

DEMOGRAPHIC IMPACTS ON THE JOB-SATISFACTION OF THE DISTRICT EXECUTIVE OFFICERS IN LOCAL GOVERNMENT OF NWFP PAKISTAN

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ABSTARCT

Job satisfaction is a complex attitude to understand because an array of factors have been identified as the determinants, predictors or 'input-variables' of job-satisfaction with a variety of 'outputs' or results. Furthermore, diversity in employees' demographics also modifies the job-satisfaction due to the variations in perceptions and attitudes of employees belonging to different demographic-groups. Surveys on the demographic impacts on job-satisfaction abound with results showing significant influences of demographics on employees' satisfaction factors (input-variables) and the results (output-variables). This study measures the changes brought in the predictors and dependent variables of the job-satisfaction among the district executive officers in local government systems of NWFP, Pakistan. Data was collected from six departments across the province. The results match the global trends in research however, some variations are significant.

INTRODUCTION

Among all the work-related attitudes, job satisfaction has received greater attention of all the researchers in the field (Locke & Latham, 2000). Job satisfaction is the degree to which people like their jobs. A person with a high level of job satisfaction holds positive attitudes towards the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job (Marion, 2001). Job satisfaction has been the focus of many researchers measuring employee commitment level, organizational turnover and absenteeism. Organizations want their employees to

be satisfied to become more productive and efficient (Shah & Jalees, 2004). Thus, job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs (Wikipedia, 2009). There is a renewed interest in the performance level of the public sector in many developing economies, as they face a more competitive global environment. Efforts to improve the performance level of the public sector focus on both personal and contextual

variables. Different studies have shown that employees' attitudes towards work do affect their performance, and in turn the attitudes of employees are influenced by personal characteristics and job characteristics (Sokoya, 2000). Satisfied employees are happy and thus productive and therefore success of the organization depends on the satisfaction of their workforce (Saari & Judge, 2004; Dessler, 2005). Job satisfaction can be viewed as the degree of an employee's affective orientation toward the work role occupied in the organization (Tsigilis *et al.*, 2006). The happier people are with their job, the more satisfied they are said to be (Wikipedia, 2009).

Multiple factors have been identified by the researchers as critical however, majority of them agree on the core factors of pay, work, supervision, promotion, work environment, and coworkers (see for example, Williams & Sandler, 1995; Wiedmer, 1998; Ellickson & Logsdon, 2001; Griffin, 2002; DeVaney & Sandy, 2003; Saari & Judge, 2004). Different group titles are being used to represent dimensions of the job satisfaction, for example, "personal and organizational factors

(Saiyadain, 1996)", "personal and job characteristics (Sokoya, 2000)", mentally challenging work, equitable rewards, supportive working conditions, supportive colleagues, good personality and social interaction (Bajpai & Srivastava, 2002)", "dimension of work like, work, pay, supervision, promotion coworkers and the demographic relationships (Shah & Jalees, 2004)" and "six aspects of employee satisfaction: work itself, Pay, Promotion, Supervision, working conditions and organization as a whole (Tsigilis *et al.*, 2006)."

Furthermore, the impacts of these core-factors change with the diversity in demographic characteristics of the employees. There are several demographic variations among the workforce, which influence the degrees of satisfaction from pay, work, supervision etc. For example, gender, age, education, designation, numbers of years in organization and marital status of the employees have widely been found critical in determining the Job satisfaction (Wiedmer, 1998; Marion, 2001; Shah *et al.*, 2004; Eker *et al.*, 2007). This study explores the problems of job satisfaction among the workforce

in the local government system of NWFP, Pakistan to empirically measure the degree of all the above cited critical factors in the context of their native environment. Empirical methods have been used to record the satisfaction level of the district executives on seven-point interval scale in a structured questionnaire.

