & Tietzen (1997) and these satisfied employees affect the customer satisfaction and organizational productivity, Potterfield (1999).

Stress level associated with work which comes from workload, trying to meet manager's expectations is a major factor behind one's job satisfaction level. Salary, benefit and remuneration package offered by the organization can be important factors that can enhance job satisfaction level (Kim & Yang, 2013). Do Hai (2012) found that another important factor that can contribute to job satisfaction is the opportunity for growth and promotion that the organization can afford to offer.

Relationship with managers and employees is another important role in determining the job satisfaction level for individual (Crossman & Abou-Zaki, 2003).

Results have shown that there is a positive link between work environment and basic aspect of the job satisfaction. According to Spector (1997), working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance,

motivation for performing well and participation in the decision making process of the firm. He further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization.

Sell and Cleal (2011) developed a model on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study showed that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees.

The purpose of this study is to investigate the effect of work situation variables that include relationship with co-workers, lack of promotion, job safety and security and workplace incentives on employee's job satisfaction in the case of Audit Services Corporation.

Audit Service Corporation is a government owned public enterprise which was established on October 1977 by proclamation number 126 of 1977. The main objectives of the corporation as defined by the proclamation are

- To render audit services to production, distribution and service providing organizations of which the government is the owner of a major shareholder
- To render management consultancy services to the organization specified in above; and
- To find ways and means for the further development of the audit profession and to try to make Ethiopia self –sufficient within a short period in respect of the audit profession.

ASC undertakes the audits of all the Country's largest industrial and commercial companies.

The role of Audit Service Corporation is to contribute to the strengthening of accountability and good governance in the management of public resources by providing independent and objective audit and related services to public sector organizations. In doing so, the corporation assist the Office of the Federal Auditor General (OFAG) in fulfilling the responsibility of forming opinion financial statements of public sector offices and organizations and reporting to the House of People's Representatives (parliament). Accordingly, the Corporation's mandate emanated from that of the OFAG's who under the constitution is responsible for auditing the financial statements produced by all Federal Government Offices and Organizations and reporting the results to the Government.

1.2 Statement of the problem

In the contemporary world there has been movement of employees from one organization to other both in developed and developing nations, which implies that there had been constant mobility of highly skilled persons from one employer to another due to unpleasant working situation. However, what is critical is the fact it had been established that some of these employees hardly stay for long time in one organization before moving to another employers (Gruneberg, and Tapefield, 1975). Working conditions may have various positive and negative impacts on employees and results in turnover intentions. According to studies of Poilpot-Rocaboy G., Notelaers G., Hauge L. J. (2011) results have shown that perceived working conditions may affect turnover intentions.

Competent employees are necessary for organization's productivity and hence there is a need to find out and examine the relationship between work situation and job satisfaction which in turn influence job performance and organizational productivity. The findings of a Danish study suggest that a firm can increase its productivity through the improvement of physical dimensions of work environment and may have a positive impact on firms' productivity (Buhai, Cottini, &Nielseny, 2008).

Many researchers done their studies on the effect of work situation on job satisfaction some of them are DanicaBakotić, PhD studied on shipbuilding company in 2013, J. F. Kinzl, H. Knotzer, C. Traweger, W. Lederer, T. Heidegger and A. Benzer did their research on anesthetists or physicians in 2004, Abdul Raziqondid his study on Educational Institutes, banking sector and telecommunication industry in 2014 and George Kafuiagbozo did his study on the banking industry in 2016. Even though there are some studies conducted in the case of Ethiopia, many of the studies were conducted on the various industries with little or no emphasis on the audit industry. So this research will try to fill the gap by studying the effect of working situation on employees' job satisfaction on the audit industry.

A preliminary investigation was made by informal discussions with employees and human resource management personnel and by review of staff complaint letters. And the investigation revealed that employees of Audit Services Corporation feel dissatisfied and complain about the

work situation so this study aims to answer the question are employees really dissatisfied by the work situation.

Whenever employees feel dissatisfied and start complaining, the corporation doesn't provide convincing solution to the employees according to the informal discussion with the employees. Therefore, the researcher will try to provide another better alternative to make the employees more satisfied by analyzing the relationship between work situation and employee job satisfaction in Audit Services Corporation.

1.3 Research Questions

Considering the research problem identified, this study entails to look for answers to the following research questions in the process of recommending an alternative to employee job satisfaction.

- a) What does the work situation look like in Audit Services Corporation?
- b) What is the level of job satisfaction in the corporation?
- c) To what extent does work situation affect job satisfaction?
- d) Is there a difference on perception of employees towards the work situation among different position and experience of employees?

1.4 Research objectives

The general objective of this study is to examine the extent of job satisfaction influenced by work situation in Audit Services Corporation.

1.4.1 Specific Objectives

- To examine the level of job satisfaction in relation to Job Safety & Security,
- To identify the degree of job satisfaction in relation to work place incentive and relationship with coworkers
- To find out the extent of job satisfaction in relation to performance feedback

- To investigate the level of job satisfaction in relation to promotion and supervisor support
- To assess the level of job satisfaction & work situation in the corporation
- To identify the difference perception of employees towards the existing work situation among different experience and position of employees

1.5 Hypothesis

H₁: Job Safety has positive and significant effect on job satisfaction

H₁: Relationship with Coworkers has positive and significant effect on job satisfaction

H₁: Promotion has positive and significant effect on job satisfaction

H₁: Work place incentive has positive and significant effect on job satisfaction

H₁: Job Security has positive and significant effect on job satisfaction

H₁: Performance feedback has positive and significant effect on job satisfaction

H₁: Supervisor support has positive and significant effect on job satisfaction

H₁: There is a significant difference on the perception of employees towards the existing work situation among employees that are in different position and have different experience.

1.6 Definition of Terms

Job Satisfaction – Job satisfaction is the extent to which people like (satisfaction) or dislike (dissatisfied) their jobs (Spector, 1997).

Work Situation – In this study, this term refers to working conditions and existing circumstances that affect labor in the workplace.

Job Security – Job security is the probability that an individual will keep his/her job.

Job Safety- Job safety is the extent to which the organization ensures the safety and health of employees with in a workplace.

Promotion- refers to opportunities offered by organizations for advancement. (Lazear, 2000) asserts that Promotion is a Shifting of employee for a job of higher significance and higher Compensation.

Workplace Incentives – is a system of rewarding success and effort in the workplace by allowing employees to earn prizes or recognition.

Supervisor Support – is the extent to which leaders value their employee’s contributions and care about their well-being.

Performance feedback- is the on-going process between employee and manager where information is exchanged concerning the performance expected and the performance exhibited.

Relationship with co- workers - as personal and working interactions between the respondent and other people he or she works with.

1.7 Significance of the Study

The study has significant contribution because it helps both government and private audit firms to identify the relationship between work situation and employees job satisfaction. It will also help to find out the ways to satisfy employees and make them engage fully on their job which leads to greater performance on job. Secondly, this research will help Audit Services Corporation to recognize and satisfy the current needs of their employees. It will also contribute to the wider literature that deals with job satisfaction by studying which dimensions of the different working situation are important.

1.8 Scope/ Delimitation of the study

The researcher is forced to delimit the study to certain areas for the reason that all employees cannot be found in Head office since they work in different rural areas, due to this the study will only be conducted by available employees in Addis Ababa. Hence it will be challenging for the researcher to reach out all the employees of Audit Services Corporation.

1.9 Organization of the research report

This paper is organized into five chapters. The first chapter includes the background of the study, statement of the problem, objective of the study, research hypothesis, scope, limitation and significance of the study. Chapter two is about the literature of the study and chapter three discusses about the research methodology in which the researcher intends to use to carry out the study. In the fourth chapter the research analysis i.e. finding, interpretations and discussion is presented while chapter five discusses about summary, conclusion and recommendation of the study.

CHAPTER TWO

Review of Related Literature

Introduction

This chapter elaborates different literatures on job satisfaction and work situation in addition addresses issues in relation to job satisfaction by going through definition of the concept, measurements of job satisfaction and empirical evidences. The study has an impact in investigating the different variables of work situation and their effect on employee's job satisfaction.

2.1 Definition of Concepts

Studies have been done to investigate the relationship between work situation and job satisfaction all around the world in different contexts over the years. The study is gaining more and more importance with the passage of time because of its nature and impact on the society. This part includes definition of concepts from earlier times up to the recent.

2.1.1 Job Satisfaction

Cranny, Smith, & Stone (1992) cited in Jae Vanden, (2011) define Job satisfaction as an employee's affective reactions to a job based on comparing actual outcomes with desired outcomes. It is a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values. Job satisfaction is also explained as a function of values. This definition contains three important phrases the first being value which is what one desires to obtain either consciously or unconsciously and are more subjective requirement. The second being importance of those values which means that people give different rate for different values which at the end affect how this value contribute to their job satisfaction. The third component being perception which plays a role no less than the two components on how people perceive situation and later on reflected by how people are satisfied with that situation. Dail L. Fields, (2002) stated in John A. W and John R. H (2010). In relation

of job satisfaction with worker's sense of achievement and success on the job and the general perception that it directly linked to productivity as well as to personal well-being, it has been implied that job satisfaction indicates doing a job one enjoys, doing it well and being rewarded for one's efforts. In addition it implies enthusiasm and happiness with one's work and it is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, (2007) stated in MRS. Pallavi.K (2015) and Ekta.S (2013) .

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that causes a feeling of satisfaction, Cited in Jennifer and Gareth (2012) and Aziri.B, (2011).

Job satisfaction results from the perception that one's job fulfills or allows the fulfillment of one's own important job values, providing that and to the degree that those values are congruent with one's needs (Jaki, 2010).

2.1.2 Work Situation

Different researches define work situation on the basis of their viewpoint. Work situation is used to describe the surrounding conditions in which an employee operates.

The working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task.

Results have shown that there is a positive link between work environment and fundamental aspect of the job satisfaction. Further they described the second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions (Sousa-Poza & Sousa-Poza, 2000; Gazioglu&Tanselb, 2006; Skalli, Theodossiou, &Vasileiou, 2008).

Spector (1997) observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. According to him, working situation consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization.

Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). Arnetz (1999) argue that an organization can be observed that mostly employees have problems with their supervisor who is not giving them the respect they deserve. Supervisors also show harsh behaviors to employees due to which they are not comfortable to share good and innovative ideas with their supervisors. Furthermore, he describes that top management limits employees to their tasks rather than creating a sense of responsibility in employees by making them work in teams to attain high performance.

Petterson (1998) argues that the interaction between employees within a business is crucial for accomplishing the organizational goals. Further he describes that the communication of information must be properly done in a timely manner so that the operations of the business are running smoothly. If there is a clash between co-workers then it is difficult to achieve the objectives of organization.

Bakotic & Babic (2013) found that for the workers who work under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase.

A study in telecom sector by Tariq, M., Ramzan, M., & Riaz, A. (2013) revealed that there are different variables like workload, salary, stress at work place and conflicts with family due to job leads an employee towards dissatisfaction that further results in turnover. At final stage these independent factors impacts negatively on organizational performance which is negatively influenced by these factors.

