

Appendix 1

A Study of Job Satisfaction Status on Civil Service Employees of Nepal

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Abstract—This quantitative study aims to examine the determinants of job satisfaction for Nepal's Civil servants. A survey was conducted with a sample of 300 government employees in Nepal for testing the overall job satisfaction level. In this study, questions were centred in five dimensions of job satisfaction like; salary and facility, supervision, promotion, work Opportunity, and Human relations. The result of result of study indicated that civil servants of Nepal have low level of job satisfaction concerning given salary and facilities but they have average satisfaction level in others dimension of satisfaction as supervisor, promotion, work opportunities and human relationship characteristics.

Keywords: *Motivation, Job satisfaction, Nepal, Civil Servant, Civil Service Employees.*

I. INTRODUCTION

Job satisfaction has been an ongoing interest for both researchers and managers (Bajpai&Srivastava, 2004; Cranny et al., 1992; Locke, 1976; Oshagbemi, 1999). Previous studies suggested that better job satisfaction would lead to higher performance, improved processes, increased productivity and enhanced commitment (Brayfield&Crockett, 1955; Laschinger, 2001; Petty et al., 1984), whereas low level of job satisfaction would create counter productive behaviors, such as withdrawal, burnout or absenteeism, turnover (Muchinsky&Tuttle, 1979; Porter & Steers, 1973; Spector, 1997). Despite its importance, the issue of job satisfaction and its implications for the public sector has received far less research attention (Ellickson, 2002; Pollock et al., 2000; Ibarra & Andrews, 1993). Most researches concerning the subject of job satisfaction have examined the workforce as a whole (e.g. Clark, 1996), or just focused on a private organization or specific sector, such as hotel (Sarker et al., 2003) or bank (Bajpai&Srivastava, 2004).

In order to fulfil the research gap, this study aims to investigate the job satisfaction of the civil servants in Nepal. Government workers are working in a unique environment, which is very different from those working in the private organizations, as government employees often found themselves working in a large, bureaucratic organization in which service-delivery

standards tend to be prescribed by rigid rules and regulations oriented towards standardized service and prevention of employee fraud. Employees often expect to spend their entire working lives in the organization. Salary increases and promotions are based on seniority or measured by absence of mistakes instead of high productivity or outstanding customer service. Training is often focused on learning the rules and the technical aspects of the job (Gage, 2000). As a result, public sector's jobs tend to be boring and repetitive and employees are reluctant to leave because they may not be able to find job elsewhere with comparable salary level. As a result, problem arises as government employees may develop the inertia to leave and are somehow forced to stay in the organization (Lovelock et al., 2005). Given that there is a great difference between private and public organizations; expected that the motivators for public workers would be very different from private sector workers. As a result, it is worth while to conduct an independent research to find out the motivators for public employees, which becomes the main objective study for this study. Even among the hierarchical and rigidly structured organizations, such as government organization, they have the responsibility to improve the work environment and make their organization as effective and efficient as possible. Job satisfaction has an important implication for the government administrators because improvements in employee's job satisfaction will contribute to the economic development (Metle, 2002), and enhance the quality of service provided (Michael &Jihong, 1999), which will lead to greater public satisfaction.

This research intends to enrich the current understanding about the behaviour of public sector employees by identifying the underlying job motivators. The raise issues would help government administrators in undertaking relevant measures and developing human resource management policies to eliminate the poor factors leading to job dissatisfaction.

II. LITERATURE REVIEW

Job satisfaction is commonly defined as the extent to which employees like their work (Agho et al., 1993; Price & Mueller, 1986). It is an attitude or feeling employees have towards their job (Stamps, 1997). Besides, the job itself seldom serves as a unitary attitude object (Adonisi, 2003). Job satisfaction is a collection of attitudes, not only towards the general/overall job,

but towards different facets/dimensions of the job (e.g. Hackman & Oldham, 1980; Knoop, 2001; Locke, 1976; McCormick & Ilgen, 1985; Robbins, 2001). For instance, an employee can be satisfied with some elements of the job (e.g. salary, company policy) while being simultaneously dissatisfied with others parts of their job (e.g. co-worker, supervisors). Even though most researchers agree that job satisfaction consists of workers' attitude towards different facets of work, different studies tend to include different determinants/facets of job satisfaction in their model.

