

LITERATURE REVIEW OF FOREIGN STUDIES ON JOB SATISFACTION

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ABSTRACT

Research methodology refers to the systematic investigation of the methods employed by a researcher to conduct their study, laying out the framework and procedures for the research endeavor. This section essentially outlines the approach taken by the researcher to accomplish their study. The exploration into job satisfaction has been a longstanding and widely explored research subject for many years. It has been approached in various research designs, where it may serve as either a dependent, independent, or moderating variable. In this context, the researcher has delved into and analyzed previous Ph.D. research conducted on job satisfaction, particularly those conducted abroad. This examination of prior work serves as a foundational step in informing the current research direction and methodology.

Keywords: Literature Review, Job Satisfaction

INTRODUCTION

Research methodology defined as the study of methods by which researcher has carried the research work and provides the blue print of research work. This section describes how researcher proceeds to complete this research study

Studies in the area of job satisfaction as an important and popular research topic started decades ago. In research designs, it has been used variously as dependent, independent and moderating variables. The researcher has studied and selected past Ph.D researches in job satisfaction in foreign. These researches are as follows:

REVIEW OF FOREIGN STUDIES ON JOB SATISFACTION

1. Mesha'l Khamees M. M. Metle

He had studied the influence of traditional culture and demographic characteristics on job satisfaction among Kuwaiti women employed in the Kuwaiti banking sector in Kuwait and this Ph.D thesis was submitted to University of Glasgow, UK in 1995. The data was gathered by questionnaire and filled by 191 Kuwaiti women employees from eight banks in Kuwait. Through a Stratified Sampling Method each bank and each level of banks are selected. The data analyzed with the help of percentage, step wise multiple regression, Kruskal -Wallis 1-Way ANOVAs and mean - Whitney Test.

Objectives of the study

1. To contribute to assessing the effectiveness of the person policies in the Kuwaiti banks.
2. To analysis variations in Kuwaiti female's attitudes, feelings, and expectations towards their job.
3. To explore the intensity of the factors that causes job satisfaction or dissatisfaction among Kuwaiti women employed in the Kuwaiti banking sector.
4. To develop a model and to create a new approach for dealing with job satisfaction, motivation, and incentives in Kuwaiti bank.
5. To determine women's problems in the work setting and bring about some solutions for these problems.
6. To find suitable techniques to apply in the Kuwaiti banking environment in order to promote team-work where teams include both men and women.

7. To refined theories linking culture to job satisfaction by showing the importance of demographic factors.

Hypotheses of the study

1. There is relationship between Kuwaiti culture add female work satisfaction. Kuwaiti culture and traditions negatively affect women's job satisfaction in Kuwaiti banking sector.
2. a) There is linear relationship between age and overall job satisfaction and satisfaction with particular job facets: the level of satisfaction increases with age throughout the working life.
2. b) Older women are more satisfied with their jobs than younger women because job satisfaction results from: firstly, initial preferences; secondly, expectations and thirdly from the ability to satisfied preferences, during work experiences, employees seek to reconcile their preferences, expectations and experiences. The ability to do this may be expected to increase with age.
3. a) Based on the relationship between Kuwaiti culture and female work satisfaction, it is expected that women who have a low level of education are less satisfied than those who have higher education degrees.
3. b) It is expected that women who have a business education background would be more satisfied with their jobs than women who have a non-business education background.
4. a) It is expected that the presence of children in the household detracts from women's job satisfaction, because are the primary care givers in their families and thus experience a dual burden.
- 4.b) It is expected that women employees in the Kuwaiti banking sector who have children aged (6-12) are more satisfied with their jobs than women employees who have children younger than 6 years old because the dual burden will be less heavy.
4. c) There is a strong association between the presence of household servants and Kuwaiti women employee's job satisfaction in the Kuwaiti banking sectors.
5. Overall, differences and a relationship (positive or negative) are expected between the effects of following demographic characteristics: age, education level and field, and family status, i.e. marital status, numbers of children, children's ages and presence of servants at household together with Kuwaiti traditional culture in determining job satisfaction.
6. It is expected that the majority of Kuwaiti working women are dissatisfied with work legislation and work systems in Kuwaiti banks with regard to maternity leave and the retirement systems are because work legislation and system are inconsistent with Kuwaiti traditions.

