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Job Satisfaction of District Officers: A Global Perspective

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Background- Unprecedented changes are occurring around the globe, which forces the public management to revise their theory and practice of managing human performance in the public setup. The attention given to the new public service and new governance, demands fundamental transformations in those factors, which are influencing human performance. These changes are so broad that it is impossible to summarize all of them, but several needs merit attention (Gliem & Gliem, 2001; Linz, 2003; Perry et al., 2006; Moynihan & Pandey, 2007). However, the practice of public management is characterized by its formal constraints as well as informal opportunities. Managers have limited tools to motivate and retain their employees, because civil service rules limit the ability to recognize and reward individuals through pay, promotion, or bonuses.

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JOB SATISFACTION OF DISTRICT OFFICERS A GLOBAL PERSPECTIVE

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Job satisfaction is a global issue and therefore continuously explored in both the developed and developing countries. The researchers are using similar as well as different research tools and techniques depending on the nature of organization and the demographics of location. There are several common as well as different issues of job satisfaction in advanced and developing states. This chapter gives a description of job satisfaction in developed states, developing countries and finally in Pakistan. The chapter ends with a discussion of the similarity and differences between the research issues of rich and poor states.

I. BACKGROUND

Unprecedented changes are occurring around the globe, which forces the public management to revise their theory and practice of managing human performance in the public setup. The attention given to the new public service and new governance, demands fundamental transformations in those factors, which are influencing human performance. These changes are so broad that it is impossible to summarize all of them, but several needs merit attention (Gliem & Gliem, 2001; Linz, 2003; Perry et al., 2006; Moynihan & Pandey, 2007). However, the practice of public management is characterized by its formal constraints as well as informal opportunities. Managers have limited tools to motivate and retain their employees, because civil service rules limit the ability to recognize and reward individuals through pay, promotion, or bonuses. To the extent that individual attributes affect work motivation, organizations can mould these qualities most effectively through recruiting, hiring, and promoting the required people (Moynihan & Pandey, 2007). Culture is widely accepted as a critical factor affecting organizational involvement, turnover, job satisfaction and commitment. A huge body of research has been conducted and other volumes of research are under process in both public and business organizations (Wai, 2006). It is commonly known that job satisfaction is researched everywhere because it is different from not only one country to another but also from one organization to another due to the cultural variations in every setting (Moynihan & Pandey, 2007; Asadi et al., 2008). However, there is a renewed interest in individual level research given the recognition that work as an institution and working as

process are, individually and socially constructed. Individuals should be viewed as actively involved in crafting their jobs; that is: individuals engage in modifying, emphasizing, or reducing attention and effort to specific features and aspects of their jobs. Individuals' values, norms, and expectations shape how work is performed (Kuchinke et al., 2009). Thus, context and individual attributes are the critical points of research to diagnose job satisfaction. This is evident from the forthcoming analysis.

II. JOB SATISFACTION IN THE DEVELOPED WORLD

An array of research projects has been conducted as well as underway to explore and understand the job satisfaction problems in the developed world. For example, Ellickson & Logsdon, (2001) have explored the determinants of job satisfaction among the municipal government employees in USA. Rocca & Kostanski (2001) studied the relationship between burnout and job satisfaction while Nelson et al., (2006) studied the links between psychological contract and job satisfaction in Australia.

Furthermore, Clark-Rayner & Harcourt (2000) studied the determinants of turnover among the workers in New Zealand. Furnham et al., (2002) have explored the personal characteristics of workers in UK on their organizational attitudes. Grebner et al., (2003) collected data on the working conditions and attitudes of the workforce in Switzerland. In Japan, Hiroyuki et al., (2007) have worked on the interrelationships between the morale and work satisfaction among the Japanese workers.

a) Introduction

There are many variables, which affect job satisfaction of employees, some are discussed here. Some see the job satisfaction of employees from one angle and some from others, for example, organizational involvement and commitment, locus of control and personality types, stress management as well as from the demographic points of view based on employees age, race, nationality, gender and education (Weidmer, 1998). Dissatisfied workers show an increased propensity for counter productive behaviors, including withdrawal, burnout and workplace aggression (Ellickson & Logsdon, 2001; Eliason, 2006; Moynihan & Pandey, 2007).

