

The Impact of Organisational Antecedents on Employee Job Satisfaction. An empirical Evaluation of Public Sector Employees in Pakistan.

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Abstract

Human resource development is one of the important issues in the field of organisational behaviour. It affects employee performance in the organisation. Job satisfaction is one of the important issues in the developing country particularly for Pakistan. This study focuses on the employee perception towards job satisfaction. In this regard procedural justices, on job training, esprit de corps and job clarity variables have been examined. This study is a cross sectional study which applied a survey questionnaire for data collection. In this regard employee of public sector health organisations selected for data collection. Based on one hundred ten randomly selected participants, results show significant and positive impact of procedural justices, on job training, esprit de corps for job satisfaction. However, employees reported less job satisfaction with their jobs due to lack of fairness. With few limitations this study contributes to literature in the field of human resource management and organisational behaviour and can support public sector management to design policies that may help to enhance employee job satisfaction in the context of developing countries i.e. Pakistan.

Key Words: job satisfaction; procedural justices; on job training; esprit de corps; job clarity

1- Introduction

Pakistan is one of the emerging economies in south Asia and rapidly taking steps to meet challenges of modern world economy and maintain the momentum of economic stability. (Pakistan Economic Survey, 2008-09). Human resource development is one of the important issues in the country. In literature, human resource development is known as important to look at how the stakeholders affects from whom they provide services (Schmidt, 2007) In spite of many financial shocks due to international financial crisis in USA and other developed nations, Pakistan exhibited resilience and among very few countries with positive growth rate and lowest decline in real gross domestic product

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(GDP) growth (Pakistan Economic Survey, 2008-09). Health is one of the important and integral part of Human development in any country but it is widely ignored in developing country particularly in Pakistan. According to economic survey of Pakistan (2008-09) only 0.5% of gross national product (GNP) is spent on health care in Pakistan. Despite better economic growth, improvement in health and other sectors is still far behind compared to neighbouring countries with lower economies than Pakistan (Ghaffar *et al.*, 2000). They further pointed out that health and population has large gap in the country. Thus, doctors in Public sector are under immense pressure and having low level of job satisfaction. Official estimate population per doctor is in proportion of 1:1212 (Pakistan Economic Survey, 2008-09). This high work load and low budget indicates the high level of work pressure, and low performance of employees i.e. doctors satisfaction in public sector institutions. In fact, job satisfaction is the degree to that a person reports satisfaction with intrinsic and extrinsic features of job. Due to less consideration of military or political regime, this sector has widely been affected in the Pakistan and resultant satisfaction of doctors has been decreased. This needs to know factors that can support in satisfaction of doctors in public sector institutions of Pakistan. This study uses new model job satisfaction to asses the impact of fairness of procedures, job training, and esprit de corps (team spirit), and job clarity on employee job satisfaction. Further more this study may add up to the literature of human resource management (HRM) and organisational behaviour (OB) in non western work setting. Until now most of the studies in the domain of OB and HRM were mostly conducted in the context of western societies (Bukhari, 2008). Thus there is need to test these factors into less developed countries i.e. Pakistan where employees are affected with high workload, less financial support and centralise system of policy making.

2 - Aim and Objective of the Study

The aim of this study was to know the employee job satisfaction and objectives were to examine the impact of fairness of procedures, job training, and esprit de corps (team spirit), and job clarity on employee job satisfaction in public sector health organisations of Pakistan.

3 -Theoretical Background

Job satisfaction is widely used in the domain of human resources development. It is the degree to that a person reports satisfaction with intrinsic and extrinsic features of job. In other words Job satisfaction is pleasurable emotional state resulting from appraisal of one's job or job experience (Locke, 1976). According to Rainey (1997), job satisfaction is widely studied variable in organisational research which is relevant that how people feel about their job and various aspects of their job. It is really degree to which people like of abhor their job (Spector, 1997).