Chandrasekar (2011) argue that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization. He also argued that Human to human interactions and relations are playing more dominant role in the overall job satisfaction rather than money whereas management skills, time and energy, all are needed for improving the overall performance of the organization in current era.

Based on the above discussion, the objective of this paper is to determine the relationship between the working environment and employee job satisfaction.

2.2 Job satisfaction measurements

As a general definition, the employee satisfaction may be described as how pleased an employee is with his or her position of employment Moyes, G.D Shao, L.P.; Newsome, M.(2008). Manager or researcher not only should know that satisfaction can be caused by different aspect but should be able to know ways to measure job satisfaction. This section therefore, reviews literature regarding the different methods used to measure job satisfaction. In explaining job satisfaction and measuring the level of employee's satisfaction three different approaches have been developed. The first approach turns its attention to the characteristics of the job and it is called the "information processing model" (Hackman and Oldham 1976). According to this model employees gather information about the job, the workplace and the organization and cognitively assess these elements in order to determine the level of satisfaction (Jex, 2002). The second approach suggests that the measurement of the level of job satisfaction is found on social information" – information based on past behavior and what others at work think. It shifts its attention to the effects of the context and the consequences of past behavior, rather than to individual pre-dispositions and rational decision-making processes (Pennings 1986, p. 65). Therefore job satisfaction is dependent on how others at work evaluate the workplace. This approach is called the "social information processing model" (Salancik and Pfeffer 1978).

The third approach indicates that job satisfaction relies on the characteristics or the dispositions of the employee. These dispositions can be based on experience or genetic heritage or on both (Jex 2002 p.117) all cited in Jae Vanden (2011.)

Job satisfaction can also be measured directly through questionnaires that contain questions or statements about a company and a specific job, etc. It can also be measured indirectly by means

of statistical summaries of absenteeism. One of the oldest approaches to measure job satisfaction is the degree of facial expressions presented by Kunin(1995) refers as the face scale, Perhaps this is the simplest form of job satisfaction measurement. In fact according to this approach several facial expressions are presented to the employee and they will put a check underneath the expression that describes their feeling and opinion (Michael .B 2015).

2.3 Empirical Literature Review

In this section the definition of work situation variables that affect job satisfaction and their empirical evidence are discussed.

2.3.1 Performance Feedback

Performance feedback is used for a variety of reasons such as promotions, pay rises, detailed and valuable feedback, and career progression. They frequently consist of both a developmental and an evaluative dimension (Boswell & Boudreau, 2002). Developmental use focuses on experiences and skills that employees should acquire and which are identified by the use of PA (e.g., training and development needs). Furthermore, PA are well suited to detect strengths and weaknesses, i.e. room for improvement of employees, and help to set objectives and to improve employee performance. Especially poor performers can be identified and may receive feedback on how to improve in the longer run.

An advantage of performance feedback is that it gives signal to employees that they are being valued by their supervisors and the organization, which makes them feel more as part of the company. This incidence of an individual being covered by a performance appraisal system is also economic relevance, as it has been shown that employees participation, feedback and clarity of goals are positively related to job satisfaction a predictor of productivity and performance (Nathan1991; Fletcher &Williams, 1996; Patterson et al., 2004; Whitman et al.,2010).

According to a research made in 2014 receiving performance appraisal in general has on average, a positive and both economically and statistically highly significant effect on job satisfaction. Based on a research made in performance appraisal in relation with monetary incentive there is 1.3 % increase in satisfaction rates after the appraisal. (Patrick Kampkotter 2014).

2.3.2 Workplace incentive

The concept of incentive has become the cornerstone for attracting, encouraging and retaining efficient employees in the organization. Every worker receives a pay or reward in exchange for the work they do. Traditionally, organizations often believe that pay is the greatest motivating factor for higher performance from employees. Economically, man works and earns money which is then used more directly to satisfy needs, usually physiological for purchasing food, shelter, and clothing as well as for acquiring other good things of life. Employers also have the ideology that to get the best from employees it is pertinent to offer them more money. Hence, some workers believe in money, while others believe in other incentives like recognition, job security, group cohesiveness, enabling environment, training, etc.,

Bennett and Minty (2005) adduce that incentives can be viewed from two broad perspectives. They are financial incentives and non-financial incentives. The study of Kreitner and Kinicki (2001) revealed that financial incentives has a short term result in encouraging and stimulating workers for higher performance. Dorenbosch, De Reuver & Sanders (2006) indicated that financial reward goes a long way in determining how effective and committed a worker will contribute to organizational goal and objectives. According to Salau, Falola and Akinbode (2014), the financial incentives given to workers comprise bonus, increased salary/pay, fringe benefits, profit sharing, and other payment packages.

According to Rothwell & Kazanas (2004), salary/wages and other payment packages play a critical role in workers' motivation and commitment while Lawler (2003) asserted that non-financial incentive give long term motivational effect. Greenberg and Baron (2003) posited that the packages in non-financial reward include enabling work environment.

Studies have indicated that when salaries of workers are paid consistently, then it motivates them for to work willingly without the use of coercion, while the absence of this leads to intention of workers to leave, absenteeism, labor turnover, pilfering, lower commitment and morale. Monetary incentive is mostly use to encouraged competent people to join and remain in the organization and to motivate employees to achieve high level of performance (Falola, Ibidunni and Olokundun, 2014; Oribabor, 2000; Ogunbameru, 2004; Robbins, 2005). A study by Greenberg and Baron (2003): which focused on the significant influence of pay and other monetary-related variables on labor turnover affirmed that when workers who exerted greater

efforts to performance and commitment are not adequately compensated and motivated financially, they tend to leave or quit the job.

2.3.3 Job Safety

While some managers may wonder: what comes first, job satisfaction or safe work environment? Most safety researchers agree, job satisfaction must occur first – satisfied workers are more frequently safe workers, but safe workers are not necessarily satisfied workers (Blair, 1999).

Recently, research (Bigos, 1986; Greenwood & Wolf, 1987; Holmstrom, 1992) concentrated on employee attitudes and their job-related stress, which are significantly related to the occurrence of accidents, health and job safety. According to these studies increasing employee job satisfaction is as important as eliminating physical hazards in the workplace. They consistently found that job satisfaction was more predictive of lower accident rates than such factors as: demographic, health, psychological, and stress. A recent study (Grice, 1995) concluded that the search for the true cause of workers compensation claims would never end, but the role of job satisfaction has been one of the most important factors to date in his research. Ineffective leadership practice – such as lack of caring and supportive supervisors, not considering workers opinions, and employees feeling that their jobs are not important – was a critical employee safety performance factor (Kniest, 1997).

Researchers in cognitive psychology generally agree that attitudes can be changed, and that significant behavior change can follow an attitude change. Studies conducted by Kim and Hunter (1993) showed a strong relationship existed between attitude and behavior. Eagly's study (1992) found that attitudes should predict behavior but, more important, that they should cause behavior. Furthermore, these studies suggest that one of the most effective ways to create attitude change is to involve participants in decision making and activities surrounding the targeted attitude. The high safety performance variability may stem from inconsistent job satisfaction in various job-related organizational factors.

2.3.4 Job Security

One of the most important, and powerful, job characteristics in determining job satisfaction is job security. Clark (2001) uses the British Household Panel Study to find that job security is most often cited as the most important job aspect from a list of seven specific job attributes. Blanchflower and Oswald (1999) use three different cross-sectional data sources to show that expectations of job loss have the largest negative impact on job satisfaction. Geishecker (2009) states that perceived job security is one of the most important components of job satisfaction and Sousa-Poza and Sousa-Poza (2000) find that job security is an important determinant of job satisfaction across countries.

Evidence from the Great Recession indicates workers have much to be concerned about in unemployment after a job loss. Farber (2010), using data from the Current Population Survey (CPS) 1976-2010, not only finds that the rate of job loss is considerably higher from 2007-2009 than in many earlier periods, but also that compared to earlier recessions post-job loss re-employment rates are lower in the Great Recession, part-time employment is more common among full-time job losers, and reductions in average earnings are larger. As a result workers during the Great Recession (2007 – 2009) likely perceived that job loss would have a worse impact on their lives than at any other period in recent US history. We contend that it is this substantial cost of potential job loss that generates a more positive link between job security and job satisfaction in contractions relative to expansions.

2.3.5 Supervisor Support

Supervisor support refers as the supervisors behave in helping their employees to demonstrate the skills, knowledge, and attitudes collect from the training program (Rhoades & Eisenberger, 2002). According to Bhatti et al. (2013), supervisor plays important roles in training effectiveness. Without getting support from the supervisor, the transfer of training process cannot be successful. This is because the employee will tend to lost focus when they are not monitor or supervise. It is said to be one of the most powerful tools in enhancing transfer of training and supported by numerous studies (Baldwin & Ford, 1988; Ismail et al., 2010). According to Putter (2013), the support can be in terms of emotional, instrumental, and at the same time support

which are provided before and after the training program. Providing feedback also would be a form of supervisor support (van der Klink et al., 2001). This is because feedback is relatively seen as part of supervisor support whereby the supervisor identify which area of their employees needs to be improved, encouraging them to join the training program, and help them to apply the learned skills upon completing their job.

Another study by Catillo& Cano (2004) on the job satisfaction level among faculty members of colleges showed that if proper attention is given towards interpersonal relationships, recognition and supervision, the level of job satisfaction would rise.

a worker's productivity is directly related to job satisfaction and that the output of people will be high if they like their co-workers and are given pleasant supervision and recognition.

Supervisor support Lu, Barriball, Zhang, and While (2012) in the field of empirical testing of job attributes from the private and public sector managers suggest that job satisfaction is a mishmash of psychological, physiological, environmental circumstances which realizes the soul to express the individual to express the satisfaction with job.

2.3.6 Lack of Promotion Opportunities

Promotion refers to the advancement of an employee within a company position or job tasks. Promotion is an important aspect of a worker's career and life, affecting other facets of the work experience. They constitute an important aspect of workers' labor mobility, most often carrying substantial wage increases (Kosteas 2009, Blau and DeVaro 2007, CobbClark 2001, Francesconi2001, Pergamit and Veum 1999, Hersch and Viscusi, 1996, McCue 1996, Olson and Becker 1983 and others) and can have a significant impact on other job characteristics such as responsibilities and subsequent job attachment (Pergamit and Veum1999). Firms can use promotions as a reward for highly productive workers, creating an incentive for workers to exert greater effort. Promotions will only be an effective mechanism for eliciting greater effort if workers place significant value on the promotion itself. Otherwise, firms would simply use pay increases to reward effort and productivity.

According to Vasilios D. Kosteasa study on relation between promotion and job satisfaction based on receiving promotion and expectation that a promotion is possible shows that both

promotion receipt and promotion belief result in higher job satisfaction.. The effect of a promotion is roughly equal to a sixty-nine percent increase in the hourly wage. Combined with the correlations between job satisfaction and positive employee behaviors, these results suggest that promotions can be a very effective way for firms to elicit positive behavior from their employees. Additionally, it appears that firms can maintain a high level of job satisfaction even for workers not receiving a promotion if they can maintain the worker's belief that a promotion is possible.