Job satisfaction is defined and measured with various factors of the job. As the extent to which employees like their work. An attitude based on employee perceptions (negative or positive) of their job or work environment (Weidmer, 1998). Job satisfaction has been dominated by the person environment. Regardless of the theoretical approach used to study job satisfaction, most studies have identified at least two general categories of antecedent variables. Environmental factors – personal characteristics both focuses on job satisfaction and individual attributes and characteristics (Ellickson & Logsdon, 2001; Rocca, & Kostanski, 2001). The Public sector relies on the expertise of such professional; they effectively implement government policies effectively. Research reports that pay issues, formalism and rigidity, and limited promotion opportunities are the leading characteristics of the public sector organizations, which keep the highly qualified and professional workforce away from serving in the public institutions (Barrows & Wesson, 2001; Linz, 2003). The job satisfaction is an employee's reaction (affective) based on the comparison of expected and real outcomes while working on a job. Similarly, the attitude of job satisfaction also includes the thinking and feeling of worker about the intrinsic and extrinsic features or the job. Although different approaches are used to measure job satisfaction in different organizations however, all of these strategies explicitly or implicitly use two categories of variables as the criterion or determinant factors of job satisfaction including employees' personal attributes and the environmental characteristics or the organization (Moynihan & Pandey, 2007; Kuchinke et al., 2009). Similarly, there are differences between different developed countries as well (Rocca, & Kostanski, 2001; Eliason, 2006). For example, in a comparative study of the professionals in Russia, Germany, and Poland revealed that employees differed in work centrality, preferred or desired work outcomes, work role identification and levels of job and career satisfaction. Respondents from the three countries differed on all relevant demographic characteristics, including age, gender, education level, industry representation and job classification. In general, the sample was in their midcareer stage, predominantly male, had professional education and training and worked as managers and technical professionals in manufacturing and service industries (Kuchinke et al., 2009).

The research reveals that personality type is more related with the stress management of males than females. Furthermore, female workers are less satisfied with their work their male counterparts as well as core lower on the questions about physical and mental health of the employees (Weidmer, 1998). Organizational factors—that is, having adequate work equipment, resources, and training opportunities and an equitable workload distribution—also significantly and positively affect employee job satisfaction (Rocca, & Kostanski,

2001). Organizational variables relating to the facilities for work, required resources, well-distributed workload, proper training opportunities etc, determine the organizational attitudes of job satisfaction the findings of a study show that the job satisfaction of public sector employees (like municipal employees) is found more dependent on the environmental factors and not on their personal characteristics. So the most powerful and decisive factor in the job satisfaction of civil servants is the creation of best employee-environment fit (Ellickson & Logsdon, 2001). However, other researchers suggest that demographic factors, in particular age, gender, and education should be investigated further (Kuchinke et al., 2009).

The job satisfaction topic has studied by different researchers in different environment. In this study the author claims that work related factors, demographics have significant effect on the satisfaction level of the employees (Weidmer, 1998; DeVaney & Chen, 2003; Linz, 2003). Another finding that cuts across all three countries was low importance of company/organization where respondents work. This finding could be suggesting the presence in these three European countries of decreased number of years of tenure with the same employer, the disillusionment with prospects of staying with the same employer for long time, and predominant orientation towards one's career and life interests as opposed to company/organization orientation. In Germany, this phenomenon is often labeled as "American conditions", meaning a loosening of protective as well as restrictive labor laws, higher incidences of industry-wide job shifts and displacements, lessening of life-time employment arrangements, higher levels of flexible work arrangements, decrease in the role of labor unions, and, in general, a weakening of the psychological contract that once clarified and codified mutual obligations and rights between employees and employers (Kuchinke et al., 2009).