Findings of the study

1. There is a relationship between some demographic characteristic and job satisfaction.
2. Kuwaiti women employees in the banking sector seem homogenous in their rating to their satisfaction/dissatisfaction with aspects (facets) of their jobs.
3. Kuwaiti women employees in the Kuwait banking sector become more satisfied as they grow older in their jobs,
4. Kuwaiti women employees in the banking sector become more satisfied not because they have increased their expectation and aspirations but because their job have become more interesting and more satisfying.
5. Women employees in the Kuwaiti banks are mostly satisfied with their peers.
6. Kuwaiti women employees who have intermediate level of education or less are more satisfied with their job than those who have higher level of education
7. Kuwaiti women employees who have been educated in business on related education fields are more satisfied with their jobs than those who have no business education background.
8. Kuwaiti cultural and tradition affect negatively the level of overall satisfaction among Kuwaiti women employees.
9. The level of satisfaction among Kuwaiti women employees in the Kuwaiti banking sector towards the level of payment and their feeling of job security is negatively associated with Kuwaiti cultural and traditions.
10. There is no difference between married women satisfaction with their job in general and those who are unmarried.
11. Married women with children feel dissatisfied with work itself.

2. Ranjan Michael Jeyadas George

He had studied job satisfaction, Gendered Work - Lives and Orientations to Work in Sri Lanka and Ph.D thesis is submitted to University of Western Sydney Macarthur in 1999. The samples of the study were 382 men and women managers in Sri Lanka. The data was analysis with the help of regression analysis. The AMOS structural equation modeling analysis package is used to graphically represent the relationship between dependent and independent variable in each model.

Objectives of the study

1. To study the influence of institutional level determinants on job satisfaction and work

perceptions of men and women managers in Sri Lankan organizations.

2. To study the influence of organizational level determinants on job satisfaction and work perceptions of men and women managers in Sri Lankan organizations.

3. To the job satisfaction level of men and women managers in Sri Lankan organizations.

Hypotheses of the study

1. Institutional level determinants will influence the job satisfaction and work perceptions and actions of men and women managers in Sri Lankan organizations.

2. Organizational level determinants will influence the job satisfaction and work perceptions and actions of men and women managers in Sri Lankan organizations.

3. The organizational level determinants (factor) will be a more powerful source of explaining the influence of job satisfaction and work perceptions and actions of men and women managers in Sri Lankan organizations than the institutional level attributes (factor).

Findings of the study

1. Younger managers tended to enjoy greater career satisfaction than their older counter parts.

2. Managers in higher management levels were more likely to enjoy greater career satisfaction.

3. The regression analysis shows that the higher the life context score, the lesser the likelihood for attaching importance to open communication.

4. Sri Lankan managers seem to consider ideal management characteristics that are neither masculine nor feminine in a relative sense.

5. The analysis revealed that organizational level attributes influence work perception to a greater extent than do institutional level attributes.

6. Findings revealed that organizational attributes seems to have a greater explanatory power in the understanding of work perceptions.

7. Female managers were more likely to admit that they made mistakes, than did their male counterparts.

8. Another finding that differs significantly across gender is that female managers were more likely to experience the pressure relating to sexual harassment in the workplace.

9. Finding implies that female managers, although enjoying job satisfaction in terms of career, often experience difficulty relating to travelling and being away from home.

10. Quantitative data analysis reveals that there is a significant gender difference in relation to attitudes towards the sharing of work at home where both spouses worked,

11. A quantitative data analysis revealed that male managers were more likely to prefer a male as their subordinate.

3. GellisZvi Dan

He had studied the Relationship between Leadership Style and Coping Style on job Stress and job satisfaction among Social Workers in Health Care (Microform) in 1999. Using a survey design, 187 social workers completed questionnaire measuring their perceptions of job satisfaction, Job stress, upward influence, Coping style and dimensions of their managers' leadership style.

Objectives of the study

- 1.To study the job satisfaction level of Social Workers in Health Care.
- 2.To study leadership style opts by Social Workers in Health Care.
- 3.To study the coping style of Social Workers to face job stress.
- 4.To study the relationship between Leadership Style and Coping Style on job Stress and job satisfaction among Social Workers in Health Care (Microform).
- 5.To study the genders differences on job stress variable.

Findings of the study

1. Moderate to strong positive correlation was found between measures of leadership style and score on the Job satisfaction skill and job stress survey.
2. No genders differences were found on job stress variable.
3. No differences were found between BSW and MSW trained social workers in their perceptions of job stress.
4. Job stress seeking social support was the most significant coping style factor.
5. Regression analysis indicates that leadership style variables were the most significant factor in explaining the variance in job satisfaction.