2.3.7 Relationship with co- workers

According to Herzberg, F., (1966), Relationship with peers is defined as personal and working interactions between the respondent and other people he or she works with. Relationship exists between two or more people. Hence this is about relationship between people (co-workers or peers) at the workplace.

Atmosphere among peers means "how it feels to work in a particular place" (e.g. relaxed and comfortable, tentative, tense or hostile) and can be defined within the context of a team or the socio-emotional environment in which employees work. Atmosphere among peers is influenced by the stage of team development, interpersonal skills of leader(s) and the quality of interpersonal relationship (Dimock, 1987; Farell, Heinemann and Schmitt,1986). In addition to this developing enthusiasm, team spirit, commitment to the team and identity are also aspects of atmosphere among peers.

On the subject of the relations between coworkers' relationship and job satisfaction, Ducharme and Martin(2000) conducted a large-scale investigation on the problems relating to job satisfaction issues targeted on the employees of international service providers. The studies found that the factors of work group interactions and coworkers' support have significant positive correlation to job satisfaction. Therefore, this research infers that, in the service industry , coworkers' relationship can be subdivided into two dimensions- leader-member relationship and coworkers' interactions.

Liou (1995) pointed out that trust of the subordinates and coworkers affects the rate of job satisfaction, Kistin (2005), Liao SH, Hu DH, Chung HY (2008)and Weng LC, Lai YZ,

Li YJ (2010) also indicated that trust in the leaders and coworkers affect the rate of job satisfaction, while the relationship between the leaders and the subordinates reveals the level of confidence, trust, and respect from the subordinates to the leaders. Hackett and Guion (1985), Bass (1990), and Robbins (2003) have also mentioned that coworkers' relationship affects job satisfaction.

Empirical studies pointed out that job satisfaction is a prerequisite to organizational commitment (Brown and Peterson, 1994; Mathieu and Hamel, 1989; Reichers, 1985) and, in the service industry, job satisfaction affects organizational commitment and further influence service behaviors (T esta, 2001). Fletcher and Williams (1996) and Yavasand Bodur (1999) pointed out that job satisfaction has positive correlation to organizational commitment. Furthermore, compared to employees with lower level of job satisfaction, employees with higher job satisfaction also have higher level of organizational commitment Woo GK, Jerrold KL, Lee YK (2005).

To conclude job satisfaction doesn't have one precise definition the literatures suggests that it has been extensively defined. The environment context should be considered when investigating factors that affect job satisfaction.

Since most of the studies on job satisfaction have been studied in other industries like profit making industries bank in developing countries, this study therefore, will be a support to the literature by undertaking the research in the audit industry.

2.4 Conceptual Framework

The study had independent and dependent variables in order to put the research into practice.

The independent variables are lack of promotion, supervisor support, workplace incentive, job safety, job security, performance feedback and relationship with co-workers and employee job satisfaction is taken as the dependent variable for the study. These dependent and independent variables are shown in the conceptual framework.

Independent Variable

Dependent Variable

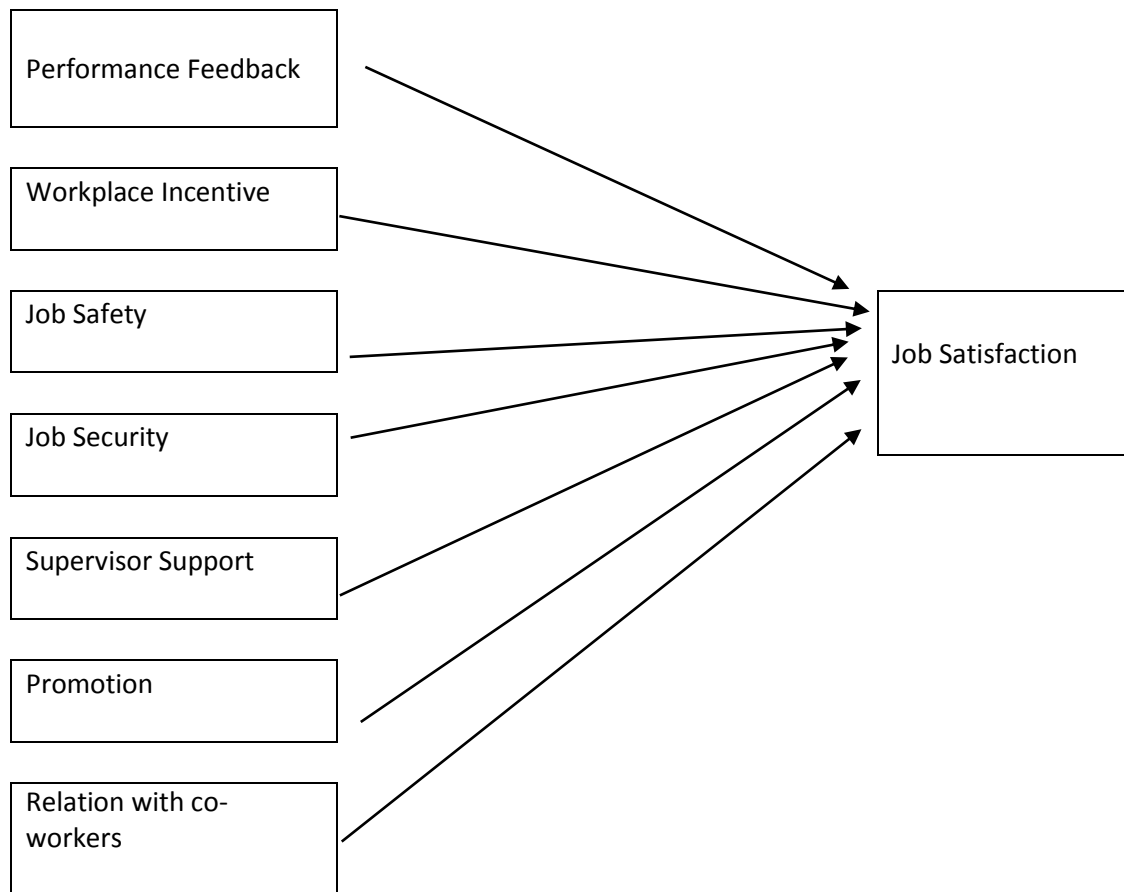


Figure 2.1 Conceptual framework (based on Nzyoka & Orwa, 2016)

CHAPTER THREE

Research Methodology

3.1 Research Design

The research designs used for this study are descriptive and explanatory research design.

Descriptive research design is used in order to understand and systematically describe the work situation and job satisfaction of the case organization since it is used to obtain information on the current status of the phenomena and to describe "what exists" with respect to variables or conditions in a situation. This type of research design helps to portray accurately the characteristics of a particular individual, situation or a group (Creswel, 2003).

Explanatory research is used to clarify why and how there is a relationship between two or more aspect of a situation or phenomenon.

Quantitative research method is applied to analyze the data collected from the employees of Audit Services Corporation.

3.2. Population and Sampling Techniques

Audit Services Corporation has a total of 150 employees since the organizations employees are small the researcher tried to distribute questionnaires to all employees but due to the difficulty faced while distributing the questionnaire only 119 questionnaires were distributed.

3.3. Types of Data and Tools Instruments of Data Collection

Data is gathered from primary and secondary sources of data. The primary data are gathered through self-administered questionnaire about the working situation and their effect on job satisfaction. Before circulating the questionnaire information on the reliability and validity are obtained by pre-testing the questionnaire so that employees at all level can easily understand. Secondary data is gathered from journals, articles, published and unpublished information, and books and from the organization human resources data.

3.4. Procedures of Data Collection

Questionnaires are developed in compliance with the objective of the study and by using previous researches that are concerned with the variables of this study and from Minnesota job satisfaction. After that questionnaire are distributed to the employees, once they are collected questionnaires are arranged by using “Statistical Package for Social Sciences” (SPSS).

3.5. Validity and Reliability of the study

3.5.1 Validity

Validity refers to the extent to which a measurement instrument actually measures what is intended to measure. Validity is concerned with the degree to which the designed questionnaire items fairly and accurately represent the main variables. In order to assure validity, the questionnaire was evaluated by experts in the field to check contextually and comprehensiveness. As soon as the researcher get appraisal, the survey questionnaires were distributed to the population.

3.4.2 Reliability

Reliability of the instrument has been assessed before further processing of the collected data. The reliability test helps to measure the internal consistency of items. The reliability test was done on 25 selected target group from the corporation respondents by calculating cronbach’s alpha with all variable using Statistical package for social science (SPSS). As a result the cronbach’s alpha of the questionnaire revealed 0.879. As per (Walsh, 1995) recommendation a minimum level of cronbach’s alpha should be 70%. Hence the reliability of the response was able to be ensured.

Table 3.4.2.1 Reliability

Independent Variable

		N	%
Cases	Valid	25	100.0
	Exclude d ^a	0	.0

	Total	25	100.0
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Cronbach's Alpha	N of Items
.879	50

Source: survey data (2019)

Dependent Variable

		N	%
Cases	Valid	25	100.0
	Exclude d ^a	0	.0
	Total	25	100.0

Cronbach's Alpha	N of Items
.907	9

3.5. Methods of Data Analysis

After collecting and organizing the questionnaires the analysis is performed by using Statistical package for social science (SPSS) version 16.0 for windows. Many scholars believe that statistical packages are the most suitable and most consistent instruments for comprehensively analyzing large set of data (Buglear, 2005). So, all statistical analysis is performed through the help of software “Statistical Package for Social Sciences” (SPSS).

Descriptive statistics and inferential statistics are employed for the data analysis process. The descriptive statistics includes frequencies, percentages, means and standard deviation. The inferential statistics (correlation analysis and regression analysis) are used to test the hypothesis developed. Tables and charts are used to ensure easily understanding of the analysis. Kruskal-Wallis test is carried out to compare the difference on perception of existing work situations among different demographics.

Correlation analysis is conducted to determine the relationship of work situation components (i.e. workplace incentive, promotion opportunities, job security, safety, supervisor support and relationship with co-workers) and job satisfaction. Regression analysis is performed to determine the effect of work situation relations on job satisfaction.

CHAPTER FOUR

4. Data presentation and analysis

In this chapter the data collected from the employees of Audit Service Corporation are presented and analyzed. This section deals with interpretation of results and testing of hypothesis by using Statistical package for social science (SPSS) version 16.0 software.

The researcher distributed 119 questionnaires to the employees and from these 107 of the questionnaires was properly filled and returned. This gives us 89.9 % return rate that is assumed to be suitable for further analysis.