It is reported somewhere that fulfilling the expectations, relations with fellow workers, pay and gender differences are the top predictors of job satisfaction. Furthermore, security of the job, promotion opportunities and age also influence the employees satisfaction in an organization (DeVaney & Chen, 2003).

b) Leading Issues

However, determining job satisfaction requires fairness in work, procedural justice, organizational procedures, and policies used to make important work decision. If decision makers are courteous, give feedback and opportunities for self-expression, and discuss decision-making procedures with subordinates. The dissatisfaction results in the form of exhausting exchanges, and emotional exhaustion are a primary indicator of burnout (Weidmer, 1998). There are very limited studies about the job satisfaction of employees in different public sector organizations in both the

developed and developing states. Most of the research is about the private sector employees however, now the scenario is changing and governments and academicians are turning to the role of public sector in development therefore public servants' job satisfaction is becoming a top line issue for researchers (Ellickson & Logsdon, 2001; Rocca, & Kostanski, 2001). The results of studies on public sector organizations in USA indicate several problems of job satisfaction. For example, a study of municipal public servants suggests that governments have to restructure and reengineer the procedures for performance evaluation in the public sector organizations. There is need to so design the work environment that it generates trust among the workers with each other and with the organization. There is acute requirement of empowering the employees by delegating powers to make them feel the owners of their job and organization (Ellickson and Logsdon, 2001). Thus, although several independent studies conducted among US workers over the past thirty years, generally indicate that workers are satisfied with their jobs (Kim, 2004; Robbins & Coulter, 2005:374) there are multiple issues which need to be addressed by the nations in the advanced world. The literature on human resource management, motivation and commitment of employees and job satisfaction strongly support the hypotheses that personal attributes and context of the work both collectively determine all the organizational attitudes of the workforce (Moynihan & Pandey, 2007). In a study of three European countries (Germany, Poland and Russia) the researchers found many striking results, for example, all the respondents showed low importance of employer-organization. This finding suggests the presence of decreased number of years of tenure with the same employer, and predominant orientation towards one's career and life interests as opposed to company/organization orientation. In Germany, this phenomenon is often labeled as "American conditions", meaning a loosening of protective as well as restrictive labor laws, higher incidences of industry-wide job shifts and displacements, lessening of life-time employment arrangements, higher levels of flexible work arrangements, decrease in the role of labor unions, and, in general, a weakening of the psychological contract that once clarified and codified mutual obligations and rights between employees and employers (Kuchinke et al., 2009).

III. JOB SATISFACTION IN THE DEVELOPING COUNTRIES

Like developed countries, the developing world is also well aware of the importance attached with job satisfaction. Such studies are being managed in every developing state to manage the attitudes of their workforce in public as well as private sector organizations. Most of the studies aim at unearthing the nature,

process and consequences of job satisfaction and dissatisfaction. For example, in Nigeria research have been reported on 'burnout, job satisfaction and work situations' (Agunga et al., 1997); person-related variables of job satisfaction in public sector organizations and their impacts on the theory and practice of management in the developing countries (Tella et al., 2007).

Likewise, Mulinge, (2000) explored job satisfaction and organizational commitment in Kenya and Euan, (2007) in Tanzania. Similarly, in Malaysia Saiyadain (1996) have worked on the correlates of job satisfaction in Malaysian managers; Yusof & Shamsuri (2006) have documented their findings on organizational justice as the determinant of job satisfaction and organizational commitment; Wai, (2006) performed a quantitative analysis of the link between organizational culture and job satisfaction in Malaysian health care; while Rahman et al., (2006) have recorded their results about the relationship between Islamic work ethics and organizational commitment. Other research findings are available about Singapore (Koh & Ten, 1998; Tan et al., 2007); Taiwan (Lee & Lin, 1999; Jiunn & Wu, 2005); as well as India (Bhatt, 1997; Lacity & Iyer, 2007). For research on job satisfaction in Pakistan see Section 4.4.