4. Leanne S. Cowin

He had studied the Self - Concept of Nurses and its relationship to job satisfaction and retention in and this Ph. D thesis submitted to University of Western Sydney, Australia in 2002. A sample of the study consisted of student groups which consist of 506 from a pool of 870 student nurses at six universities campuses at time 1. Eight months later, 110 graduates completed the survey

for a second time. Of the 2000 experienced nurses randomly selected for the mailed survey, 528 responses were returned at time 1 and 332 at time 2. The analysis for study included reliability and co relational analysis, exploratory and confirmatory factor analysis and model estimation.

Objectives of the study

1. To design and trial a self-concept instrument created specifically for nurses that capitalized on the recent theoretical and structural models in self-concept research.
2. To examine the effects of nurses' self-concept and job satisfaction on retention.
3. To examine the multiple dimensions of self-concept and job satisfaction for changes over time.

Hypotheses of the study

1. The multidimensional self-concept measure for nursing will establish the underlying constructs, validity and internal consistency of nurses' self-concept (total scale) with the following facets of nurse general self-concept, caring, staff relations, communication, knowledge and leadership (subscales)
2. The multidimensional measure of nurses' self-concept (general nurse self-concept, caring, staff relations, communication, knowledge and leadership) will demonstrate causal relations with the multidimensional measures of job satisfaction (pay, autonomy, professional status, task requirements, organizational policies, and interactions) and nurses' retention index.
3. A decrease in nurses' self-concept for the student nurses will be evident from initial pre-graduation measurements to subsequent post-graduation measurement.
4. The self-concept and job satisfaction of experienced nurses will be stable with no change over an eight month period.

Findings of the study

1. The key findings of the present investigation are that nurses' self-concept is multidimensional.
2. Multiple dimensions of nurses' self-concept were found to have a significant effect on nurses' retention plans as opposed to multiple dimensions of job satisfaction.
3. Professional status is an important feature of nurses' job satisfaction and is the leading indication of retention as well as demonstrating strong reciprocal relations with nurses' self-concept.
4. Global nurses' self-concept has a stronger effect upon retention plan than the global construct

of job satisfaction.

5. The result demonstrated that, for graduate nurses the transitional periods between education within Universities and entering health system has a deleterious effect upon their self-concept with potential ramifications of these becoming evident in lower retention plan.

6. The study revealed a number of unique and significant self-concept changes over time for the student (graduate) nurse group.

5. Kofi Fred Asiedu

He had studied the Effect of Privatization on Wages and Job Satisfaction - The case of Ghana in 2002. Using data from 400 workers selected from six state owned enterprises and seven private enterprises of Ghana. 220 workers from state owned enterprises and 180 workers from seven private enterprises of Ghana. The sample was selected with the help of Simple Random Sampling Techniques. The data collection was carried out in selected urban areas- Accra, Akosombo, Juapong and Tema in Ghana between April – Oct 2001. Data collection involved interviews at the enterprise-level from sampled workers. This was carried out by conducting interviews using structured questionnaires.

Objectives of the study

- 1) To examine the impact of privatization on wages and job satisfaction of urban worker in Ghana.
- 2) To determine the factor which influence wages and job satisfaction of worker in privatized and state own enterprises.

Findings of the study

- 1.Private enterprises pay higher wages than state owned enterprises.
2. In terms of partial satisfaction level (work safety, job security, and training opportunities), work safety is found not to have improve with privatization.
- 3.The effect of privatization is Ghana are such that a number of enterprises that have survived have done so by restructuring to reduce cost and to be competitive thus affecting investment in work place safety.
4. Compared with private enterprise, work safety is perceived as better in state owned enterprises.
5. Job security is found to increase with privatization.

6. In private enterprises workers report to be more secure with their jobs than those in state owned enterprises.
7. both general and specific training opportunities have not improved with privatization.
8. The effect of privatization on overall Job satisfaction could be due to a mix of positive and negative influences mentioned above, which together lead to statistically insignificant impact at all degrees of privatization.
9. This study finds that there is no direct relationship between privatization and overall job satisfaction.

6. Yeung Kwok – Piu

He had studied on job satisfaction of Secondary school Principals in Hong Kong in 2004. In this study a qualitative approach was used. A Delphi Process and Focus Group Discussion were employed to generate data for analysis and interpretation. Two groups of the principals were involved in the research. The first group of principals went through a Delphi process. The second group of principals participated in the focus group discussion.

Purpose of the study

1. The study was to investigate the job satisfaction of Secondary school principals in Hong Kong.
2. The relative importance of the factors that contribute to these principals job satisfaction.