4.1. Demographic profile of respondents

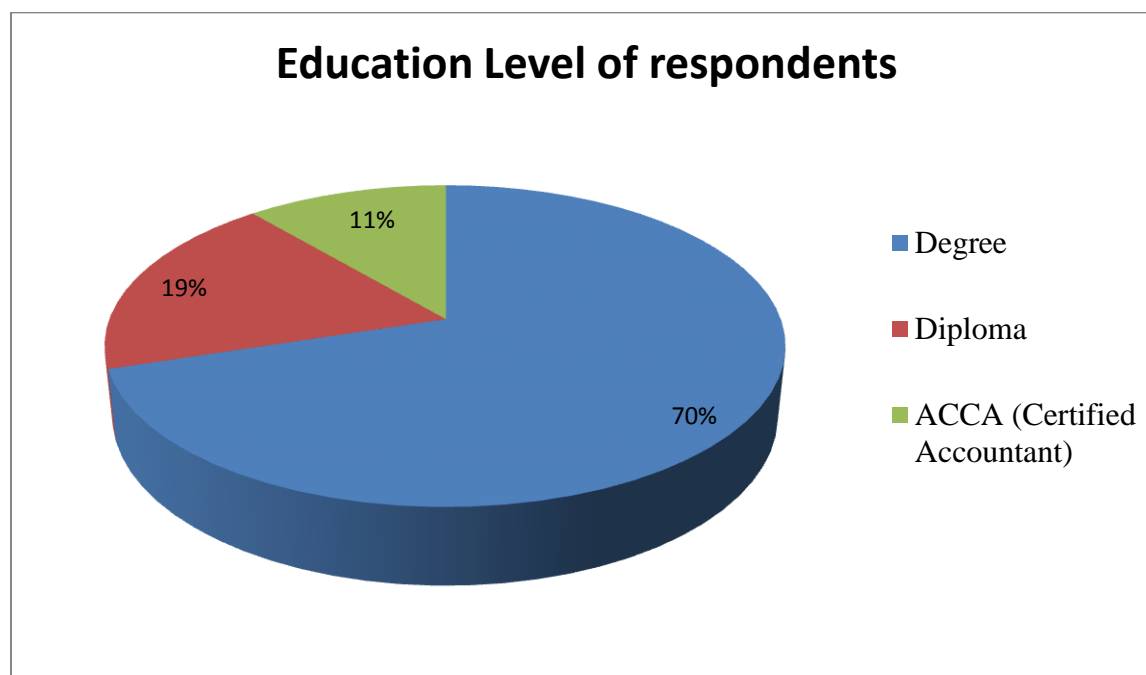
Table 4.1.1 Gender and age of respondents

Variables	Category	Frequency	Percentage
Gender	Female	34	31.78
	Male	73	68.22
	Total	107	100.0
Age of respondents	20-29	28	26.16
	30-39	46	42.99
	40-49	12	11.21
	50 or above	21	19.62
	Total	107	100.0

Source: survey data (2019)

As shown on table 4.1.1 from the 107 respondents 31.78% (34) of them were female and the remaining 68.22% (73) were male. With regard to age from 107 respondents 31.78% (34) of them were female and the remaining 68.22% (73) were male. With regard to the age of respondents majority of the employees were between the ages 30-39 covering 42.99% (46). The second largest group is between the ages 20-29 which takes 26.16% (28) of the respondents. The remaining group 11.21% (12) and 19.62 % (21) were under the age categories of 40-49 and 50 or above respectively.

Figure 4.1.2 Educational levels of respondent



Source: survey data (2019)

The above figure shows the educational level of respondents. Accordingly, 70% of the respondents are degree holders and the remaining 19% and 11% of the respondents are diploma and ACCA (Certified Accountants) degree holders respectively.

Table 4.1.2 Income level of respondents

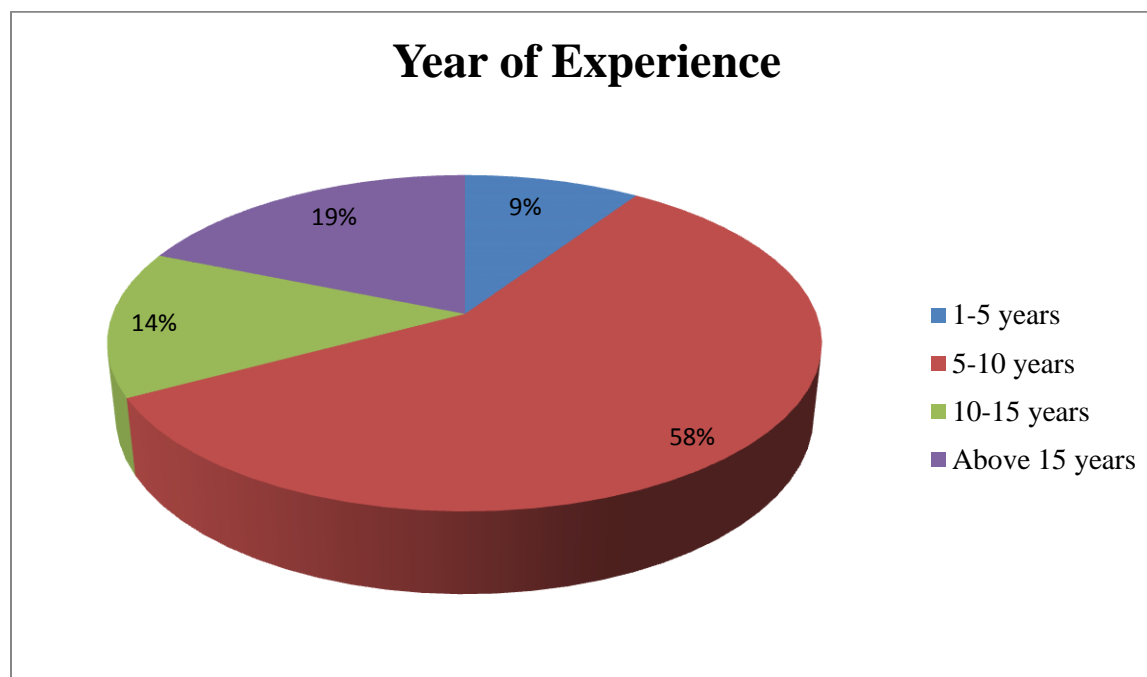
Variables	Category	Frequency	Percentage
Income level of respondents	1,000-2,500	0	0
	2,501-5,000	0	0
	5,001-7,500	24	22.42
	7,501-10,000	30	28.04
	Above 10,000	53	49.54
Total		107	100.0

Source: survey data (2019)

Table 4.1.3 shows the income level of respondents; out of the 107 respondents 22.42% fall under the category from 5,000-7,500. Most of the respondents fall under the category of above 10,000

covering 49.54%. The second largest group falls under the income category from 7,501- 10,000 constituting 28.04%. This shows that most of the respondents have an income above 1000.

Figure 4.1.2 Years of experience of respondents



Source: survey data (2019)

Figure 4.1.2 illustrates the years of experience of respondents. Accordingly, 58% of the respondents have an experience between 5-10 years, followed by 19% that have experience above 10 years. The remaining 14% and 9% of the respondents fall under the category of 10-15 years and 1-5 years of experience respectively. This shows that most of the respondents have an experience between 5-10 years.

Table 4.1.3 Position of Respondents

Category	Frequency	Percentage
Auditor	90	84.11
Accountant	3	2.80
Audit Manager	8	7.5
It Expert	6	5.6
Total	107	100.0

Figure 4.1.3 shows the position of respondents. Accordingly 84.11 % (90) include Auditors, 2.80 % (3) are Accountants and the remaining 7.5 % (8) and 5.6% (6) include Audit Managers and IT Experts respectively.

4.2 Descriptive Statistics of work situation

The following section will discuss about the responses of respondents in terms of mean on each work situation independent variable and dependent variable which is job satisfaction.

The descriptive statistics of each variable will be interpreted based on the following range of mean values.

4.2.1 Likert scale interpretation and distribution of values

Likert description	Value allocation
Strongly Disagree	1.0-1.49
Disagree	1.5-2.49
Neutral	2.5-3.49
Agree	3.5-4.49
Strongly Agree	4.5-5.00

Source; Alston and Miller (2002)

4.2.1 Performance Feedback

Table 4.2.1.1 Responses on Performance Feedback

Items	N	Mean	Std. Deviation
I receive constructive criticism (positive feedback) about my work.	107	3.70	1.064
The existence of recognition for good work, has given me an opportunity to work beyond the requirements of my job.	107	3.19	1.143
I'm given a written appreciation letter for my good work.	107	2.35	1.138
I usually acquire acknowledgment for work done by me.	107	3.58	1.193
In the last 12 months my manager has talked to me about my progress.	107	2.97	1.368
Mean of mean	107	3.205	

Source: survey data (2019)

A study by Kampkötter, Patrick (2014) concluded that receiving formal performance feedback has a positive and highly significant effect on job satisfaction.

The above table depicts the responses of employees on performance feedback. Most employees believe that they receive feedback about their work with a mean value 3.70, the response of employees for acquiring acknowledgment for the work done by them shows a mean value of 3.58. The respondents are neutral towards gaining the opportunity to work beyond their requirements for the job due to the existence of recognition in the organization with mean value of 3.19. The lowest mean value from all the items is about being given a written appreciation letter which is 2.35. When we see the grand mean of performance feedback which is 3.205 it lays in 2.5-3.9. This implies that there is moderate performance feedback in the organization.

4.2.2 Workplace Incentives

Table 4.2.2.1 Responses on Workplace Incentives

Items	N	Mean	Std. Deviation
The corporation provides cash bonuses.	107	3.23	1.257
The medical and insurance schemes are attractive	107	2.64	1.361
The corporations' loan policy is attractive	107	2.55	1.447
The benefits' offered by the corporation provides security for me and my family.	107	2.44	1.052
Benefit Packages are modified as necessary to ensure employees satisfaction.	107	2.88	1.409
There is equal treatment of staff in the benefit system of the corporation.	107	2.97	1.380
I feel the corporation's benefit meet my needs.	107	2.56	1.296
Mean of mean	107	2.75	

Source: survey data (2019)

Table 4.2.3.1 depicts the responses of employees on questions that are raised to describe workplace incentives and benefits. The respondents have agreed about the provision of bonus by

their organization with the highest mean value i.e. 3.23. The second mean value that is 2.97 is that the respondents believe there is equal treatment of staff in the benefit system of the corporation, response of employees towards benefit packages of the corporation are modified as necessary to ensure employees' satisfaction shows a mean value of 2.88. And the lowest mean value includes the benefits' offered by the corporation provides security for me and my family, the corporations' loan policy is attractive and I feel the corporation's benefit meet my needs shows a mean value of 2.44, 2.55 and 2.56 respectively.

When we see the grand mean for workplace incentive i.e. 2.75, it falls under the category 2.5-3.49 which indicates that employees are neutral that work place incentive provided by the corporation satisfies them.

4.2.3 Job Safety

Table 4.2.3.1 Responses on Job Safety

Items	N	Mean	Std. Deviation
I feel safe when I am going to different remote areas.	107	2.59	1.249
The corporation insures that I am safe when I am working in rural areas.	107	2.35	1.498
The existence of safe working condition satisfies me and encouraged me to give sustained high performance at work.	107	2.82	1.446
There are frequent communications about safety issues with the management in my workplace	107	2.44	1.223
Safety issues are given a high priority in meetings	107	2.11	1.458
Where I work, I feel free to report any safety problems	107	2.75	1.411
Mean of mean	107	2.49	

Source: survey data (2019)

Respondents' feelings towards being safe when they are going to rural areas shows a mean value of 2.59, which is close to disagreeing that they feel safe. The respondents are neutral that the corporation insures that they are safe when they are working in rural areas' with a mean value of

2.35, as well as the respondents feeling towards the existence of safe working condition that satisfies them and encourage them to give sustained high performance at work with a mean value of 2.82. Respondent's frequent communications about safety issues with the management in their workplace shows a mean value of 2.44. The lowest mean value from all the questions is weather safety issue is given a high priority in meetings and it constitutes a mean value of 2.11. This indicates that safety concerns are not being paid attention in the corporation

Alston and Miller (2002) studies show that a mean value of 2.49 falls under the category 1.5-2.49 which indicates that employees of the corporation disagree that there exist a job safety. Safety climate can influence performance and correlation of personal and work-related outcomes, specifically job satisfaction in the context of the current study (Shultz & Shultz, 2010).