The researchers in the developing countries are exploring different aspects of job satisfaction in both public and private sector employees. For example, in Nigeria, Agunga et al., (1997) explored burnout, job satisfaction and work situations as perceived by District Extension Officers while, Sokoya, (2000) unearthed personal predictors of job satisfaction for the public sector managers and their implications for management practice and development in a developing economy. In Kenya, Mulinge, (2000) worked on the 'Explanation of Cross-Sector Differences in Job satisfaction and Organizational Attachment among Agricultural Technicians.' Similarly, Tirmizi, et al., (2008) measured the job satisfaction of white collar employees.

a) Introduction

Due to the increasing role of public sector in the development of a developing country, efforts are underway to explore new models of professionalism by focusing on human resource development (Sokoya, 2000). However, public sector workers are usually shown to be lower in job satisfaction and organizational commitment relative to their counterparts in the private sector. Virtually all cross-sector comparative studies, however, have focused on work settings in relatively industrialized nations such as the United States and the developing nations remain understudied (Mulinge, 2000). For example, although Iranian government has made efforts to support formers and Agricultural Extension Officer, the evidence shows that they have not been enough. There is reporting of frustration, delays,

lack of funding and differences of administrative and philosophical values (Asadi et al., 2008).

Research shows that public sector managers had a lower level of job satisfaction with those of private sector employees (Sokoya, 2000). Based on the findings of a study, private sector employees are higher in mean job satisfaction, organizational commitment, and intention to stay relative to their counterparts in public sector. This finding supports the study's first hypothesis that agricultural technicians working in the public and semi-public sectors are low in job satisfaction and organizational attachment relative to their counterparts in the private sector. Generally speaking, it is also consistent with the existing literature (Mulinge, 2000).

There is growing evidence to suggest that employees are working harder, their workmanship has improved and that they take much pride in their work. Yet they seem to be less enthusiastic and less motivated. This study is an attempt to sensitize organizations to the factors that influence job satisfaction and help them to weave these factors into the blueprints prepared to enhance job satisfaction (Saiyadain, 1996). Due to global pressures, the public sector in developing countries is focusing on the investigation to strengthen the relationships between productivity and job satisfaction because success of any organization has been found dependent on the powerful linkages between productivity and job satisfaction of the workforce (Sokoya, 2000). The research tells that contextual factors and permanent/regular nature of the job are very significant determinants of job satisfaction and can produce higher levels of satisfaction among the human resource. Likewise, age of the employee and relations with supervisors and fellow workers also appear as the major catalysts in changing the satisfaction behavior of the employees (Koh & Ten, 1998).

People who are more internally oriented see themselves as being responsible for events that occur. Those who are more externally oriented attribute the cause of events to luck, chance, fate, or powerful others. In other words, people with an internal locus of control generally think that things happen because of their own choices and actions. Externals, on the other hand, generally perceive that factors outside of themselves are the reason that events happen in their lives. Internals are more likely to be more satisfied than externals for four reasons. First, internals are more likely to leave a dissatisfying job to seek positions that they find satisfying. Second, internals perform better and are therefore more likely to receive more satisfying outcomes. Third, internals are likely to be promoted and receive raises more quickly, again leading to the likelihood that they will receive more satisfying outcomes. Finally, internals are likely to stay in positions and organizations that gives them control which, in turn, allows them to experience a satisfaction of cognitive consistency between

their psychological preferences and job experiences (Daniel et al., 1997).

As far as the impacts of demographics on job satisfaction, is concerned, the researchers have come up with differing results. Like the dispositional variables, these control variables were not supported as independently causing the observed differences in satisfaction and attachment among agricultural technicians working in the public and private sectors. When these were analyzed alone, the private sector technicians still emerged to be higher in satisfaction, commitment, and intention to stay than their counterparts in both the public sector (Mulinge, 2000). While a research from Iran reports that low pay and unfair promotion policy are the major negative contributors to job satisfaction. The researchers did not find any relationship between job satisfaction and age and experience. Besides this, personal features (or demographics) of employees partially explains the variation in job satisfaction, meaning that rest of the change is due to other factors (Asadi et al., 2008).

Researchers tell that commonly female are more satisfied than their male counterparts however, some studies also report otherwise. Few studies found a positive relationship between age and job satisfaction. An increase in education has generally been found to be inversely related to job satisfaction. Few studies were conducted to see the relationship between experiences of the employees, somewhere there is linear relationship was found (Saiyadain, 1996 & Asadi et al., 2008).

b) *Leading Concerns*

In the developing states the public sector plays a forefront role in economic development; the employment rate has been growing ghastly as compare to developed countries. It is the result of the strategic importance to the public sector in the economic development of many countries, there is a concerted effort to make public sector management respond to the changing needs of developing nations (Sokoya, 2000).