Findings of the study

1. A Principal's feeling of job satisfaction or job dissatisfaction came from the positive or negative aspects of student performance and staff attitude and professionalism.
2. The identification of student performance as a major constituent of job satisfaction or job dissatisfaction was significant.
3. The ultimate intention was to improve the schools where they worked. They felt satisfied when they witnessed improvement and development resulting from empowerment of both teachers and student in their schools.
4. The present study reveals that teachers attitudes, collegiality, commitment, loyalty, professionalism and support contributes is principal's job satisfaction.

7. Safdar Rehman Ghazi

He had studied job satisfaction of Elementary School Head Teachers (Toba Tek Singh) in the

Punjab and this study was submitted to National University of modern languages, Islamabad, Pakistan in 2004. 207 elementary school head teachers were taken as a sample for this study. Personally and by mail, using both means data was collected. The collected data was entered in SPSS - X and was computed accordingly. Collected information was treated statistically using percentage, mean, standard deviation, analysis of variance (ANOVA), t test, scheffe post hoc test, and least significant difference (LSD).

Objectives of the study

1. To assess the intrinsic, extrinsic and general job satisfaction level of Elementary School Head Teachers (Toba Tek Singh) in the Punjab.
2. To identify the intrinsic, extrinsic and general satisfaction level among head teachers according to demographic variables gender, age, degree, experience,
3. To determine head teachers satisfaction level for each of the twenty dimension of the job and
4. To assess the job satisfaction for the twenty dimensions according to the demographic variables.

Hypotheses of the study

1. There is no significant difference among younger, middle, and older age groups of head teachers' level of general job satisfaction.
2. There is no significant difference between male and female head teachers' level of general job satisfaction.
3. There is no significant difference between bachelor and master degree holder head teachers' level of general job satisfaction.
4. There is no significant difference among minimum, medium, and maximum experience groups of head teachers' level of general job satisfaction.
5. There is no significant difference between rural and urban head teachers' level of general job satisfaction.
6. There is no significant difference between smaller and larger school head teachers' level of general job satisfaction.

Findings of the study

1. Elementary school teachers' (Toba Tek Singh) in the Punjab were intrinsically, extrinsically and generally satisfied with their positions.

2. The head teachers of all ages were satisfied with their positions.
3. Male and female head teachers both were satisfied with their positions.
4. The head teachers regardless of their level of education were satisfied with their jobs.
5. The head teachers located in urban areas were satisfied than the head teachers located in rural areas for intrinsic and general job satisfaction.
6. The head teachers located in the smaller and larger schools were satisfied with their positions.
7. The head teachers of all categories with respect of demographic variables were found satisfied from this aspect (Intrinsic and extrinsic) of their jobs.
8. The younger and older head teachers were intrinsically, extrinsically and general more satisfied than the head teachers of middle age.
9. Intrinsically and generally female head teachers were more satisfied than male head teachers.
10. The head teachers with minimum and maximum experiences were intrinsically and generally more satisfied than the head teachers with medium experiences.
11. Moral values and verities were the two aspect of job for which the head teachers showed the higher satisfaction level.
12. Compensation, working conditions, social status and school practices and policies were the facts of job which contributed to low satisfaction.
13. The younger and older head teachers were more satisfied for all the dimensions of job than the medium age head teachers.
14. The female head teachers were more satisfied than the male head teacher for ability utilization, activity, authority, colleagues, creativity, moral values, recognition, responsibility, social service, social status, advancement, school system policies and practices, supervision human relation, supervision technical, and working conditions dimensions of the job.
15. No satisfaction differences were found for any dimension of the job for degree status.
16. The head teachers with minimum and maximum experiences were more satisfied than the head teachers with medium experiences for activity, authority, colleagues, creativity, moral values, recognition, responsibility, social service, social status, variety school system policies and practices, supervision human relation, supervision technical, and working conditions dimensions of the job.
17. The head teacher located in urban areas were more satisfied than the head teachers located in rural areas for activity, creativity, independence, recognition, social service, social status, advancement, school system policies and practices, supervision human relation, and working conditions dimensions of the job.

18. The head teachers of small schools were more satisfied than head teachers of big schools only for social status and compensation dimensions of the job.

19. The four demographic variables, age, gender, experience and school location were found to be the significant predictors of job satisfaction in this study.

8. Jia -Yi Hung

He had studied the impact of work relationship on job satisfaction and commitment of Taiwanese Nurses and this Ph.D thesis was submitted to University of Griffith in 2008. The sample size of this study was 114 Taiwanese nurses. The data were analysis with the help of multiple regressions.