RESEARCH METHOD

Job-satisfaction is a global phenomenon and a variety of research is going on to help organizations in satisfying their workforce. Likewise, volumes of surveys are being conducted to measure the employee attitudes towards the dimensions of job-satisfaction, its facets the degrees to which workers are happy or otherwise from their job. For example, the researchers are exploring “correlates of job satisfaction among Malaysian managers (Saiyadain, 1996)”, “factors affecting employees satisfaction (Wiedmer, 1998)”, “personal predictors of job satisfaction for the public sector managers ... in a developing economy (Sokoya, 2000)”, “ comparative analysis among public versus private sector professionals (Barrows & Wesson, 2001)”, “determinants of job

satisfaction of Municipal Government employees (Ellickson *et al.*, 2001)”, “ job-satisfaction of the Tutors (Marom-Beyth *et al.*, 2006)” and job satisfaction and burnout among Greek educators in public and private sector employees (Tsigilis *et al.*, 2006).

This research applies survey approach with a structured questionnaire distributed among 217 District Executive Officers in the Local Government of NWFP, Pakistan. 205 completed survey instruments were returned giving 94.47% of return rate. The questionnaire included questions about 5-demographic (department, designation, qualification, gender and length of service) and 8-research variables (pay, work, supervision, promotion, environment, co-workers – plus involvement & commitment and absenteeism & turnover (see Tables 2.1 and 2.2 for details).A seven point Likert scale was used where 7 = strongly agree, 6 = agree, 5= mildly agree, 4 = neutral, 3 = mildly disagree, 2 = disagree and 1 = strongly disagree. All the primary data was inserted into SPSS 12.0 to create a database for analysis.

The Reliability-analysis gave Cronbach’ Alpha of 0.906 for 34 items. Descriptive

tables were generated about the respondents and research variables. For testing of the hypotheses regarding demographic impacts, t-tests and ANOVA applications were executed.

LITERATURE REVIEW

Job satisfaction has received the most attention of all work related attitudes because organizational commitment has become increasingly recognized in the organizational behavior literature, for example, a strong relationship between job satisfaction and organizational commitment has been found (Locke & Latham, 2000). Job satisfaction relates to an individual's perceptions and evaluations of his/her job, and this perception is in turn influenced by the circumstances, needs, values and expectations (Buitendach & deWitte, 2005)". It is an emotional response to a job situation, which is determined by how well outcomes meet or exceed expectations. If employees are treated unfairly, work hard but receive less reward, they will have a negative attitude toward their work, boss or coworkers - they are dissatisfied. On the other hand, if they feel that they are being treated well and paid equitably, they are more likely to be positive about

their job - they are satisfied (Luthans, 2005). Thus, "job satisfaction describes how content an individual is with his or her job (Wikipedia, 2009)."

Across the literature, most commonly used constructs as predictors of job-satisfaction are work, pay, promotion, work-environment, supervision, and co-workers (Sokoya, 2000). Irrespective of the theoretical approach to the study of job satisfaction, most of the research identifies at least two categories of predictor variables: environmental factors and personal characteristics (Ellickson & Logsdon, 2001). While for the measurement of outputs or results of job-satisfaction and dissatisfaction, employees' involvement and commitment (positive-outcomes) and absenteeism and turnover (negative results) are used as measures. Job satisfaction represents several related attitudes. Through the years of research five factors of job satisfactions have been identified as the most important characteristics of a job about which employees have affective responses: work, pay, promotion, supervision and co-workers (Luthans, 2005).

Input-Variables:

An extensive review of the literature indicates that the factors conducive to job satisfaction are: pay, work, environment, co-workers (Robbins, 1998). Similarly, “adequate work equipment, resources, and training opportunities and an equitable workload distribution—also significantly and positively affect job satisfaction (Ellickson and Logsdon, 2001).” Other researchers have measured job-satisfaction on the basis of “attitude to the job, relations with fellow workers, supervision, company policy and support, pay, promotion and advancement, and customers (DeVaney & Sandy, 2003).” Luthans, (2005) suggests work, pay, promotion, supervision and coworkers as the main determinants of job-satisfaction.

The job-dimensions like, work, pay, supervision, promotion coworkers and the demographic features of the employees and organization collectively determine the job satisfaction (Shah & Jalees, 2004). Similarly, other determinants are age, gender, education level, compensation and benefits, work, advancement opportunities, meaningful working conditions, management policy,

gaining respect, the size of organization and achievements through talents (Saiyadain, 1996; Sokoya, 2000; Ellickson & Logsdon, 2001; DeVaney & Sandy, 2003; Tella *et al.*, 2007). Following section will discuss the input & output variables categorically.