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In literature so many theories have been applied for employee satisfaction. One of the important theories is Maslow's need theory that suggests human hierarchical needs that ranging from psychological to self actualisation. On the basis of need fulfilment theory many researchers i.e. Kuhlen (1963); Conrad *et al.* (1985) approached to know the employee satisfaction. From other side job satisfaction was related to important traditional views that formulated by Herzberg and Mausner (1959). This theory is based on intrinsic and extrinsic factors i.e. achievement, recognition, responsibility, salary, policy, interpersonal relationships, administration, and working conditions. However, employees are to be known as more mobile now than ever before because of regularly changing careers, jobs and employers (Schmidt, 2007). Thus employee attitudes and behaviours relating to satisfaction are imperative for researchers and employers. Based on this conceptualisation this study focused on new job satisfaction model to assess the impact of fairness of procedures, job training, and Esprit de corps (team spirit), and job clarity on employee job satisfaction. This model (Figure 1) was developed on the basis of literature review (Boyt *et al.*, 2005; Schmidt, 2007; McAuliffe *et al.*, 2009).

INSERT FIGURE 1 HERE

Perceived Procedural justice

Perceived procedural justice (PPJ) or fair procedures is concerned with the methods by which outcomes decisions are made (Framer *et al.*, 2003; Greenberg, 1990). Constantine *et al.* (2008) state that procedural justice refers to fairness in procedures and perception of the way in which decisions are taken in any organisation. Lambert *et al.* (2007) conceptualise fairness as an important part of society and in organisational setting. This helps to know that the management use fair procedures towards decisions making and allocate outcomes in organisation fairly. The mechanism or method through which to reach an outcome is as important itself as outcome in terms of its impact on employees job attitude (Greenberg, 1987).

In literature this factor has widely been applied to know the employee satisfaction (Lambert *et al.*, 2007; Leventhal *et al.*, 1980; Lambert, 2003). The study of Lambert (2003) assessed the impact of procedural justice on employee job satisfaction and found that it has significant positive impact on employee satisfaction level. Dailey and Kirk (1992) in their study emphasise the need of procedural justice to retain and keep employees satisfied. Furthermore authors state that absence of procedural justice may lead to dissatisfaction and quitting trend in employees. In the same line numerous studies

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of employee job attitude have identified the influence of perceived fairness in processes of justice on employee job satisfaction e.g. Folger and Konovsky (1989) analyse the impact of PPJ on employee job satisfaction from the first line employees of private organisation in USA. Further Huo *et al.*, 1996; and Macfalin *et al.*, 1992 studied PPJ and employee job satisfaction in the context of public sector organisations and banking sector respectively.

Organisations with professional employees who have high mobility must have to take into account the procedural justice perception of its employees in order to make them satisfied and effective. Lambert *et al.* (2007) argues that employees PPJ as fairness of process through which distributive outcomes like promotions in organisation, evaluations, and rewards are decided. On the basis of above discussions authors of this study specifically intends to examine the impact of perceived procedural justice on employee job satisfaction in the context of health care professionals and it may supposed to has positive impact on health practitioners' job attitude. It is presumed that very few studies have been examined the PPJ impact on employee job attitudes working in health care sector and the paucity of studies is observed (McAuliffe *et al.*, 2009). Proposed hypothesis is followed

H1: Perceived procedural justice has positive impact with employee job satisfaction level

Job Training

In global economy of the world, employees have more provision of learning for improving their career. Employee attitudes and behaviours towards career satisfaction is a wide issue in the domain of human development. In literature many authors argue that job training is an important predictor of employee positive attitudes (Shields and Wheatley, 2002; Schmidt, 2007). It is a set of planned activities on the part of an organisation to increase the job knowledge and skills of its members in a manner consistent with the goals of organisation (Landy, 1985). Georgellis *et al.* (2007) define job training is availability of written materials for learning, courses, participation in seminars, and conferences for the employees in organisation. Authors further argue that job training is an important predictor of employee job satisfaction however, surprisingly very little attention have been given to the relationship of job training to job attitudes.