The concepts of job satisfaction and organizational attachment are some of the most studied in industrial and organizational psychology and in the sociology of work and occupations (Mulinge, 2000). Current focus in public sector organizations of developing countries is on the relationship between the personal and job characteristics, and contextual factors of the workplace (Sokoya, 2000).

Although the job satisfaction is a universal problem and both developed and developing countries are struggling to understand the issue and devise most effective measures to handles different issues of their employees' involvement, commitment, absenteeism, and turnover through creating and maintaining job satisfaction. However, due to environmental differences developing countries are having different concerns than the advanced world. Following are the leading issues of

developing states with reference to job satisfaction of their employees:

1. *Shortage of Economic Resources*: As the title shows that developing countries are not yet developed. So they have shortage of economic resources to meet their requirements. For example, their salary systems and structures are neither according to international standards nor based on the principles of equality. The employees work in the bad working environments with very poor facilities even to perform their jobs. The salaries are very low, work conditions are poor, merits are not observed in appointments and promotions and people are mentally disturbed due to multiple problems.
2. *Corruption*: Developing countries have higher levels of public corruption. For example, there have been recent surveys by 'Transparency International' (Transparency International, 2010) about the levels and degrees of corruption in Pakistan. The government of Khyber Pakhtunkhwa (KPK) has been found the most corrupt government among all provinces of the country. This corruption has become the main source of job dissatisfaction particularly among the public servants of the province. Corruption happens in different styles, for example, at the time of appointment bribes are given to get 'highly paid' jobs. These highly paid jobs are actually the factories of corruption. So one who is appointed with corruption will definitely do corruption as a ritual.
3. *Political Interference and Instability*: Another feature of the developing countries is the political interference in public administration and political instability resulting into the frequent change of governments from democratic to dictatorial and then otherwise. Under democratic governments, public servants are treated as the servants of politicians while dictators use them as their spearheads to rule the country. In Pakistan, for example, under democracy political appointments, transfers and promotions become commonplace. When there is martial law then all bureaucracy becomes servant of a single person.
4. *Dysfunctions of Bureaucracy*: Most of the developing countries have remained the colonies of previous western powers (for example, British in Asia and France in Africa). Most of them still using the colonial models of bureaucracy with very nominal changes. Obviously, those bureaucratic models best suited the objectives of foreign powers but they can never be helpful to the local governors unless they think themselves as 'Desi-Goras'. This perception has created a so called 'Bureaucratic-Elites' who perceive themselves in the shows of their colonial lords. In Pakistan, for example, the so called elites try their level best to recruit (or promote or transfer) their own kids, relatives, friends and supporters on the

important posts in any department or on any post with the chances of benefits other than legal ones.

IV. JOB SATISFACTION IN PAKISTAN

In Pakistan, a diversity of research projects has been conducted and the same continues to measure and analyze the job satisfaction of employees in both public and private sectors of Pakistan. Most of them used survey methods (with questionnaire and interview as data collection tools) to record the attitudes of job satisfaction and organizational commitment (Bodla & Naeem, 2004); levels of job satisfaction (Shah & Jalees, 2004); demographic impacts on organizational support and motivation (Qammar et al., 2006); organizational commitment (Chughtai & Zafar, 2006); the relationship of performance appraisal with productivity and job satisfaction (Khan, 2006); determinants of organizational commitment among IT-Professionals (Bashir & Ramay, 2008); and impacts of age, tenure on the job satisfaction of white collar employees in Pakistan (Tirmizi et al., 2008).

a) Introduction

Thousands of the published research articles and dissertations report that job satisfaction is related to performance, productivity, organizational commitment, retention and turnover of the employees (Bodla & Naeem, 2004). 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). Tirmizi et al., (2008) tried to find out the relationship between the criteria of job satisfaction and age and tenure of white collar employees working in organizations operating in the area of Rawalpindi and Islamabad. It was found there exists a negative relationship between age, tenure and job satisfaction of white collar workers.