- **Pay:** Pay is the first and very primary factor of satisfaction for almost every type of employee in public, private, small, medium and large organization. “Fair pay system is linked with job satisfaction (Bajpai and Srivastava, 2002).” The pay refers to “the amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization (Luthans, 2005).”
- **Work/Job:** Employees prefer those jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. Jobs that are less challenging create boredom, however, too much challenge creates frustration and

a feeling of failure, thus under the conditions of moderate challenge, most people can experience satisfaction (Bajpai & Srivastava, 2002). Work play a central role in people life therefore work should be according to context of workers as well as attractive and contributive to job satisfaction (Tsigilis *et al.*, 2006).

- **Supervision:** This is the function of leading, coordinating and directing others at work to accomplish designated objectives. A supervisor guides his/her subordinates so that they produce the desired quantity and quality of work within the desired time. A supervisor tries to help the group in accomplishing the required work and likewise seeks to promote satisfaction and high morale among the employees (Beach, 1998). For example, a group having democratic style is more satisfied than group of autocratic leadership (Bajpai & Srivastava, 2002).

- **Promotion:** The research shows that “job satisfaction of municipal government employees is significantly influenced” by their perceptions of the promotional opportunities, which is the second most powerful determinant of employee job satisfaction (Ellickson & Logsdon, 2001; Shah & Jalees, 2004; Robbins & Coulter, 2005; Tsigilis *et al.*, 2006). Furthermore, research tells that limited opportunities for promotion are common in public sector organizations thereby preventing the qualified employees to remaining in the job (David and Wesson, 2001). Fair promotion is the recognition of employee, which increases satisfaction and enhances organizational commitment (Bajpai & Srivastava, 2002).
- **Work-Environment:** Organizational climate is a powerful determinant of both productivity and employee satisfaction. It can outweigh the impact of the quality of leadership (Beach, 1998).For

example, researchers have found that job satisfaction of municipal employees depends more on environmental factors rather than personal attributes thereby requiring “a good employee-environment fit (Ellickson & Logsdon, 2001).” In another research, it has been unearthed that poor working conditions effect job satisfaction negatively (Tsigilis *et al.*, 2006).

- **Co-Workers:** Organization’s social environment can affect employee job satisfaction, especially coworker interaction (Ellickson & Logsdon, 2001). Researchers assert that increase in feeling of belongingness and coordination among employees and open communication increases the degree of job satisfaction (Bajpai & Srivastava, 2002). Thus workers’ satisfaction is closely related to the content of his/her job and the relationship with coworkers and supervisors (Hiroyuki *et al.*, 2007).

Output-Variables:

- **Involvement:** Job-involvement refers to the physical, emotional

and mental involvement of people in an activity like decision making – mental involvement (Beach, 1998). Job involvement measures the degree to which a person identifies himself psychologically with the job and considers his/her performance level important to self-worth. People with a high level of job involvement strongly identify with and care about the work they do (Robbins, 1998). Employees with a high level of job involvement strongly identify with and really care about the kind of work they do (Robbins & Coulter, 2005).

- **Commitment:** Organizational commitment is a state in which an employee identifies himself/herself with a particular organization and its goals, and wishes to remain its member (Robbins, 1998). Research suggests that organizational commitment leads to lower levels of both absenteeism and turnover (Robbins & Coulter, 2005).
- **Absenteeism:** Absenteeism can reduce organizational

effectiveness and efficiency by increasing labor costs (Marion, 2001). Most researchers are of the view that higher the rate of absenteeism, the lower is the job satisfaction (Verma, 2004). Research shows that satisfied employees have lower level of absenteeism than do dissatisfied employees while dissatisfied employees are more likely to miss work (Robbins & Coulter, 2005).