The most often cited factors by researchers of job satisfaction include salary, promotion opportunities, working conditions, work characteristics, company policy and supervisors, etc (e.g., Spector, 1997; Ung, 1994).

Dominant theories of job satisfaction such as Herzberg's two factor theory, Maslow's hierarchy of needs theory propose that job satisfaction contains multiple dimensions (Herzberg et al., 1959; Maslow, 1954: 91). Most studies often define job satisfaction in terms of extrinsic and intrinsic types of rewards (Prothero et al., 1999). But some other studies have classified job satisfaction into two general sources of variables, environmental factors and demographic characteristics of the individual employee. Environmental factors are referred to conditions associated with the work itself or the work environment, while demographic characteristics consist of individual attributes and characteristics (Michael & Jihong, 1999). The demographic attributes of individual employees are strong predictor of job satisfaction in the workplace (Brunetto & Wharton, 2002; Ellickson, 2002; Michael & Jihong, 1999).

A. Extrinsic Factors

Extrinsic factors contain external reward (McCormick & Ilgen, 1985), which includes the payoff, such as money, that a person receives from others for performing a particular task and the payoff that comes from pleasing others' (Kinicki & Williams, 2003:379). It is also considered as 'investments' that organizations use to help strengthen the ties between their employees and the organizations (Behn, 1995). According to Romzek (1990), these investments include salary, performance bonuses, opportunities for career development and other fringe benefits as vacation, sick leave, medical plan and retirement benefits.

According to Bajpai & Srivastava (2004), job security is one of the most important ingredients of job satisfaction as secure job environment enhances the degree of job satisfaction.

B. Intrinsic Factors

Intrinsic factors are about the satisfaction and subsequent reward in performing the task itself. Intrinsic reward can be described as the experience of a sense of competence (McCormick & Ilgen, 1985). It is 'the satisfaction, such as feeling of accomplishment, a person receives from performing the particular task itself. The payoff comes from pleasing yourself' (Kinicki & Williams, 2003). In Herzberg's (1968)

study, he contemplated that intrinsic rewards or job satisfiers in his own term, were those aspects of work that were intrinsic to the employee and tended to promote feelings of happiness in the worker. Intrinsic factors include work itself, recognition, achievement, responsibilities, growth and advancement (Herzberg et al., 1959). In some other studies, intrinsic values include status, a sense of achievement, the ability to interact with others, self-worth, self-esteem, accumulation of knowledge/skills and the ability to utilize, express creativity, etc. (Herzberg et al., 1959; Prothero et al., 1999; Spector, 1997).

C. Social Factors

Extant management literature had emphasized the importance of achieving harmony between the organization and its members in order to enhance productivity and develop human capital (Maslow, 1954; Likert, 1967; Herzberg, 1966, 1968; Argyris, 1957). Individuals are motivated not only by their extrinsic needs, but also other social factors, such as social interactions (Hackman & Lawler, 1971; Hackman & Oldham, 1975, 1976; Ting, 1997). The relationships with coworkers and supervisors affect job satisfaction (Brass, 1981; Daley, 1986; Emmert & Taher, 1992). Since workers are human being, they need to have social interactions. Therefore, we believe that having friendly and supportive supervisors, coworkers and external clients can lead to increased job satisfaction. Social factor is even more important for the public than the private sector as some distinctive characteristics of public sector, including the stable jobs and secured employment, will make the public sector employees to have longer job tenure (most probably until retirement). Since their co-workers are quite permanent, we believe that satisfaction with co-workers, supervisors and external clients appear to be important in the case of government organizations.

III. RESEARCH METHODOLOGY

A standardised scale; Asha Job satisfaction scale (AJSS) was used for this study. This scale is used to measure job satisfaction focussing on various facilities and opportunities provide by a sector for the growth and development of its employees. The scale consisted 50 items and covered five dimensions as - Salary and facilities, Supervision, Promotion, Work opportunities and Human relations.

The data was collected from eastern, central, western, midwestern and far- western development regions of Nepal. In total there were 300 respondents including 150 gazetted officer and 150 non-gazetted employees. The sample had 27 female respondents. Among them 131 respondents had bachelor degree, 93 respondents had master's degree and 76 respondents had 10+2 level of academic qualification. The scale consisted statements regarding the different aspect of the job. As the response the respondent if agree with given statements s/he had to indicate as 1 and if disagree s/he had to assign 0 in the given column of response.