Bashir & Ramay (2008) explored the factors of organizational commitment among IT-Professionals in Pakistan. research revealed that procedural justice, information sharing and work policies are the critical to lower turnover rates of the professionals. They prefer challenging work, advancement in their career. While, Bodla & Naeem (2004) explored the 'Motivator and Hygiene Factors Explaining Overall Job Satisfaction among Pharmaceutical Sales Representatives' and found female sales representatives are somewhat more satisfied with overall job than male counterparts. Master degree holders are more satisfied with job than graduate degree holders. Married individuals are somewhat more satisfied with job than unmarried individuals. Those employees with more than five years are more satisfied with job than those with less than five years experience. Older sales representatives are more satisfied with job than younger counterparts. Junior

employees are more satisfied with job than senior counterparts.

Chughtai & Zafar (2006) conducted a study for determining whether personal attributes of the employee, factors of job satisfaction and organizational justice determine the change in the teachers' commitment working in Islamabad, Rawalpindi, Peshawar and Lahore. They found that the demographic attributes like education, age, marital status, tenure and belief in organization are criterion variables to define job satisfaction and commitment.

b) *Major Problems of Job Satisfaction in the Country*

Job satisfaction is a measure of the balance between expectations and outcomes because organization is a social system where every participant benefits including employees and customers (Khan, 2006). Job satisfaction represents attitude rather than a behavior. Job satisfaction is taken as dependent variable because of two reasons. First, is its demonstrated relationship to performance factors and, second is the value preferences held by organizational behavior researchers (Tirmizi et al., 2008). Researchers have confirmed the relationship between job satisfaction and personal characteristics of the employees like university teachers (Chughtai & Zafar, 2009). The empirical data about the human resources in Pakistan gives the impression that as more resources are becoming available, the income is climbing up, the country is passing through a second phase of demographic change (Economic Survey, 2006-07). This evidence shows that the overall economy of Pakistan is on the rise which will certainly create more jobs in the country. This will invite more researchers to evaluate and analyze the phenomenon of job satisfaction in the country (Tirmizi et al., 2008). There are reports that the number of female workers is increasing in Pakistani organizations in both public and private sector however, it is still a bare fact that males are obviously larger in number therefore they dominate (Bashir & Ramay, 2008).

c) *The Problems of Job Satisfaction in Local Government*

1. *Political Disturbance in the Country:* Pakistan has been passing through different types of political systems of dictatorship (Martial law) and Democracy. Most of the period characterized by dictatorial rules. Even the democracies have been nominal in the sense that democratic rulers wanted to stay in power for the prescribed period without giving any performance and services to their voters. Most of the democratic governments were dismissed by dictators on the charges of 'Corruption' and 'Maladministration.' These crises have seriously affected the public servants including those working at the local government levels.

2. *Frequent Changes in the Local Government Systems*

Another problem is special to the District Officers in Pakistan are the continuous changes in the local government structures and operations over history of the country. Three local government systems have been introduced in the country during her lifetime of over sixty years. Unfortunately, all of these systems were introduced by dictators or Martial law administrators therefore none of the political parties like them however, this is not the reason for the failure of any systems. There are several other problems which are making local government systems a constant failure in the country, for example:

- a. The political heads of the local government system are considered as a threat to the provincial political powers because distribution of powers between provincial and districts governments are not clear in the legislation of the system.
 - b. There is a struggle for power between local bureaucrats and the political executives of the district. There are reports that political and bureaucratic disputes are rampant in all the district governments of not Khyber Pakhtunkhwa rather whole country.
 - c. The political heads of the district are not clear about their duties and functions. This makes the situation very disturbing for the government officers like District officers (DO's) and other provincial bureaucracy. Corrupt officers 'fish in the troubled water' and use things in their own favor but good officers become confused and don't understand whether to listen to their organizational heads or political governors.
3. *Lack of Coordination between Political and Government Officers:* Linked with the preceding point, there is no coordination system to bring the political and government workforces together into a single structure of local government for the area. This situation has created misunderstanding and confusions between district government and the bureaucrats. These disputes mostly convert into conflicts between different authorities which ultimately distort the work environment of local officers from both political and government domains.
4. *Problems of General Public:* If the political and bureaucratic officers are confused about the system then what can be expected from the general public. Every local government system in the country has tried to bring citizens involved in the affairs of local government so that they could be made accountable. The systems suggested several structures (like citizen community boards - CCBs) wherein citizens are supposed to become member and thereby practically perform functions of local government. There is very little trend to participate in these

committees or boards. Even those who register, they don't understand what to do and face multiple issues in playing their roles. District executive officers have to work in such environments, which is obviously very challenging.