- **Turnover:** Those who are dissatisfied in their job become less committed or quit the job altogether. To find out the main reasons as to why employees are quitting their profession can lead the researchers implementing strategies to help improve the situation, thereby increasing job satisfaction and decreasing burnout (Marion, 2001). Research on the relationship between satisfaction and turnover is that satisfied, employees have lower levels of turnover while dissatisfied employees have higher intention to leave (Robbins & Coulter, 2005).

Demographic Attributes

Almost all the researchers of job satisfaction have identified ‘demographics’ as the catalysts, which modify employee’s attitude towards his/her work, pay, supervision, promotion and work environment. Demographics also affect workers attitudes in terms of productivity, involvement and commitment, on one hand, and on the other hand the degrees of absenteeism and turnover or intention to leave. Researchers have suggested a list of demographic dimensions used for hypotheses development. For example, “six personal characteristics (gender, marital status, age, education, annual income and experience) must be studied while determining the satisfaction of employees in an organizational environment (Saiyadain, 1996).”

Similarly, the qualification of an employee must match his job because if one feels that his qualification mismatches the job, naturally he will be dissatisfied (Bajpai & Srivastava, 2002).” Thus, an array of researchers suggest that “demographics such as age, gender, experience, department, exposure to different culture (foreign

qualification) etc. always have varying impacts on the overall satisfaction of the employees (Shah & Jalees, 2004; DeVaney & Sandy, 2003). Another group found that “age, gender, education

level, compensation and benefits, work, advancement opportunities and technological challenges also affect job satisfaction (Tella *et al.*, 2007).”

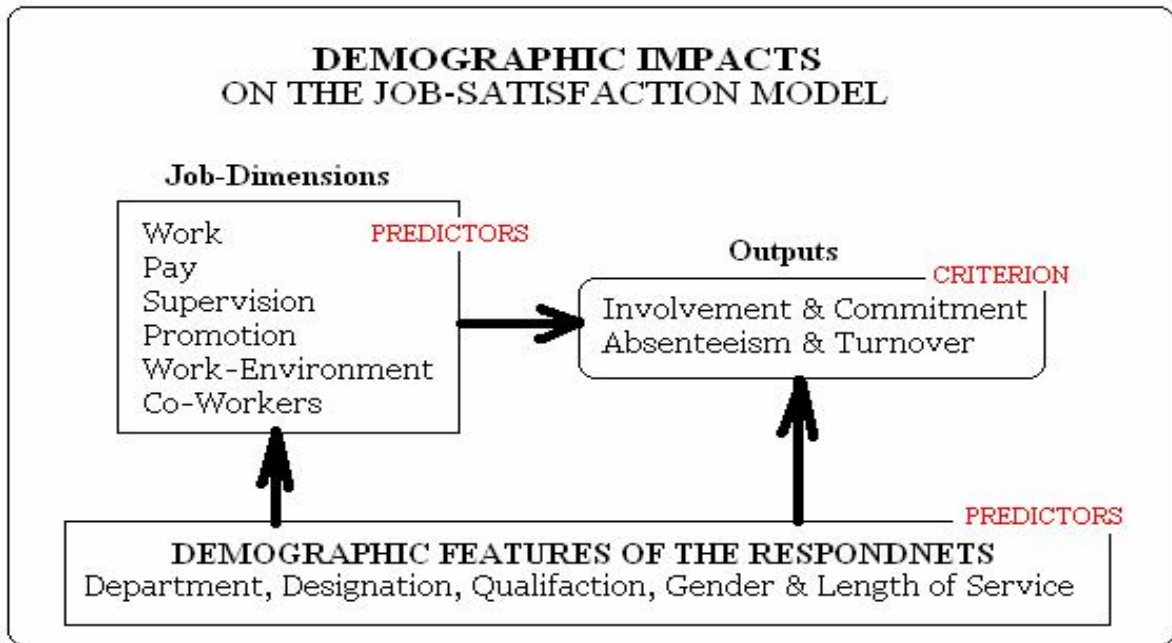
Table 1. Demographic Variables

	Demographic Dimension	Attributes	Code
1	Department	Agriculture, Education, PESCO, Health, Civil-Administration, and Finance & Planning	<i>DPT</i>
2	Designation	Middle-Management (BPS 16-17), Top-Management (BPS 18-19)	<i>DSG</i>
3	Qualification	Graduation, Post-Graduation	<i>QUA</i>
4	Gender	Male, Female	<i>GND</i>
5	<i>Length of Service</i>	<i>5-10, 11-20, 21-Above</i>	<i>LOS</i>