4.2.4 Job Security

Table 4.2.4.1 Responses on Job Security

Items	N	Mean	Std. Deviation
I feel that I have job security.	107	3.47	.993
I plan to be working for the company a year from now.	107	3.58	.855
I believe that I am guaranteed not to be fired for missed work.	107	3.53	1.056
I will be able to keep my present job as long as I want	107	3.82	1.446
Regardless of economic conditions, I will have a job at my current company	107	3.60	.897
If my job was to be eliminated, I would be offered another job in my current company	107	3.24	1.523
Mean of mean	107	3.52	

Source: survey data (2019)

Respondents believe that they will be able to keep their present job as long as they want with the highest mean value of 3.82. Regardless of economic conditions respondents have trust that they will have a job at their current company.

As you can see in the above table the respondents feel that they are secured with a mean value of 3.47 and believe that they are guaranteed not to be fired for missed work with a mean value of

3.53. Respondents also feel secured in the corporation that they plan to be working a year from now with a mean value 3.58. From the above the lowest mean is if respondent's job was to be eliminated, they would be offered another job in their current company which constitutes 3.24. Since the mean of mean value is 3.52 and it falls under the category 3.5-4.49 respondents agree that they have job security.

4.2.5 Supervisor Support

Table 4.2.5.1 Responses on Supervisor Support

Items	N	Mean	Std. Deviation
I am satisfied with my supervisors supervision	107	3.44	.952
My supervisor promotes an atmosphere of teamwork.	107	3.37	.981
It is clear to me what my supervisor expects of me regarding my job performance.	107	3.42	1.102
I receive recognition from my supervisor for my work/output.	107	3.36	1.047
My supervisor evaluates my work performance on a regular basis	107	3.44	1.103
I get to participate in supervisory decisions that affect my job.	107	2.59	1.288
My supervisor's supervision affects my level of satisfaction	107	3.36	1.013
Mean of mean	107	3.3	

Source: survey data (2019)

As shown above respondents are satisfied towards their supervisors supervision and agreed that their supervisor evaluates their work performance on regular basis which is 3.44 the highest mean. Creating a good atmosphere of teamwork, receiving support from supervisor for the work they do and respondents believe that their supervisor expects of them regarding their job performance is clear which shows a mean value of 3.37, 3.36 and 3.42 respectively. The lowest mean value is that respondents get to participate in supervisory decisions that affect their job

which is 2.59, which creates dissatisfaction in work situation. The mean of mean is 3.3 which lay under the category 2.5-3.49, so respondents agree that supervisors support them in their job.

4.2.6 Promotion

Table 4.2.6.1 Responses on Promotion

Items	N	Mean	Std. Deviation
Everyone has an equal chance to be promoted	107	3.08	.994
There is a career path clearly communicated to everyone	107	2.57	1.453
Criteria for promotion are acceptable for me	107	2.45	1.449
I'm satisfied with promotion system of the corporation	107	2.33	1.503
Salary adjustment/increment is made within a reasonable / logical time period.	107	2.17	1.536
Salary increments are made based on the performance results of employees.	107	2.38	1.424
Mean of mean	107	2.48	

Source: survey data (2019)

Both receipt of promotion in the last two years and the expectation that a promotion is possible in the next two years results in higher job satisfaction (VasiliosD.Kosteas2010). As we can see on the above table the respondents agree that everyone has an equal chance to be promoted with the mean value of 3.08 and neutral that there is a career path clearly communicated to everyone with a mean value of 2.57. But respondents are not satisfied with the criteria for promotion and the promotion system of the corporation with a mean value of 2.45 and 2.33 respectively. Respondents disagree that salary adjustments/increments are made within a reasonable/logical time period and that salary increments are made based on performance results of employees with a mean value of 2.17 and 2.38 respectively. When we see the mean of mean which is 2.48 it falls under the category 1.5-1.49 i.e. the employees of the corporation disagree that there exists a promotion which satisfies them.

4.2.7 Relation with Co-workers

Table 4.2.7.1 Responses on Relation with Co-workers

Items	N	Mean	Std. Deviation
I am satisfied with the current internal working relationship.	107	3.61	1.048
There is good communication from managers to employees in the organization	107	3.56	1.220
It is easy to get along with my colleagues.	107	3.67	1.055
I receive adequate opportunity to interact with other employees on a formal level.	107	3.86	..941
I'm satisfied with the way we (co-workers) communicate each other	107	3.73	1.144
I am able to contact senior management as needed	107	4.14	.833
Mean of mean	107	3.8	

Source: survey data (2019)

On the above table we can see that all the mean values are above 3. Respondents agree that they are able to contact senior management as needed with mean value of 4.14 which is the highest. Also respondents feelings towards receiving adequate opportunity to interact with other employees on a formal level, their satisfaction with the way they communicate with each other, their current internal working relationship and their feelings about good communication with managers in the corporation has a mean value of 3.86, 3.73, 3.61 and 3.56 respectively. The result shows us that there exists a good relationship with co-workers, with a grand mean of 3.8.

4.2.8 Employees' Job Satisfaction

Table 4.2.8.1 Responses on Job satisfaction

Items	N	Mean	Std. Deviation
The presence of performance feedback in the corporation has an effect on the level job satisfaction.	107	2.96	1.200
The corporation's workplace incentive like bonus, loan policy and other benefits has an effect on the level of job satisfaction.	107	2.93	1.209
The presence of job safety in the corporation has an effect on the level job satisfaction.	107	3.71	.998
The presence of job security in the corporation has an effect on the level job satisfaction.	107	2.91	1.253
The presence of supervisor support in the corporation has an effect on the level job satisfaction.	107	2.89	1.267
The existence of promotion in the organization has an effect on the level of job satisfaction.	107	3.94	.872
The existence of good relation with my co-workers has an effect on the level of job satisfaction.	107	2.98	1.242
The corporation's medical and insurance benefit's has an effect on the level of job satisfaction.	107	2.99	1.214
Working situation in my company has an effect on the level of job satisfaction	107	3.67	.983
Mean of mean	107	3.21	

Source: survey data (2019)

The above table depicts the responses of employees regarding issues raised on job satisfaction. From the issues that are raised regarding employees job satisfaction the item "Employees are satisfied by the existence job security in the corporation" has the lowest mean value of 2.91. The issue stating "Employees are satisfied by the existence of promotion in the corporation" has the highest mean value of 3.94 from the nine questions.

The mean of mean for job satisfaction is 3.21 which falls under the category 2.5-3.49 i.e. employees of the corporation moderately agree on the issues that are raised regarding job satisfaction.

4.3. Group comparison on the perception of work situation among different demographic variables

In this study the Kruskal-Wallis Test is used to compare the scores in terms of position and experience of employees among work situation in the corporation.

The Kruskal-Wallis Test (sometimes referred to as the Kruskal-Wallis H Test) is a test that allows comparing the scores on some continuous variable for three or more groups. This test is used to test the last hypothesis.

4.3.1 Work Situations and Positions of Employees

Table 4.3.1.1 Work Situations among different positions of employees

	Position of Employees	N	Mean Rank
Performance feedback	Auditor	90	50.53
	Accountant	3	49.00
	Audit Manager	8	97.00
	IT Expert	6	54.50
	Total	107	
Workplace Incentive	Auditor	90	57.82
	Accountant	3	55.83
	Audit Manager	8	6.50
	IT Expert	6	65.50
	Total	107	
Job Safety	Auditor	90	44.87
	Accountant	3	84.00
	Audit Manager	8	69.75
	IT Expert	6	48.76
	Total	107	
Job Security	Auditor	90	51.41
	Accountant	3	52.83
	Audit Manager	8	45.50
	IT Expert	6	3.50

	Total	107					
Supervisor Support	Auditor	90	54.45				
	Accountant	3	11.50				
	Audit Manager	8	33.00				
	IT Expert	6	67.00				
	Total	107					
Promotion	Auditor	90	54.19				
	Accountant	3	12.50				
	Audit Manager	8	32.33				
	IT Expert	6	84.00				
	Total	107					
Relation with co-workers	Auditor	90	98.00				
	Accountant	3	59.67				
	Audit Manager	8	50.55				
	IT Expert	6	13.00				
	Total	107					
Test Statistics^{a,b}							
	Performance Feedback	Workplace Incentive	Job Safety	Job Security	Supervisor Support	Promotion	Relation with co-workers
Chi-Square	16.991	20.599	14.081	3.117	17.901	17.967	19.418
DF	3	3	3	3	3	3	3
Asymp. Sig.	.001	.000	.003	.374	.000	.000	.000
a. Kruskal Wallis Test							
b. Grouping Variable: Position of employees							

Source: own survey (2019)

The above table depicts the comparison of the experience of employees in terms of the work situation. The result on the table shows that there is a statistically significant difference on the performance feedback, workplace incentive, job safety, supervisor support, promotion and relation with co-workers with significant values .001, .000, .003, .000, .000 and .000 respectively between the positions of employees. Employees between different positions do not have a statistically significant difference only on one variable which is job security. Thus, the hypothesis *“There is a significant difference on the perception of employees towards the existing work situation among employees that have different position”*. is accepted for performance feedback, workplace incentive, job safety, supervisor support, promotion and relation with co-workers, and hypothesis is rejected for job security and promotion.

As we can see on table no 4.3.1.1 the highest mean rank score in performance feedback is 97 which represents a position of Audit managers and the lowest mean rank which is 49 represents Accountants. This result shows that Accountants in the corporation are not satisfied with the performance feedback practice in the organization.

Respondents in the position of IT expert in the corporation show the highest mean rank score the variable workplace incentive which is 65 among other positions and the lowest mean rank score 6 represents Audit Managers. This indicates that Audit Managers are not satisfied by what the corporation gives them as an incentive.

Accountants constitute the highest mean rank score for job safety which is 84.00 and Auditors constitute the lowest mean rank that is 44.87. This indicates that Auditors are not satisfied with the job safety that the corporation is providing them.

When we see the variable supervisor support IT Experts score the highest mean rank i.e. 67 and Accountants show the lowest mean rank score 11.50, which indicates that Accountants don't agree that they have supervisor support in the corporation.

IT Experts agree that the promotion system in the corporation satisfies them with the highest mean score rank that is 84 and the lowest mean rank goes to Accountants i.e. 12.50. This result shows us that Accountants are not satisfied with the promotion system of the corporation.

When we come to the variable relation with co-workers Auditors agree that there exists a good relation with subordinates or colleagues with the highest mean rank score 84 and IT Experts score the lowest mean rank score which is 12.50.