A. Duration of Data Collection:-

The data was collected from January, 2013 to January, 2014. In this study the researcher wanted to explore general level of job satisfaction of civil service employees of Nepal.

IV. RESEARCH FINDING

Distribution of level of job satisfaction among different job dimensions.

TABLE 1

Dimensions	N	Mean	S.D.	Variance	Job satisfaction level
Salary and facility	300	3.71	1.480	2.192	Low
Supervision	300	5.17	1.747	3.051	Average
Promotion	300	5.37	1.805	3.256	Average
Work opportunity	300	5.64	1.794	3.220	Average
Human relations	300	5.30	1.802	3.249	Average
Total	300	25.20	5.158	26.607	Average

The above table showed that civil service employees of Nepal were less satisfied from their salary and facilities as the mean score was found to be 3.71.

The civil service employees of Nepal were averagely satisfied regard the other 4 dimensions of work as the mean score for supervision, promotion, Work opportunity & Human relations were found to be 5.17, 5.37, 5.64, & 5.30 respectively. In overall the job satisfaction of Nepal government employees were found to be of average level as the mean value was 25.20. The Standard deviation of 5.158 indicated the high variation in the job satisfaction level.

V. CONCLUSION AND DISCUSSION

This study aimed to broaden the understanding about job satisfaction level of employees working in civil service of Nepal.

Citizens of modern societies often criticize government organizations for not doing enough in order to provide reliable and quality services to the people. For government officials, satisfactions with their job have strong implication for upgrading the quality of government services and have a direct impact on the quality of services given to the citizen. Therefore, management of public sector needs to find out the factors that determine employee job satisfaction so that suitable modern personnel policy decisions can be created in an effort to retain and attract quality employees.

Moreover, good packages of benefit and promotion should also be implemented to ensure employees' job satisfaction.

Opportunities for advancements are also important to increase servants' job satisfaction. Also, the criteria for promotion opportunities should be communicated clearly to all employees and should be implemented fairly. For enhancing satisfaction with co-workers and supervisors, supervisors can introduce more recreational activities for co-workers to participate in order to improve their relationships. The studies also suggested that as organizations become more complex and specialized, a teamwork environment must be created and maintained in order to foster a more cooperative and supportive relationships among employees (AlGore, 1994).

And this can be achieved by teaching managers how to communicate effectively with subordinates and educating employees the importance of communication. For instance, Supervisors should be encouraged to give feedbacks to subordinates about their performance, so that they know how to improve. *A. Salary and Facilities*

The compensation of work in term of salary and other allowances, fringe benefits, overtime made in accordance to one's role and responsibilities as well as the cost of living. In this study civil servants of Nepal were not well satisfied with the provided salary and facilities.

B. Supervision

The supervision or senior is able to motivate, support and train the subordinate, is tactful and knowledgeable so that the employees develop a sense of confidence in him. In this study civil servant of Nepal showed average level satisfaction to their supervision neither highly satisfied nor dissatisfied.

C. Promotion

There are ample opportunities for advancement and a reward system exists, where merit as well as seniority and work performance and geographical region number (which is categorised in certain number which is basic of remote) is given due consideration. Promotion is given as a right and system reveals that those who are eligible and worthy are certain that in due course of time and obtained numbers they will certainly be promoted. Regarding the Promotion dimension, civil servants of Nepal showed average level of satisfaction.

D. Work Opportunities

The work is arranged in accordance with the ability and interest of the individual. Employees get an opportunity to project their creative skills and take it as a challenge. Opportunities for initiative and innovation exist. In this study civil service employee of Nepal showed average level of satisfaction toward work opportunity.

E. Human Relations

Fulfilment of an employee's socio-psychological needs results in cordial human relations, which in turn boost up an employee's morale and job satisfaction atmosphere of cooperation, concern for each other and a team feeling prevails resulting in high

morale .In this study regarding the human relations dimension civil service employees showed average level of satisfaction. In overall, the Nepalese civil service employees showed average level of job satisfaction ie they had border line of average level.

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