Table 2. Research Variables

		Variable	No of Questions	Code
INPUT Variables	1	Pay	4	<i>PAY</i>
	2	Work	4	<i>WRK</i>
	3	Supervision	4	<i>SUP</i>
	4	Promotion	3	<i>PRO</i>
	5	Environment	3	<i>ENV</i>
	6	Co Workers	4	<i>CW</i>
OUTPUT Variables	1	Involvement and Commitment	6	<i>I&C</i>
	2	<i>Absenteeism and Turnover</i>	6	<i>A&T</i>
			<i>34</i>	

Table 3. Schematic Diagram of the Theoretical Framework



FINDINGS OF THE STUDY

Descriptive Findings

Table 4. Cross-tabulation across Designation, Gender and Department

Designation	Gender	Department						Total
		Agri.	Edu.	Pesco	Health	C-Adm	F & P	
Middle Management	Male	22	12	7	14	17	22	94
	Female	0	20	1	0	0	0	21
	Total	22	32	8	14	17	22	115
Top Management	Male	4	17	26	4	8	8	67
	Female	0	22	0	1	0	0	23
	Total	4	39	26	5	8	8	90
		26	71	34	19	25	30	205

Table 5. Descriptive Statistics on Research Variables

	N	Min	Max	Mean	Std. Deviation
Pay	205	2.00	6.50	5.0378	.96576
Work/Job	205	1.00	7.00	5.2049	1.37715
Supervision	205	1.25	6.50	4.7939	.92117
Promotion	205	1.00	6.67	5.0033	1.23184
Environment	205	1.33	6.67	4.1951	1.01400
Co-workers	205	1.00	6.75	4.8073	1.25027
Involvement & Commitment	205	1.67	6.00	4.2203	.78597
Absenteeism & Turnover	205	2.50	6.17	4.8724	.66224
Total Satisfaction	205	1.35	6.41	4.8581	.93481

Hypotheses Testing

Table 6. Correlations Table

		PAY	WRK	SUP	PRO	ENV	CW	I&C	A&T	TS
PAY	r	1	.593* *	.246**	.635* *	.439* *	.198(**)	.099	.033	.725(**)
	p		.000	.000	.000	.000	.004	.157	.643	.000
WRK	r		1	.261**	.533* *	.347* *	.262(**)	.226**	.034	.729(**)
	p			.000	.000	.000	.000	.001	.626	.000
SUP	r			1	.238* *	.378* *	.492(**)	.122	.173(*)	.560(**)
	p				.001	.000	.000	.082	.013	.000
PRO	r				1	.408* *	.284(**)	.170(*)	.090	.702(**)
	p					.000	.000	.015	.200	.000
ENV	r					1	.434(**)	.040	.067	.699(**)
	p						.000	.568	.340	.000
CW	r						1	.146(*)	.283(**)	.537(**)
	p							.037	.000	.000
I&C	r							1	.435(**)	.171(*)
	p								.000	.014
A&T	r								1	.129
	p									.065
TS	r									1

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

* Correlation is significant at the 0.05 level (2-tailed).

The correlations table (Table 6) explains the relationships between different research variables:

1. The intra-relationships of input-variables are strongly significant with r-values ranging from as high as 0.635 to the lowest 0.198.
2. Surprisingly, the interrelationship of Predictors with output variables is very low ranging from 0.283 (maximum) to 0.033 (minimum).
3. Similarly, the intra-relationship of output-variables is very significant ($r=0.435$).
4. However, the most striking finding is that all the Input-variables are very strongly associated with 'Total-satisfaction' but total-satisfaction is very nominally related with the criterion factors.