5. *Terrorism*: For the last more than two decades (since the beginning of Afghan war), the whole region is in the fire of terrorism. People are using religion, language, culture, ethnicity and many other social attributes as the basis of achieving their ulterior objectives. Pakistan is playing a frontline role in the so called 'war against terror' but this is appearing very expensive particularly for the common people. Today insecurity has gone to the peaks. Every citizen is vulnerable to the terrorist attacks anywhere including roads, streets, markets, parks and even 'mosques.' Terrorism is damaging every citizen, private and public employees and even the rulers of the country.

V. DISCUSSION ON GLOBAL JOB SATISFACTION

Job satisfaction can be defined as the degree of feeling about the job and a kind of affective/emotional reaction to the working conditions/context of the job. Individuals at their early stages of employment usually experience low job satisfaction due to unfulfilled expectations. The employees when advanced in their careers gain maturity and work experience, which lead them to a more realistic level of expectations from their job (Tirmizi et al., 2008).

a) Common Issues

The concept of globalization in itself hints about the existence of common issues of the world states. The world community is increasingly becoming a global village with common interests, objectives, resources and thus common issues and problems. The citizens of a country are also the world-citizens as a member of world community. Thus, both the developed and developing countries have common problems as well as unique issues to handle. Similarly, job satisfaction of the workforce is a universal issue which is affected by both the national/local and international factors (Perry et al., 2006).

There are common as well as unique factors of job satisfaction. Work, pay, supervision, promotion, environment and co-workers are the universally tested variables as the determinants of job satisfaction of any type of employees in any organization working anywhere in the world. There are differences about the number of these factors of job satisfaction (DeVaney & Chen, 2003). In the developed world several other factors are also included in the questionnaires about the job satisfaction while in the developing states six basic factors are mostly used to measure the attitude.

Following are the leading common issues for the developed and developing states with regard to the job satisfaction of their workforce:

1. Job satisfaction is a globally common issue therefore all the countries have to give equal attention to the problem. Every organization working in any country has to constantly measure the levels of job satisfaction in their workforce because research have confirmed that high performance, productivity, involvement and commitment all depends on the degree of job satisfaction.
2. All the basic factors of job satisfaction (work, pay, supervision, promotion, environment and co-workers) are commonly used as the primary measures of job satisfaction throughout the world (Ellickson & Logsdon, 2001).
3. All the theories of motivation and job satisfaction are common to all the organizations in understanding, measuring and analyzing the degree and levels of job satisfaction among their employees. Content theories are used to understand and control the job satisfaction problems of physical workers while to manage job satisfaction of officers and knowledge workers, process models are most popularly applied in both advanced and developing countries.
4. Personality characteristics are constantly reported as the dominant factor in determining the job satisfaction of employees. Thus, the role of personality dimensions is common in all studies conducted either in developed or developing world (Sokoya, 2000).
5. It is also common to both the advanced and developing states that physical and knowledge workers have different trends of job satisfaction. The job satisfaction of physical workers (or blue collar employees) is mostly concerned with visible factors while knowledge workers (or white collar employees) are found insisting for recognition, self empowerment and career development.
6. There are demographic impacts on all the organizational attitudes of employees including the job satisfaction. A huge body of research around the world repeatedly reports that the demographic diversities based on age, experience, gender, education, race etc play dominant role in determining the organizational attitudes of any type of employees.
7. The factors of job satisfaction and demographic attributes of the employees are used as the predictors of the employees' attitudes towards the organization. This practice is very common to all the organizations around the world (William & Sandler, 1995; Saiyadain, 1996; Sokoya, 2000; Ellickson & Logsdon, 2001; Shah & Jaleese, 2004; Jiunn & Wu, 2005; Beyth-Marom et al., 2006; Hiroyuki et al, 2007). Researchers have used personal attributes of the employees, their demographic diversities as well

as the factors of job satisfaction as independents to predict positive (involvement and commitment) and negative (absenteeism and turnover) consequences of job satisfaction and dissatisfaction.