4.3.2 Work Situations and Experience of Employees

Table 4.3.2.1 Work Situations among different Experience of employees

	Years of experience of employees	N	Mean Rank
Performance feedback	1-5 years	8	24.03
	5-10 years	64	59.76
	10-15 years	16	12.94
	Above 15 Years	19	64.91
	Total	107	

Workplace Incentive	1-5 years	8	77.75				
	5-10 years	64	47.33				
	10-15 years	16	61.59				
	Above 15 Years	19	60.08				
	Total	107					
Job Safety	1-5 years	8	4.50				
	5-10 years	64	56.94				
	10-15 years	16	57.82				
	Above 15 Years	19	49.32				
	Total	107					
Job Security	1-5 years	8	3.50				
	5-10 years	64	49.91				
	10-15 years	16	56.44				
	Above 15 Years	19	49.95				
	Total	107					
Supervisor Support	1-5 years	8	67.00				
	5-10 years	64	43.31				
	10-15 years	16	34.25				
	Above 15 Years	19	87.53				
	Total	107					
Promotion	1-5 years	8	84.00				
	5-10 years	64	49.57				
	10-15 years	16	44.31				
	Above 15 Years	19	57.08				
	Total	107					
Relation with co-worker	1-5 years	8	5.12				
	5-10 years	64	54.20				
	10-15 years	16	48.38				
	Above 15 Years	19	78.63				
	Total	107	Mean Rank				
Test Statistics^{a,b}							
	Performance Feedback	Workplace Incentive	Job Safety	Job Security	Supervisor Support	Promotion	Relation with co-workers
Chi-Square	38.326	9.454	23.560	3.494	41.124	3.158	32.873
Df	3	3	3	3	3	3	3
Asymp. Sig.	.000	.024	.000	.321	.000	.368	.000
a. Kruskal Wallis Test							
b. Grouping Variable: Experience of employees							

Source: own survey (2019)

The above table depicts the comparison of the experience of employees in terms of the work situation. The result on the table shows that there is a statistically significant difference on the performance feedback, workplace incentive, job safety, supervisor support and relation with co-workers with significant values .000, .024, .000, .000 and .000 respectively between the

experiences of employees. Employees between different years of experience do not have a statistically significant difference on the rest of the work situation variables which are job security and promotion. Thus, the hypothesis ***“There is a significant difference on the perception of employees towards the existing work situation among employees that have different experience”*** is accepted for performance feedback, workplace incentive, job safety, supervisor support and relation with co-workers and hypothesis is rejected for job security and promotion.

Respondents that are experienced for more than 15 years have the highest mean rank score of 64.91 for performance feedback. The employees that have an experience between ten years and fifteen years have a mean rank score of 12.94. This result implies that the respondents that work for the corporation between 10-15 years believe that they are not getting feedback in the organization. On the other hand, employees that have an experience above 15 years believe that they are getting feedback. This indicates that the organization have to work on the performance feedback for those who are experienced between 10-15 years.

When we see workplace incentive, respondents that have an experience between 1-5 years have the highest mean which is 77.75 and respondents that have an experience between 5-10 years have the lowest mean value of 47.33. This result shows that employees that have experience between 5-10 years are not satisfied with workplace incentive of the corporation and less experienced employees are satisfied with the incentives.

When we come to job safety the highest mean rank score i.e. 57.82 represents that employees which have an experience between 10-15 years and mean rank score 4.50 represents those respondents that have an experience between 1-5 years.

As illustrated on the above table respondents with an experience above 15 years show the highest mean rank on the variable supervisor support which constitutes 87.53. Those who have an experience between 10-15 years show the lowest mean score that is 34.25

Respondents with an experience above 15 years have the highest mean score on the variable relation with co-workers which is 78.63 and respondents that have an experience between 1-5 years show the lowest mean value that is 5.22. This shows that less experienced employees are not satisfied with their relation with co-workers.

4.4 Correlation analysis

In this section the relationship between the independent variables and the dependent variable will be discussed. Since the sampling used in this study is non-probability Spearman's Rank Order Correlation (ρ) is applied to measure the degree of relationship between the variables.

To see the strength of the correlation coefficient table 4.5.1 should be noted.

Table 4.4.1 Davis (1971) correlations direction and strength

Correlation coefficient(r)	Strength of the correlation
From 0.01 up to 0.9	Negligible association
From 0.10 up to 0.29	Low association
From 0.30 up to 0.49	Moderate association
From 0.50 upto 0.69	Substantial association
From 0.70 and above	Very strong association

Source: Joe (2011)

Table 4.4.2 Correlation analysis

		Performance feedback	Work place incentive	Job safety	Job security	Supervisor support	Promotion	Relation with coworkers	Job satisfaction
Performance feedback	Correlation Coefficient	1.000	-.349**	.582**	.228	.070	.105	.489**	.484**
	Sig. (2-tailed)	.	.005	.000	.082	.600	.430	.000	.000
	N	107	107	107	107	107	107	107	107
Work place incentive	Correlation Coefficient	-.349**	1.000	-.014	.433**	.368**	.658**	.084	.041
	Sig. (2-tailed)	.005	.	.917	.001	.004	.000	.507	.745
	N	107	107	107	107	107	107	107	107
Job safety	Correlation Coefficient	.582**	-.014	1.000	.427**	-.051	.183	.601**	.619**
	Sig. (2-tailed)	.000	.917	.	.001	.714	.181	.000	.000
	N	107	107	107	107	107	107	107	107
Job security	Correlation Coefficient	.228	.433**	.427**	1.000	.235	.595**	.269*	.421**
	Sig. (2-tailed)	.082	.001	.001	.	.073	.000	.040	.001
	N	107	107	107	107	107	107	107	107
Supervisor support	Correlation Coefficient	.070	.368**	-.051	.235	1.000	.562**	.129	.055
	Sig. (2-tailed)	.600	.004	.714	.073	.	.000	.331	.679
	N	107	107	107	107	107	107	107	107
Promotion	Correlation Coefficient	.105	.658**	.183	.595**	.562**	1.000	-.026	.262*
	Sig. (2-tailed)	.430	.000	.181	.000	.000	.	.847	.045
	N	107	107	107	107	107	107	107	107
Relation with coworkers	Correlation Coefficient	.489**	.084	.601**	.269*	.129	-.026	1.000	.360**
	Sig. (2-tailed)	.000	.507	.000	.040	.331	.847	.	.003
	N	107	107	107	107	107	107	107	107
Job satisfaction	Correlation Coefficient	.484**	.041	.619**	.421**	.055	.262*	.360**	1.000
	Sig. (2-tailed)	.000	.745	.000	.001	.679	.045	.003	.
	N	107	107	107	107	107	107	107	107

As we can see on table 4.4.2 the result in this study shows that the correlation coefficient between performance feedback and employees work situation is .484, $p < 0.01$ which means the relationship between the two variables is significant and positive. This indicates that a positive change in performance feedback will result to an increase job satisfaction of employees. The

finding of the study relationship of performance feedback and job satisfaction shows that receiving formal performance feedback in general has on average, a positive and both economically and statistically highly significant effect on job satisfaction.(Patrick Kampkter June 2014).

The correlation coefficient between workplace incentive and employees' job satisfaction is .041, $p < 0.01$ with significant level .745 which means the correlation between the two variables is insignificant. This contradicts with a study on relationship of workplace incentive and job satisfaction that concludes that when employees are given both the financial and nonfinancial incentives; employees in the selected manufacturing industries, they are motivated to some extent (Buchanan and Huczynski 2004).

The result in this study also shows that the correlation coefficient between job safety and employees' job satisfaction is .619, $p < 0.01$ which means the correlation between the two variables is significant and positive. This indicates that a positive change in job safety will result to an increase the job satisfaction of employees. According to a study on relationship between job safety and jobs satisfaction the more there is improved safety performance in an organization the more the employees feel consistent and stable as well as satisfied. (Chong W. Kim ,Marjorie L. McInerney and Robert P. Alexander 2005)

As shown on table 4.4.2the correlation coefficient between job security and employees' job satisfaction is .421, $p < 0.01$ which means the correlation between the two variables is significant and positive. This indicates that a positive change in job security will result to an increase in job satisfaction of employees.

This result agrees with a study on impact of job security on employees' job satisfaction, when job security increases worker job satisfaction also increases. Because employees may fear job loss in a greater capacity as job openings are fewer in contractions than in expansions. (B. Artz and I. Kaya, 2008)

The result in this study shows that the correlation coefficient between supervisor support and employees' job satisfaction is .055, $p < 0.01$ with significance of .679 which means the correlation between the two variables is insignificant. This indicates that a positive change in supervisor support will not result to an increase the job satisfaction of employees. This result contradicts with a study on relationship between supervisor support and job satisfaction which explains that

dissatisfied employees lack confidence to perform better and start looking for other options and at the end leave the organization and the dissatisfaction is caused by lack of supervisor support and leadership style (Brohi&Abdullah, 2018).

The correlation coefficient between promotion and work situation is .262, $p < 0.01$ with significant level of .045, which indicates that the correlation between the two variables is significant and positive, i.e. a positive change in promotion will result to an increase on the job satisfaction of employees. This result is the same with a study made to estimate the effect of promotions and promotion expectation on job satisfaction, both receipt of a promotion and the expectation that a promotion is possible in the next two years result in higher job satisfaction (Vasilios D. Kostea 2009).

The correlation coefficient between relation with co-workers and employees' job satisfaction is .262, $p < 0.01$ with significance level of .003 which means the correlation between the two variables is significant and positive. This indicates that a positive change in relation with co-workers will result to an increase in the job satisfaction of employees. According to a study on relationship between relation with co-workers and job satisfaction the result shows that relationship with employees can explain the job satisfaction of an employee since relationship with employees represents the general view of the relationship established in the workplace and how this relationship is perceived by an employee.(Buljubasic,E. 2008).

4.5 Regression analysis

Regression allows us to make statements about how well one or more independent variables will predict the value of a dependent variable. It is a technique that can be used to investigate the effect of independent variable on the dependent variable. In this study we have more than two independent variables so we use multiple regression. In this section the effect of performance feedback, workplace incentive, job safety, job security, supervisor support, promotion and relation with co-workers on job satisfaction of employees' will be described. To continue with the multiple regression analysis assumptions are made that multi co-linearity is not a problem.

4.5.1. Multi Co-linearity test

In multiple regression, if there is a high degree of correlation between independent variables, we have a problem of what is commonly described as the problem of multi co-linearity. Enough care should be taken when we select our independent variable therefore multi co-linearity is reduced to the minimum.

The multi co-linearity test can be done using Tolerance and VIF. Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model. If this value is very small (less than .10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of multi co-linearity. The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). VIF values above 10 would be a concern here, indicating multi co-linearity.

Table 4.5.1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Co-linearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	2.208	.336					
	Performance feedback	.192	.062	.193	3.079	.002	.396	2.522
	Workplace incentive	.059	.051	.055	1.009	.352	.189	5.292
	Job safety	.251	.066	.233	3.825	.000	.487	2.051
	Job security	.166	.064	.159	2.586	.011	.398	2.511
	Supervisor support	.068	.064	.065	1.059	.291	.438	2.283
	Promotion	.252	.057	.261	4.447	.000	.243	4.110
	Relation with co-workers	.181	.055	.205	3.313	.001	.464	2.155

The above table shows the multi col-linearity test. As we can see from the column labeled co-linearity statistics the values of tolerance for all variables are greater than .10. The values of VIF for all variables are below 10. Therefore, it indicates that there is no multi co-linearity among the independent variables. This increases the reliability of the regression coefficients.