Table 7 Impacts of Designation, Qualification and Gender (t-Tests)

		Designation		Qualification		Gender	
		t	p	t	p	t	p
1	Pay	.248	.804	2.792	.006	-2.254	.025
2	Work/Job	.295	.768	3.296	.001	-2.641	.009
3	Supervision	-.298	.766	-.194	.846	-.890	.374
4	Promotion	-1.307	.193	2.505	.013	-1.955	.052
5	Environment	-.574	.567	1.375	.170	.325	.745
6	Co-workers	-.611	.542	-1.087	.278	.363	.717
7	Involvement & Commitment	-.490	.625	3.525	.001	-11.822	.000
8	Absenteeism & Turnover	-1.308	.192	.635	.526	-3.226	.001
9	Total Satisfaction	-.731	.466	1.850	.066	-1.224	.222

df = 203, Table t-value at $\alpha = 0.05 = 1.96$

Table 7 gives the results of t-test applications on the groupings based on designation, qualification and gender of the respondents. The leading findings are:

- Designation has no impact whatsoever on any of the research variables. Thus, null-hypotheses stand correct on all the applications. The calculated
- Qualification has changed the responses on pay ($t=2.792$, $p=.006$); work ($t=3.296$, $p=.001$); promotion ($t=2.505$, $p=.013$); and involvement & commitment ($t=3.525$, $p=.001$). The calculated

t-values are far less than the Table t-value (1.96) with p-values far greater than the required $\alpha = 0.05$.

- t-values of all these applications are greater than 1.96. with p-
- Gender differences are evident on reading from pay (t=-2.254, p=.025); work (t=-2.641, p=.009);

values far less than significant (.05). involvement & commitment (t=-11.822, p=.000); and absenteeism & turnover (t=-3.226, p=.001).

Table 8 Impacts of Department and Length of Service (ANOVAs)

	Variables	Department (df=5/199)		Length of Service (df=2/202)	
		F	Sig.	F	Sig.
1	Pay	1.673	.143	1.421	.244
2	Work	5.332	.000	4.064	.019
3	Supervision	2.857	.016	2.648	.073
4	Promotion	1.120	.351	1.862	.158
5	Environment	.197	.963	.568	.568
6	Co-Workers	1.317	.258	1.058	.349
7	Involvement & Commitment	13.418	.000	2.344	.099
8	Absenteeism & Turnover	3.530	.004	.477	.622
9	Total Satisfaction	1.336	.251	1.346	.263

df = 2/202, Table F-Value at @ = 0.05 = 3.0

Table 8 provides results of ANOVA applications, which tells that:

- Officers' attitude is different from department to department on two of the input and both (two) of the output variables. Respondents have different responses about the work (p=.000), supervision (p=.016), involvement & commitment (p=.000) and absenteeism & turnover (p=.004). Most

significantly, departments are different on both the output variables.

- Length of service is changing attitude only about the work (p=.019).

DISCUSSION

Existing research gives mixed results about the demographic implications for job satisfaction.

Table 9. Demographic Impacts by the Existing Research

		Yes	No
1	Gender	Williams, S. & Sandler, R. L., (1995), Wiedmer, (1998) Koh & Ten, (1998), Blanchflower & Oswald, (1999), Barrows & Wesson, (2001), Marion, (2001), DeVaney & Sandy, (2003), Shah & Jalees, (2004), Hiroyuki et al., (2007)	Saiyadain, (1996), Blanchflower & Oswald, (1999), Ellickson & Logsdon, (2001)
2	Age	Saiyadain, (1996), Koh & Ten, (1998), Sokoya, (2000)	Ellickson & Logsdon, (2001), Trimbles, (2006), Hiroyuki et al., (2007)
3	Marital Status		Saiyadain, (1996)
4	Qualification	Saiyadain, (1996)	Wiedmer, (1998)
5	Length of Service	Saiyadain, (1996); Sokoya, (2000) Trimbles, (2006)	Tella et al., (2007)
6	Department	Mulinge, (2000), Sokoya, (2000), Ellickson & Logsdon, (2001) Barrows & Wesson, (2001)	Shah & Jalees, (2004)
	Sector	Mulinge, (2000), Sokoya, (2000) Ellickson & Logsdon, (2001), Barrows & Wesson, (2001), Bajpai & Srivastava, (2002) Tsigilis et al., (2006) Shah & Jalees, (2004).	
7	Environment	Koh & Ten, (1998), Ellickson & Logsdon, (2001), Tsigilis et al., (2006)	
8	Designation	Marion, (2001)	

The research in hand verifies most of these findings with some variations.