b) *Unique Concerns of the Developing Countries*

Besides the common concerns of job satisfaction, the developing states have to handle multiple issues which are unique to their own environment. For example, there is big gap of resources between the poor and advanced countries so it is not possible for the developing countries to provide same type of facilities to their employees as they get in the rich world. Developing states exist on the other side of 'Divide'. Whether it is 'economic-divide', political-isolation or digital-divide - the developing states are struggling to abridge this distance within their limited resources. Following is a list of the unique problems faced by the developing states in handling the job satisfaction of their employees:

1. There is lack of economic resources in the developing world. They are not free in providing sufficient resources to even simply manage their organizations at the basic level of operations. They give limited pay, below standard work facilities and environment and employees are constantly in a diversity of problems with reference to their job, pay, supervision, promotion, environment and co-workers. Thus, lack of resources is a big issue for the developing states which hinders in human resource management and development.
2. The problems of over population, low levels of literacy, political instability, and no or very slow growth rates are the unique problems for the developing nations which further aggravate the problems of job satisfaction in both the private and public sector organizations.
3. Western countries characterize individualism and autonomy while in the Asian context; collectivism and harmony are more prevalent (Williams & Sandler, 1995). Every employee is not supposed to take care of himself rather a big family of dependents, which definitely changes the satisfaction levels and degrees of every employee working either in public or private sector. For example, Chughtai (2008) notes that Pakistan can be considered as similar to China in terms their score on collectivism as well as power distance.
4. Qualification or education of employees plays dominant role in the developing world. People with higher education and particularly those with foreign qualification have differences with their counterparts. For example, foreign-returns and highly qualified workers are less satisfied than the others (Sokoya, 2000). The problem is that these 'foreign-returns' start expecting the behavior of advanced countries in their own state forgetting that developing countries have their own resources and

systems therefore have unique problems. The job satisfaction in the developing country must be analyzed in the perspective of native threats and opportunities.

5. Though demographic impacts are common to all countries however, the degree and intensity of their impact varies from advanced to less advanced states. In the developing nations, illiteracy changes the whole demographics of the communities. Thus, the advanced countries have less demographic differences than the poor world (Moynihan & Pandey, 2007). Due to lack of education, people are classified according to more demographic attributes than in the educated societies. In the developing countries, societies are strictly divided into groups based on language, color, race, economic status, religious sects and many other criteria.
6. Although six basic factors of satisfaction are similar to all the organizations and countries however, advanced states have moved up in the hierarchy of needs while poor nations are still struggling to handle traditional factors of job satisfaction. For example, pay is still a big issue in the developing world while rich states are working beyond pay at the social and psychological requirements of their employees (Crossman & Abou-Zaki, 2003). Since developing states are economically weak therefore they cannot raise their pay levels at par with the advanced countries. Every year government declares an increase in pay which is always less than the price index therefore the impacts are either nominal or marginalized by the increasing prices in comparison to additions in pay.
7. In the countries like Pakistan, the organizational rules and regulations and their implementation is yet not that much mature as it exists in the developed countries. Merit is not so much appreciated therefore promotions are still affected by corruption, nepotism and favoritism. Such practices make the personnel management a unique problem thereby requiring different treatment than the rich countries. The books and news papers have long been discussing bureaucratic problems of red-tapism, formalism, secretive-administration, and politicization of bureaucracy.
8. The reward systems in the developing countries are not compatible with the environment. There are several structures for this purpose. Government says something while practically something else happens. For example, recently government has fixed the minimum salary of a laborer equal to six thousand. But this is not being implemented practically by many of the private and public organizations. The private organizations save their expenses while public officers take their share in the pay of laborers.

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