In literature many authors supported the relationship between job training and employee satisfaction. Melymuka (2004) reported in study of information technology (I.T) professionals that job dissatisfaction is due to non availability of job training which they expected to have from their job. Similarly Shields and Wheatley (2002) in their study of sample from Nurses in UK also found the

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lack of job training opportunities has impact on employee job satisfaction. In another study in UK Jones *et al.* (2008) and Gazioglu *et al.* (2006) signify the positive role of job training on employee job satisfaction. Similar finding has been reported by Tanja *et al.* (2003) from the sample of Chinese school teacher working in rural parts of China. Blum *et al.* (2000) has also identified the positive link between opportunity to learn new skills and employee job satisfaction. From all above studied job training was found most effective in helping employees to learn new things relating to performance. Siddiqui *et al.* (2003) in a study of continuous professional development of doctors in Pakistan has also emphasised the need of continuous training to update employees serving in government hospitals. Haq *et al.* (2008) in their study of job stress among health workers in Pakistan report that lack of effective communication training among health workers greatly affect their work and major source of their job dissatisfaction. On the basis of above study, authors assume that in the context health professional in Pakistan, the provision of job training will have positive impact on employee job attitudes and therefore it is propose that

H2: Employee job Training has positive impact with employee job satisfaction level.

Esprit de Corps

Esprit de corps is recognized as adding to team involvement and as driving force behind team force. Esprit de corps is individual category phenomenon which is based upon feelings and beliefs that the employee holds about the group. It is well known as team spirit that exists in organisation and how much employees in the organisation are concerned about each others problems (Jaworski *et al.*, 1993). Boyt *et al.* (2005) argue that team is composed of group of people who collectively depend on each others work as in shape of team to reach a common objective that acts as biding force for the team. Additionally authors suggest this phenomenon as group cohesiveness (unity), organisational identification (recognition) and esprit de corps. In fact, team sprit is made up of eagerly shared feelings, beliefs and values about group membership and performance (Boyt *et al.*, 2001). Furthermore authors say esprit de corps or team spirit in organisation indicates the strong desire to achieve common goal even in the face of hostility. William *et al.* (2005) define esprit de corps as the level to which employee obliged to common goal and to one another in the organisation. In addition esprit de corps is valued asset among organisational members who do not have formal authority over each other (Homburg *et al.*, 2002).

In literature the term has been widely applied to know the employee satisfaction and found mixed outcomes. Like, Meral *et al.* (2009) in their study sample of employee from Telecommunication

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sector organisation in Turkey have identified positive impact of team spirit on their job satisfaction level. Boyt *et al.* (2001) also confirmed the positive correlation between esprit de corps and employee job satisfaction level. Authors further argued that increase in esprit de corps due perceived social capital will increase employee satisfaction level. On the other hand Hwang *et al.* (2009) in their study of public sector hospitals in Korea indicate that the esprit de corps feeling of warmth and workgroup friendliness has been negatively perceived by physicians. Study carried in Pakistan from the sample of IT professional however indicated that the concept of esprit corps is not very popular in Pakistan and employee mostly pursues their individual tasks as part of job assigned to them (Trimizi, 2009). Since the concept of esprit de corps has mixed outcomes and especially in developing country i.e. Pakistan has negative impacts. It can be argued that this concept is new in Pakistan and in the context of organisations have varying results. It is proposed that

H3: Prevalence of esprit de corps (team spirit) among public employees is positively linked to their job satisfaction level.

Job clarity

Job clarity refers to the level to which job tasks and rules affecting how to perform them are clearly communicated to employees. This has link to employee's sense of knowing and what is expected from employee to perform. According to Kim (2009) job clarity is the degree to which desired responsibilities and expectations of job are made clear to employee. It is related to the organisational structure and usually having roots in how clearly employees see their expectations and roles in organisation (Zeffane *et al.*, 2008). In other way job clarity is a construct that moves in hand to hand with employee performance and likely to enhance organisation performance (Locke *et al.*, 2002). Research shows that clarity of job reduces uncertainty and level of learning through hit and trial risk among employees. In addition job clarity helps employees to adjust with their job and lessen uncertainty (Ting, 1997).

In literature the term has mixed response. Kroposki *et al.* (1999) from the sample of registered nurses reported that role ambiguity and lack of clear information about job tasks may have adverse effect on employee job satisfaction. Authors suggested for the strategies that reduce job ambiguity to increase job satisfaction ratings. Where as Smerek *et al.* (2007) in their study of public university administrative staff found the negative correlations between job clarity and employee job satisfaction. Since the

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literature has varying results about the relationship of job clarity and employee job satisfaction authors propose following hypothesis

H4: Employee job clarity has positive impact on employee job satisfaction ratings.