Table 10 Impacts Table (Summary of Impacts)

	Variables	t-Tests			ANOVAs	
		Dsg.	Qua.	Gdr.	Dept.	LoS
1	Pay	.804	.006	.025	.143	.244
2	Work	.768	.001	.009	.000	.019
3	Supervision	.766	.846	.374	.016	.073
4	Promotion	.193	.013	.052	.351	.158
5	Environment	.567	.170	.745	.963	.568
6	Co-Workers	.542	.278	.717	.258	.349
7	Involvement & Commitment	.625	.001	.000	.000	.099
8	Absenteeism & Turnover	.192	.526	.001	.004	.622
9	<i>Total Satisfaction</i>	.466	.066	.222	.251	.263

Table 10 presents the collective impacts of demographics on input (predictor) and output (criterion) variables, which categorically explain that:

- Pay is differently perceived on the basis of Qualification and Gender.
- Work is the top variable that is changed by four (Qualification, Gender, Department and Length of Service) of the demographics. Thus, attitude towards work changes with the change in almost any of the employee's demographic attributes.
- The view on Supervision is same across all demographic groupings except department. Respondents

have different of satisfaction from the supervisory arrangements.

- Only difference of Qualification is modifying the attitude towards Promotion. All other groups have same opinion about promotion.
- All the respondents, irrespective of any grouping, have same levels of satisfaction from Environment and Co-Workers and Total-Satisfaction.
- Involvement & Commitment is the second Top attitude, after work, which has been influenced by three (Qualification, Gender and Department) of the demographic dimensions.

- Absenteeism & Turnover comes at third with effects from Gender and Department.

Table 11 Conclusions from the Analysis gives a summary of impacts.

	Variables	t-Tests			ANOVAs			Percentage
		Dsg.	Qua.	Gdr.	Dept.	LoS		
1	Pay	X	.006	.025	X	X	2/5	40%
2	Work	X	.001	.009	.000	.019	4/5	80%
3	Supervision	X	X	X	.016	X	1/5	20%
4	Promotion	X	.013	X	X	X	1/5	20%
5	Environment	X	X	X	X	X	0	0
6	Co-Workers	X	X	X	X	X	0	0
7	Involvement & Commitment	X	.001	.000	.000	X	3/5	60%
8	Absenteeism & Turnover	X	X	.001	.004	X	2/5	40%
9	<i>Total Satisfaction</i>	X	X	X	X	X	0	0
	<i>Percentage</i>	0	4/9	4/9	4/9	1/9		
		0	44%	44%	44%	11%		

CONCLUSIONS AND FUTURE WORK

On the basis of preceding literature review, empirical-findings and discussion, the researcher reached on the following conclusions about the issue of job-satisfaction among the District Executive Officers of Local Government System in NWFP, Pakistan:

- In this research nine research variables and five demographic groupings have been used (Table 10), which generates 45 decision-points about the impacts of demographic characteristics.
- If decision is made only on the basis of ‘Total-satisfaction’ (last row with 5-decision points), no change is required according to the demographic features.
- But obviously, this is misleading because differences are not visible at the total-satisfaction level. The difference of opinion exists at Four of the demographics and Six of the research variables thereby creating $4 \times 6 = 24$ decision points.
- However, by looking at the categorical results, it’s clear that

- differences are significant only at thirteen points.
- The decision policy about making arrangements about handling the job satisfaction, in this case, must include the consideration of the employees differences of satisfaction at thirteen (13) points because Alternative-Hypotheses (H_1) have been accepted on 13 tests.
 - The decisions will be the same for all the employees on rest of the 32 points because H_0 has been substantiated in 32 applications of tests of significance.

As a future-plan, the researchers are interested to further explore the data and find regression of the predictors on the criterion variables through multiple regression analysis and publish the results.

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