Table 4.5.2

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.630	.600	.577

a. Predictors: (Constant), relation with coworkers, promotion, performance feedback, supervisor support, job safety, job security, workplace incentive

b. Dependent Variable: job satisfaction

The above table depicts the model summary. The value of R square is .630 which indicates that 63% of variation on employees' job satisfaction was explained by the independent variables which are work situation. The remaining 37% of the variation on employees' job satisfaction may be explained by variables other than the ones included in this study.

Table 4.5.3 Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.269	.234		-1.571	.000
	Performance feedback	.192	.062	.193	3.079	.002
	Workplace incentive	.059	.051	.055	1.009	.352
	Job safety	.251	.066	.233	3.825	.000
	Job security	.166	.064	.159	2.586	.011
	Supervisor support	.068	.064	.065	1.059	.291
	Promotion	.252	.057	.261	4.447	.000
	Relation with co-workers	.181	.055	.205	3.313	.001

Table 4.5.3 illustrates the effect of each independent variable (Work situation) on the dependent variable (job satisfaction). To see which independent variable have a strong contribution to the dependent variable we will look at the standardized coefficient of Beta (β). The variable having the highest value will be considered as having the greatest contribution on the dependent variable.

4.5.1 Regression Analysis of Performance Feedback and Job satisfaction

As shown in the regression analysis table performance feedback ($\beta = .193$, $p < 0.05$); with a significance of .001 which indicates that performance feedback has a positive and significant effect on job satisfaction. Thus, based on the evidence, the hypothesis ***“Performance Feedback has a positive and significant effect on job satisfaction”*** is accepted.

This result is parallel with a study by Buckingham & Clifton, (2001) which discusses the effect of weakness based and strengthens based feedback with job satisfaction, whether good or bad feedback motivates employees and creates a great potential for growth, development as well as job satisfaction and that highlighting how these strengths can generate success on the job motivates employees to intensify the use of their strengths to produce even more positive behaviors and results. The study concludes performance feedback has a positive and significant effect on job satisfaction.

A study by Frederik Anseel and Filip Lievens (2007) also concludes that descriptive statistics between study variables Performance Feedback and job satisfaction are positively related ($p < .01$).

4.5.2 Regression Analysis of Workplace Incentive and Job satisfaction

Workplace incentive shows ($\beta = .055$, $p > 0.05$); with a significance level of .352. Thus, based on this result, the hypothesis ***“Workplace incentive has a positive and significant effect on job satisfaction”*** is rejected. Other findings revealed that monetary incentives which include salary, profit sharing, bonuses and fringe benefits often improve employees' job satisfaction.

The findings also discovered that employees are given both the financial and nonfinancial incentives; but employees in the selected manufacturing industries adduced that they are motivated to some extent but not fully satisfied because the monetary values are not

commensurate with their contribution and also inadequate to satisfy their needs. (Oni-Ojo, E.E, Salau, O.P., Dirisu, J.I., Waribo, Y.J. 2015).

4.5.3 Regression Analysis of Job Safety and Job satisfaction

As shown in the regression analysis table Job Safety ($\beta = .233$, $p < 0.05$); with a significance of .000 and t- value of 3. Thus, based on the result the hypothesis ***“Job Safety has a positive and significant effect on job satisfaction”*** is accepted. The propositions of Job characteristics have implied that a correlation exists between job characteristics associated with the safety climate and employee job satisfaction. Results from studies of positive job characteristics have shown that safe working conditions have the potential to motivate employees and increase job satisfaction (Nahrgang, Morgeson, & Hofmann, 2011).

According to a research by Maurice Cortez Etheridge (2016), that studies relationship between safety climate and job satisfaction the majority of the respondents in this study conveyed positive intensities of perceptions of the safety climate and job satisfaction.

Morris, G., & Venkatesh, V. (2010) Employees who perceive managers as valuing productivity over safety may view the work place as unsafe, which leads to a decrease in employee job satisfaction.

4.5.4 Regression Analysis of Job Security and Job satisfaction

The illustration shows that Job Security ($\beta = .159$, $p < 0.05$); with a significance of .011. Thus, based on the evidence, the hypothesis ***“Job Security has a positive and significant effect on job satisfaction”*** is accepted. Several studies indicated that there job security has positive and significant effect on job satisfaction, among them a study aimed to examine the impact of perceived job security and two objective measures of job security on worker job satisfaction and the finding says a positive effect of job security on job satisfaction in both expansions and contractions, but this effect is significantly greater during contraction time periods.

Blanchflower and Oswald (1999) use three different cross-sectional data sources to show that expectations of job loss have the largest negative impact on job satisfaction. As well as Sousa-Poza and Sousa-Poza (2000) found that job security is an important determinant of job satisfaction across countries. Khan, Shahid, Nawab, and Wali (2013) also reported that job

security generated employee job satisfaction and employee motivation among employees in the Pakistan banking sector.

4.5.5 Regression Analysis of Supervisor Support and Job satisfaction

Supervisor support ($\beta=.065$, $p<0.05$) with significant level of .291 which shows that supervisor support doesn't have a positive and significant effect on job satisfaction. Thus, based on this, the hypothesis ***“Performance supervisor support has a positive and significant effect on job satisfaction”*** is rejected. This result contradicts with a study on relationship between job satisfaction, supervisor support and profitability by The results shows that by using bivariate correlation analysis and using Pearson's r indicated that a significant relationship existed between employee job satisfaction and employee perception of supervisor support ($r= .91$, $p<.001$) (Joseph Vann 2017).

The results of this study indicated that confounding or mediating variables produced positive relationships between employee job satisfaction and employee perceptions of supervisor support. According to Word and Carpenter (2013), when management is supportive of employees within the workplace, the level of employee job satisfaction increases and voluntary employee turnover declines.

4.7.6 Regression Analysis of Promotion and Job satisfaction

Promotion ($\beta=.261$, $p<0.05$) with significance level of .001 Thus, based on this result, the hypothesis ***“Promotion has a positive and significant effect on job satisfaction”*** is accepted.

Results also indicate that workers who believe another promotion is possible in the next two years receive a smaller boost to job satisfaction than people who do not believe another promotion is possible. Getting promotion has the same impact on job satisfaction for workers who did not believe a promotion would be possible in the next two years but received one any way as those who believed one was possible and received a promotion.

Using cross-sectional data on British nurses, Shields and Ward (2001) find that dissatisfaction with promotion has a stronger effect on intentions to quit.

According to a research by Taslim Khan Dr.G.P.Mishra (2013) a study on relationship between promotion and job satisfaction the regression analysis shows promotion has a positively and significantly effect on job satisfaction

4.7.7 Regression Analysis of Relation with co-workers and Job satisfaction

Relation with co-workers ($\beta=.205$, $p<0.05$) with significant level of .001 Thus, based on the Evidence, the hypothesis ***“Relation with co-workers has a positive and significant effect on job satisfaction”*** the hypothesis is accepted.

Hackett and Guion (1985), Bass (1990), and Robbins (2003) have mentioned that coworkers' relationship affects job satisfaction.

Study by She-Cheng Lin¹and Jennifer Shu-Jen Lin^{2*} (2011) also show that that coworkers' relationship (in the two dimensions of "leader-member relationship" and "coworkers' mutual help") has significant effect on job satisfaction.

The interpretative validity of the effect of "coworkers' relationship" to "work" is 50.6% and coworkers' relationship is found to have significant positive effect on job satisfaction. coworkers' relationship has the most significant power to influence (Fiedler and Chemers, (1984). When a leader thinks that the subordinates are supportive, he/she has a high degree of trust in that the decisions made by the subordinates during work are accurate (Beach and Beach, 1978).

To conclude the result obtained from the regression analysis showed that relation with promotion is more significant and statistically meaningful when compared with the other variables. This implied that promotion mostly influences the satisfaction of employees in the corporation. The next significantly contributing variables are job safety, performance feedback, relation with co-workers and job security.

On the other hand workplace incentive and supervisor support has no significant contribution to employees' job satisfaction.

The result on the regression analysis is paralleled with different studies that are done on the effect of work situation on employees' job satisfaction. Kampkötter, Patrick (2014) revealed that

employee performance feedback has a positive influence on employee' job satisfaction. A study by job security has a positive and significant effect on employees' job satisfaction.

On the subject of the relations between coworkers' relationship and job satisfaction, Ducharme and Martin (2000) conducted a large-scale investigation on the problems relating to job satisfaction issues targeted on the employees of international service providers. The studies found that the factors of work group interactions and coworkers' support have significant positive correlation to job satisfaction.

Sousa-Poza and Sousa-Poza (2000) find that job security is an important determinant and has a positive and significant effect on job satisfaction.

Scanlan and Still (2013) found that supportive supervision increased levels of employee job satisfaction and lowered employee voluntary turnover intentions. Asegid, Belachew, and Yimam (2014) also identified that when supervisors support employees there exists a significant and positive effect on employees' job satisfaction.

Hackett and Guion (1985) and Bass (1990) mentioned in their researches that coworkers' relationship affects job satisfaction.

Multiple regression equation for the work situation and job satisfaction can be derived from the above table as follows:

$$Y = -0.269 + 0.192X_1 + 0.059X_2 + 0.251X_3 + 0.166X_4 + 0.068X_5 + 0.252X_6 + 0.181X_7$$

Where, X_1 , X_2 , X_3 , X_4 , X_5 & X_6 are performance feedback, workplace incentive, job safety, job security, supervisor support, promotion and relation with co-workers respectively.

Chapter Five

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

In this study the effect of work situation on employees' job satisfaction is discovered. Based on the analysis the major findings of the study, conclusions and recommendations for the problems are discussed.

5.1 Summary of findings

This section focuses on the discussion of results achieved in this study. From the analysis done the following findings were reached.

The demographic result of the study indicates that from the 107 respondents 31.78% (34) of them were female and the remaining 68.22% (73) were male. As of the age of respondents majority of the respondents were between the ages 30-39 covering 42.99% (46) the smallest group of respondents were between the ages 40-49 which covers only 11.21% (12). Regarding the education level of respondents most of them are degree holders constituting 70% of the respondents. The remaining 19% and 11% of the respondents are Diploma holders ACCA or Certified Accountants. In similar vein, if we examine the respondent's income level 49.54% of them fall under the category above 10,000 constituting the largest group. The smallest group was (22.42%) lay under the category 5,001 to 7,500. Further, if we see the experience of respondent's majority (58%) of the respondents have an experience between 5-10 years and 9% respondents have an experience between 1-5 years.

When we see the results of the descriptive statistics, the mean values of the job satisfaction Relation with co-workers (3.8), Job security (3.52), Supervisor support (3.3), workplace incentive (2.75) Performance feedback (2.68), promotion (2.64), job safety (2.63) the highest mean value indicates that employees of the corporation are more satisfied with the work situation in the organization. The lowest mean value was observed promotion and job safety which implies that the corporation have poor practice of providing promotion as well as employees are not satisfied with the existence of job safety in the corporation.