4 - Methodology and Measures

From the epistemological perspective this study is purely based over positivist approach and from methodological point of view is quantitative. For collecting the data, a cross-sectional survey questionnaire was administrated within the health care professional in Pakistan. The items of instrument taken for this study are highly validated from the previous established literature (Warr *et al.*, 1979; Niehoff *et al.*, 1993; Schmidt, 2004; Jaworski *et al.*, 1993; Rainey, 1983). After having little moderation into the items according the context of study i.e. health care professionals, the validity and reliability were re-examined and found to be good. All the items in study are measured on seven-point Likert scale ranging from (1=strongly disagree to 7=strongly agree). The six items of construct job satisfaction were adopted from the study of Warr *et al.* (1979), which aims to explore employee job satisfaction through employee job recognition, treatment from boss, opportunities to use abilities, dealing of administration, attention paid to suggestions, and prospect to future advancement. Six items of procedural justice were adopted from Niehoff *et al.* (1993) which study employee perception of procedural justice. Items of procedural justice are employee perception about boss decision making prejudice, equal opportunities to voice, job concerned decision making, administration sensitivity to grievances, and management attitude. Five items of job training were adopted from the study of Schmidt (2004). These items are employee satisfaction with training provided to perform job well, application of training to job, ability to apply what has been learned through training, and level of training given. Four items of Esprit de corps were adopted from the study of Joworsky *et al.* (1993) which aims to understand the existence of team spirit in employee. Items of esprit are regarding employees' perception of genuine concern about each others needs in organisation, emotional attachment, level of team work, and feeling of being part of one big family in organisation. Four items of employee job clarity were adopted from the study of Rainey (1983). Job clarity measures employee understanding of organisational goals and how much employee is clear about organisational goals. Items of Job clarity are clarity of organisational goals, ease in expressing organisational goals, clarity of performance goals, and standards of organisational goals.

This study was conducted in public sector health organisation of Pakistan. A random sampling was done from the population of public sector health institutions. A Survey questionnaire was distributed among two hundred medical practitioners who were randomly selected. However, response rate was seventy five percent. For data analysis, statistical package of social sciences (SPSS) were used to infer the results.

5 - Data Analysis and Results

This study is considered to examine the factors relating with employee job satisfaction. In this regard a sample was selected from public sector health institutions. This study is a cross sectional for that a survey questionnaire was adopted. A survey questionnaire was developed on the basis of previous studies which showed high reliability. However, reliability test was done to ascertain that these scales are reliable and applicable for this study within the context of health care employees from public sector in Pakistan (Table 1). Over all Cronbach alpha reliability of survey questionnaire was found .90. However, individual constructs reliability was found more than 0.6.

INSERT TABLE 1 HERE

Descriptive analysis

A random sample was applied from the population of public health care sector i.e. general physicians working in government hospitals in Pakistan. Authors distributed 200 questionnaires, out of which 150 were returned which account 75%. Using SPSS version 15.0, returned data was screened out through missing data, outliers and univariate normality i.e. Skewness and Kurtosis (Pallant, 2001). In screening, 40 questions were discarded from the returned sample which accounts 27%, hence, 110 questionnaires which accounts 73% were finally taken for further analysis. Demographic results show that gender wise 26 respondents were female and 84 were male, age wise 49(45%) employees were in age category of 41 to 50 years and lowest number 22 (20%) employees were in age group of 50 to 60 years, majority of respondents had 6 to 10 years length of service as general physician (Table 2).

INSERT TABLE 2 HERE

The overall mean of job satisfaction items was found 2.73 in seven Likert scales which showed the respondents were more toward disagreement and reported less job satisfaction. However, mean of organisational justice items was found to be 4.38 in same scale and respondents which indicate

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employees' perception for better organisational justice procedures in organisations. The mean score of on job training was in the range of 4.89 also in same Likert scales and display employee high demand for on job training to update their skills and career development. Similarly esprit de corps mean score is also in the range of 4.41 which shows employees strong desire for team work in organisation and genuine concern for each others problems.