Hypotheses of the study

1. LMX (Leader - Member Exchange) is a positive determinant of job satisfaction.
2. LMX is a positive determinant of organizational commitment.
3. LMX is a positive determinant of autonomy.
4. Autonomy is a positive determinant of job satisfaction.
5. LMX is a positive determinant of opportunity to learn.
6. Opportunity to learn is a positive determinant of job satisfaction.
7. LMX is a positive determinant of co-worker interaction.
8. Co-worker interaction is a positive determinant of job satisfaction.
9. Job satisfaction is a positive determinant of organizational commitment.
10. LMX is a positive determinant of work atmosphere.
11. Co-worker interaction is a positive determinant of work atmosphere.
12. Work atmosphere is a positive determinant of job satisfaction.
13. LMX is a positive determinant of safety climate.
14. Safety climate is a positive determinant of job satisfaction.

Findings of the study

1. LMX not only has direct influence on Taiwanese nurses' job satisfaction but also has indirect influence on their job satisfaction by impacting upon autonomy, co-worker interaction, opportunity to learn, work atmosphere and safety climate.
2. The model suggests that both LMX and job satisfaction have a direct influence on the level of commitment Taiwanese nurses hold towards their hospital.

3. Interpersonal relations are highly valued by Taiwanese people and particularly Taiwanese nurses.
4. LMX has a positive and significant direct effect on autonomy co-worker interaction, opportunity to learn, work atmosphere, safety climate, job satisfaction and organizational commitment of Taiwanese nurses.
5. Supervisor- subordinate relationship plays a more significant role in shaping the spirit of work unit.

9. Xinying Yu

He had studied job satisfaction of University Academics in China in the 2009. For the collection of data the investigator interview 14 academics and collected data from 204 questionnaire. All quantitative data collected through questionnaire were coded and analyzed using SPSS (11.5 version) software and it also include statistical technique for analysis these are factor analysis, an independent samples t-test, mean, standard deviation and Pearson co-relation analysis.

Objectives of the research

- 1) Investigate the relation between the independent variables (gender, age, time in post, education level, and post and subject areas) and dependent variables (job satisfaction factor) through the use of statistical analysis;
- 2) Identify intrinsic and extrinsic factors affecting Universities academics; job satisfaction in Chinese context.
- 3) Find what effect job satisfaction has on Universities academics; and
- 4) Test western models of job satisfaction in the Chinese context.

Findings of the research

- 1) The findings have indicated that Chinese higher education changes and cultural have significant external impacts upon academics' job satisfaction.
- 2) The findings have also shown that academic's job satisfaction relating to flexibility autonomy, teaching and research has been influenced by higher education changes in respect of enlarged class size, long working hours, increased evaluation and assessment and stresses.
- 3) The findings have related that cultural factors such as power concentrated, group -oriented, holistic relationship, have significant influences on Chinese academic's perceptions of their work.

- 4) On the basis of the findings in the study, pay was the least factor of academics job satisfaction.
- 5) It has revealed that Chinese academic's had a low level of satisfaction with promotion system and promotion fairness.
- 6) Its Concluded that Chinese University academics were generally satisfied with the overall level of job satisfaction, though not with pay and promotion.
- 7) As cultural effects are particularly relevant to China, not all western models of job satisfaction can be applied to the Chinese context.

10. Fatemah Abdullah Alhazmi

He had studied job satisfaction among Female Head Teachers in Saudi Arabian Secondary Schools. This Ph.D thesis was submitted to University of Southampton in 2010. The subjects of study were Female Head Teachers in five secondary schools in the city (Abha); all the deputy heads and some of the teachers also included. It is based on interviews as main method and documents and observation as supporting method.

Objectives of the study

1. To investigate satisfaction and dissatisfaction among female secondary school head teachers in the city of Abha.
2. To identify the factors that may influences female head teachers job satisfaction.
3. To make recommendations to the ministry of education with regard to ways in which job satisfaction might be increased among female head teachers.

Findings of the study

1. The study found that female secondary school head teachers' over all attitudes of their job in the five schools were negative.
2. In this research it was revealed that female head teachers' overall level of job satisfaction is low.
3. Dissatisfaction was higher than satisfaction in six major themes and some sub - themes, namely - administration, school conditions, supervision, the nature of work, personal variables and social relationship with students, parents, deputies and teachers.
4. In this study the factor which have an impact on job satisfaction among female head teachers were - achievement, helping students, salary, cooperative atmosphere, experience, parental involvement and recognition.



5. This study the factors of dissatisfaction were - lack of cooperation from the educational administration, unclear decision, lack of authority, budget, training programs, lack of maintenance, facilities, school location and finally supervision practice.

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