Kruskal-Wallis test was used to compare the scores in terms of position and experience of employees among the work situation in the corporation.

The result shows that there is a statistically significant difference on the performance feedback, workplace incentive, job safety, supervisor support, promotion and relation with co-workers respectively between the different experiences of employees with significant values .001, .000, .003, .000, .000 and .000 respectively. On the other hand there is an insignificant difference on job security between positions of employees.

Compared to other positions in the corporation Audit managers are satisfied with the performance feedback, workplace incentive of the corporation. IT experts agree that there exists a workplace incentive, supervisor support and promotion that satisfy them. Accountants agree that there exists a job safety that satisfies them. Auditors agree that the relation with co-workers or subordinates satisfies them.

On the other hand Accountants are not satisfied with the performance feedback, promotion and supervisor support in the corporation. And IT experts are not satisfied with the relation with co-workers. Audit managers constitute the lowest mean rank on the variable workplace incentive and finally Auditors are not satisfied by job safety the corporation is providing.

The result also shows that there is a statistically significant difference on the performance feedback, workplace incentive, job safety, supervisor support and relation with co-workers respectively between the different experiences of employees with significant values .000, .024, .000, .000 and .000 respectively. Employees between different years of experience do not have a statistically significant difference on the rest of the work situation variables which are job security and promotion

Respondents that are experienced above 15 years agree that there exists a performance feedback, supervisor support and relation with co-workers that satisfies them. Respondents that have an experience between 1-5 years agree with what the corporations provides for them as a workplace incentive but they are not satisfied with relation with co-workers and also don't feel they have job security.

On the other hand respondents that have an experience between 10-15 years feel that they have job security but disagree that there exists a performance feedback and supervisor support that

satisfies them but feel that they have job security. Respondents with an experience between 5-10 years are not satisfied with the workplace incentives the corporation provides.

The relationship between the work situation and employees' job satisfaction was observed using the Spearman's Rank Order Correlation (ρ). Most of the work situation variables were positively and significantly related to employees' satisfaction at the 0.01 significant levels except workplace incentive and supervisor support. This implies that a positive change on the of performance feedback, job safety, job security, promotion and relation with co-workers will make the satisfaction of employees to change positively. Job Safety, performance feedback and promotion were highly related with employees' job satisfaction than the other work situations.

The regression analysis was carried out to determine the extent to which the work situation explain the variance in employees' job satisfaction. The result shows that 63% of the variance in employees' job satisfaction is explained by the variables performance feedback, job safety, job security, promotion and relation with co-workers. The regression analysis also shows most the work situation variables have a significant effect on employees' job satisfaction except workplace incentive and supervisor support. From the selected work situations promotion mostly affects the satisfaction of employees.

5.2 Conclusion

The aim of the study was to identify the effect of work situation on employees' job satisfaction. As it is stated on the descriptive analysis compared to other variables the work situation that employees are mostly not satisfied with is workplace incentive and job safety. The respondents are mostly satisfied with the relation with co-workers and moderately satisfied with performance feedback, supervisor support and promotion

The findings from the study lead to a conclusion that Accountants are not satisfied with the performance feedback, promotion and supervisor support in the corporation, IT experts are not satisfied with the relation with co-workers, Audit managers constitute the lowest mean rank on the variable workplace incentive and finally Auditors are not satisfied by job safety the corporation is providing.

When we compare groups that have different experience in the corporation respondents with an experience below 15 years disagree that there exists a performance feedback, relation with co-workers and supervisor support that satisfies them.

The work situation variables used in this study have a significant effect on the job satisfaction of employees except workplace incentive and supervisor support. This means that the satisfaction of employees is influenced by the implementation of the work situations. Specially, promotion in the organization has a strong influence on the satisfaction of employees. This helps to conclude that improving the promotion can provide a high satisfaction of employees than the other selected work situations.

This result shows that employees that have experience between 5-10 years are not satisfied with workplace incentive and employees that have an experience between 10-15 years are not happy with performance feedback and supervisor support,

When we come to job safety and relation with co-workers respondents that have an experience between 1-5 years are not satisfied with both.

5.3 Recommendation

In this section recommendations are made based on the findings obtained in this study. In order to further improve the satisfaction of employees the following recommendations are proposed.

The result in this study showed that employees of Audit Service Corporation are not satisfied with the promotion opportunity in the organization. Consequently, the management is recommended to develop the promotion system it is currently using and the career path must be clearly communicated to employees in an understandable way. The organization is suggested to develop the opportunity to be promoted by giving equal opportunity for the employees.

From the selected work situations promotion and job safety has found to have a great effect on the satisfaction of employees. Thus, the management is advised to focus on providing a safe working environment to its employees,

The result also shows that Accountants are not satisfied with the performance feedback, promotion and supervisor support in the corporation. Thus, the management is recommended to give attention on Accountants by discussing and constructing a meeting with them about their performance also spending time on the positive aspects of their performance. The discussion of the positive components of the employee's performance should take up more time than that of the negative components. For average performing employee Discussing about how the employee can continue to grow their performance should comprise the majority of the discussion. The employee has to trust that the management wants to help them improve their performance, which helps him believe that they have the ability and the support necessary to improve. So whether positive or negative feedback the supervisors are advised to give Accountants response and also make sure they are satisfied by the performance feedback.

In this study compared to other positions Auditors don't agree that there exists a job safety that satisfies them. Thus, the management is advised to identify hazards in their workplace and take steps to eliminate or minimize them. The management should also meet with Auditors and discuss about safety issues, frequent communications about safety issues with the management in their workplace and encourage them to share their ideas and thoughts on how to improve safety in the workplace. Safety issues should be given priority in workplace and there should be frequent communication with Auditors.

This result shows that employees that have experience between 5-10 years are not satisfied with workplace incentive and employees that have an experience between 10-15 years are not happy with performance feedback and supervisor support. Thus, the management is advised to identify these issues by communicating with those employees.

Respondents that have an experience between 1-5 years are not satisfied with job safety and relation with co-workers. The management is recommended investigate why they are not satisfied with those work situations by communicating with them and make sure to satisfy them.

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Appendix 1- Questionnaire

SAINT MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES

MASTER IN BUSINESS ADMINISTRATION

DEPARTMENT OF GENERAL MANAGEMENT

Dear Respondents,

The main purpose of this questionnaire is to collect data which will be helpful in a research work titled "The effect of work situation on employee's job satisfaction In the case of Audit Services Corporation"

The researcher would like to request your assistance in filling the questionnaire since having your reliable information is crucial to the success of the research. The researcher would like to emphasize that your participation is completely voluntary and there are no foreseeable risks associated with this study. Your information will be coded and your responses will be strictly confidential. Data from this research will be reported only in the aggregate. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point.

Thank you for taking the time to participate in the study.

St. Mary's University

General Instruction

This questionnaire contains two sections and five pages. You are kindly requested to respond to the questions based on the instructions under each section. If you have any comments use the space provided at the end of the questionnaire

Section I: Demographic profile of respondents

Please indicate the following by ticking (✓) on the spaces in front of the response options:

Gender:

Female		Male	
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Age (years):

20-29		30-39		40-49		50 or above	
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Education:

Diploma		Degree		Masters Degree		Others (please specify)	
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Income:

1000-2500		2500-5000		5000-7500		7500-10000		Above 10000	
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Position:

Auditor		Accountant		Audit Manager		IT Expert		Others (please specify)	
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Year of experience in the corporation:

Less		1-5		5-10		10-15		Above 15	
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than 1 year		years		years		years		years	
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Section II: Work Situation

Instruction: please indicate whether you agree or disagree with each statement by ticking () on the spaces that specify your choice from the options that range from “strongly disagree” to “strongly agree”. Each choice was identified by numbers that range from 1 to 5.

Note: SA- Strongly Agree, A- Agree, N- Neutral, D- Disagree, SD- Strongly Disagree

Performance feedback	SD	D	N	A	SA
	1	2	3	4	5
I receive constructive criticism (positive feedback) about my work.					
The existence of recognition for good work, has given me an opportunity to work beyond the requirements of my job.					
I'm given a written appreciation letter for my good work.					
I usually acquire acknowledgment for work done by me.					
In the last 12 months my Manager has talked to me about my progress					
Workplace Incentives	1	2	3	4	5
The corporation provides cash bonuses.					
The medical and insurance schemes are attractive.					
The organization's loan policy is attractive					
The benefits offered provide security for me and my family.					
Benefit Packages are modified as necessary to ensure employees satisfaction.					
There is equal treatment of staff in the benefit system of the company.					
I feel the company's benefits meet my needs.					
Job Safety	1	2	3	4	5
I feel safe when I am going to rural areas.					

The company insures that I am safe when I am working in rural areas.					
The existence of safe working conditions has encouraged me to give sustained high performance at work.					
There are frequent communications about safety issues in my workplace					
Safety issues are given a high priority in meetings					
Where I work, I feel free to report any safety problems					
Job Security	1	2	3	4	5
I feel that I have job security.					
I plan to be working for the company a year from now.					
Do you believe that you are guaranteed not to be fired for missed work					
I am confident that I will be able to work for my company as long as I wish					
I will be able to keep my present job as long as I want					
Regardless of economic conditions, I will have a job at my current company					
If my job was to be eliminated, I would be offered another job in my current company					
Supervisor Support					
I am satisfied with my supervisors supervision					
My supervisor promotes an atmosphere of teamwork					
It is clear to me what my supervisor expects of me regarding my job performance.					
I receive recognition from my supervisor for my work /output					

My supervisor evaluates my work performance on a regular basis					
I get to participate in supervisory decisions that affect my job					
My supervisor's supervision affects my level of satisfaction					
Promotion	1	2	3	4	5
Everyone has an equal chance to be promoted.					
There is career path clearly communicated to everyone.					
Criteria for promotion are acceptable to me.					
I'm satisfied with promotion system of the corporation.					
Salary adjustment/increment is made within a Reasonable / logical time period.					
Salary increments are made based on the performance results of employees.					
Relation with co workers	1	2	3	4	5
I am satisfied with the current internal working relationship.					
There is good communication from managers to employees in the organization					
It is easy to get along with my colleagues.					
I receive adequate opportunity to interact with other employees on a formal level.					
I'm satisfied with the way we (co-workers) communicate each other					
I am able to contact senior management as needed					
Questions On Job Satisfaction	1	2	3	4	5

The presence of performance feedback in the corporation has an effect on the level job satisfaction.					
The corporation's workplace incentive like bonus, loan policy and other benefits has an effect on the level of job satisfaction.					
The presence of job safety in the corporation has an effect on the level job satisfaction.					
The presence of job security in the corporation has an effect on the level job satisfaction.					
The presence of supervisor support in the corporation has an effect on the level job satisfaction.					
The existence of promotion in the organization has an effect on the level of job satisfaction.					
The existence of good relation with my co-workers has an effect on the level of job satisfaction.					
The corporation's medical and insurance benefit's has an effect on the level of job satisfaction.					
Working situation in my company has an effect on the level of job satisfaction					