For examining the hypothetical path relationships presented in Figure 1, authors used hierarchal regression method, which facilitates to observe the negative or positive relationship between independent and dependent variable. The highest significant path was observed between job satisfaction and procedural justice ($\beta=0.28$ or 28%, $p<0.001$), and lowest significant path is between job satisfaction and job training ($\beta=0.19$ or 19%, $p<0.005$) (Table 3). The effect of job clarity over job satisfaction is observed negative but it didn't reach minimum level of significance (i.e. $p<0.005$) to contribute in the variability of correlation-coefficient (R-square) of the dependent variable. Over all variability of all independent variables over dependent variable (R^2) is observed as 0.35 or 35%. For validity of model to generalise the over all population adjusted R^2 value is observed as 0.34 or 34%.

INSERT TABLE 3 HERE

6 - Discussion

This study attempted to examine the relationship of perceived procedural justice, job training, esprit de corps, and job clarity to employee job satisfaction level. The model of this study was developed on the basis of Dailey and Kirk (1992); Ting (1997); Boyt *et al.* (2001); Shields and Wheatley (2002) studies. For obtaining data, a survey questionnaire was developed on the basis of leading studies from domain. Questionnaire was distributed among two hundred public sector health practitioners of Pakistan. In this regard a random sampling was done who responded seventy five percent. After screening data, forty participants were found missing and outlier data. All these questionnaires have been removed from the study. From hundred ten participants, over all Cronbach's alpha reliability of survey was found .90 to be satisfactory which support to questionnaire as valid tools for data collection. From descriptive statistics, majority of the participants were male with age of 41 to 50 years and they have 6 to 10 years of service experience. Furthermore, from descriptive statistics majority of employee have support to job satisfaction through organisational justice procedure, job training and team sprit ranging from 4.38 to 4.89.

Hypothetical relationships were analysed by hierarchical regression through SPSS version 15.0. Hypothesis one, which states that there is positive relationship between employee job satisfaction and procedural justice and found significant in this study and is consistent with previous study i.e. McAuliffe *et al.* (2009); Lambert (2003) which state that if employee perceive fairness in procedures of rewards then will report higher job satisfaction. This study also support to that concept thus, employee of public sector health organisation can develop their satisfaction with job by procedural justice. Hypothesis two state that employee job training has positive impact to their job satisfaction was found to be significant and accordant with earlier studies such as Tanja *et al.* (2003), Melymuka (2004), Georgellis *et al.* (2007), and Haq *et al.* (2008). This result signifies the role of employee job training and underlines the role of trainings provided to employees during their job to increase their satisfaction level. Similarly the Hypothesis three, which states that esprit de corps or team spirit among employees have positive and significant impact on job satisfaction also found to be significantly correlated to employee job satisfaction. This finding also supported to literature i.e. Ellickson *et al.* (2001); William *et al.* (2005); Meral *et al.* (2009). Hypothesis four states that Employee job clarity is positively correlated to employee job satisfaction. However, results of this study indicated that job clarity found to be not significantly correlated to employee job satisfaction. Notwithstanding the earlier studies such as Kroposki *et al.* (1999); Ting (1997) .The varying result in the context of this study might be due to different social and working context (Lu *et al.*, 2005). Finally the summary of relationship has been shown in table 4.

INSERT TABLE 4 HERE

7 - Limitations and Implications

This study has limitations as well like any other study in the field of business management and social sciences. First limitation is that study has few antecedents to understand the employee job attitude. There is need to include more factors with different correlations along with other employee personal characteristic to understand employee job satisfactions. Second limitation is that it has limited number of respondents and third one limitation is a single source of data.

This study extends the boundaries of literature in the field of human resource management and organisational behaviour. Findings from this work have identified the factors which might helpful for policy makers in public sector organisations in developed countries. This study can support public

sector management to design policies that may help to enhance employee job satisfaction in the context of developing countries i.e. Pakistan.

8 - Conclusions

Despite of few limitations this study provides an insight to factors that affect employee job satisfaction in public sector. Conceptual approach followed to understand employee perception about factors i.e. procedural justice, job training, esprit de corps, and job clarity. Findings from this study demonstrated that employee perception of organisational justice, trainings provided on job and level of team work in public health organisation has significant positive impact on job satisfaction. However, job clarity perception was not found to be positively and significantly to employee satisfaction. This shows that clarity of organisational goals and what is expected from employee to do at work place not count very much in developing country i.e. Pakistan. This study found organisational justice and team sprit highly effect to employee job satisfaction. The higher impact signifies the importance of fairness in procedures through which employee job decisions are made in organisations. Second higher correlation underlines the need to create environment in organisation which gives employee feeling of being part of one big family in organisation. Job clarity results in this study are of particular interest and found not be highly correlated to employee job satisfaction.

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Figure 1: Theoretical frame work of employee job satisfaction

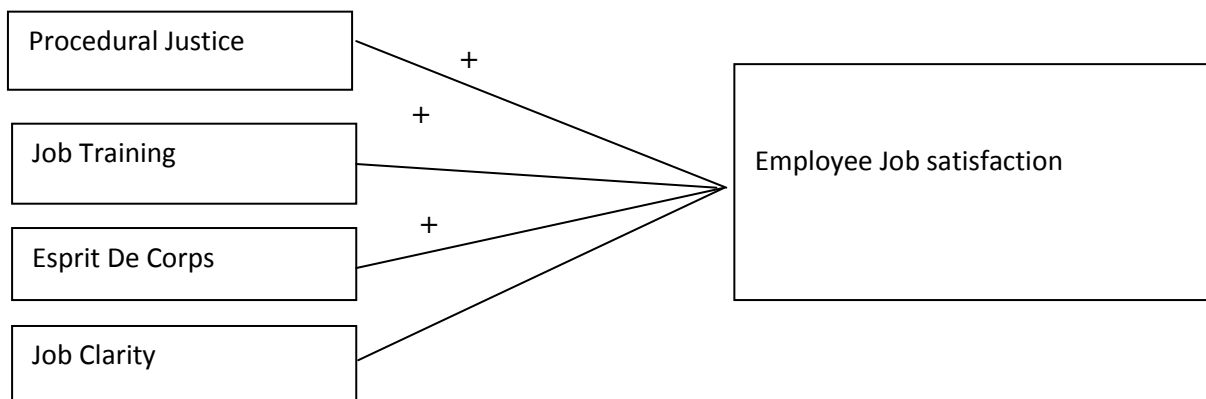


Table1. Cronbach's Alpha Reliability

Variable	Cronbach's alpha	No of items
Procedural justice	0.907	6
Job Training	0.767	5
Esprit de corps	0.750	4
Job Clarity	0.760	4
Job satisfaction	0.804	6

Table 2. Socio demographic characteristics of the participants (n=110)

Categories	Absolute (n)	Relative (%)
Age categorisation		
26-40	38	34.9
41-50	49	45.0
51-60	22	20.2
Distribution across years of Job Tenure		
<1	08	07.30
1-5	16	14.50
6-10	12	10.90
11-20	52	47.30
>20	22	20.00
Gender		
Female	26	24
Male	84	76

Table 3. Results of regression analysis

Predictor	B	T	Sig.
Job satisfaction(constant)		3.237	.001
Procedural Justice	.287	4.389	.000
Job Training	.196	3.004	.003
Esprit de corps	.270	3.801	.000
Job clarity	-.035	-.553	.581

Dependent variable: Job satisfaction
N = 110; $R^2 = .357$; $\Delta R^2 = .346$; $f = 30.832$; $sig. = .000$;

Table 4. Summary of Results

Hypothesis	Relationship	Supported/Not supported
<i>H1</i>	Jobsats → ProJust	supported
<i>H2</i>	Jobsats → Jbtra	supported
<i>H3</i>	Jobsats → Esprt	supported
<i>H4</i>	Jobsats → Jobclar	Not supported

Note: Jobsats=Employee overall Job Satisfaction; Projust= Procedural Justice; Jbtra=On Job Training; Esprt= Esprit de Corps/teamwork; Jobclar= Job Clarity