

## Factors that influence job satisfaction among employees in public sector in Libya

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**Abstract:** Important factors that influence job satisfaction in the government organization are work environment, promotion and fairness. The association between these factors and job satisfaction have been established by previous studies in western countries. However, there is a lack of related studies in Libya that could extend the understanding of the relationship between these factors and job satisfaction. This study is conducted to address this gap. Specifically, the purpose of this study is to explore the factors that influence job satisfaction in Libyan public sector organizations. The data for this study has been collected from only one source which is the employees of public sector organization in Libya through a survey. The finding in this study shows that work environment, promotion and fairness have a significant role as predictors of job satisfaction in Libya. The finding clarify that management in public sector organizations in Libya need assure that the employees are well satisfied and they have the ability and encouragement to be satisfy and skills, in order to maximize job satisfaction the recently acquired satisfied and skills. This study extended the discussion and the understanding on the employee's factors that influence job satisfaction in public sector organizations in Africa continent, specifically Libya, a developing country in North Africa.

**Keywords:** work environment, promotion, fairness, job satisfaction, public sector in Libya

### INTRODUCTION

This study developed by the researcher's experience as an employee in the ministry of economy in Libya, one of the newly upgrade public sectors in Libya. Through the researcher's experience as a ministry of economy's employee, personal observation on the development of ministry of economy in Libya, via formal and informal discussions with many colleagues and prominent members of ministry of economy in Libya, thorough analyses of the literature. This study examined the relationship between employee job satisfaction and factors that influencing job satisfaction such as (work environment, promotion, fairness) within the ministry of economy in Libya. Furthermore, this study also investigates the consequence of overall job satisfaction. This ministry served as the population representing public sector employees in Libya. The motivation hygiene-theory of work motivation developed by Herzberg was part of the theoretical foundation of the study. Recently, pointed out that, in order to be successful, a company needs employees who will work toward the goals of the organization and who have a strong desire to remain in the company [46]. Work motivation is the force needed to achieve increased productivity and job satisfaction [36]. The goal is to increase the ministry of economy of Libya public servants, to enhance the quality of service, and job satisfaction, to make a breakthrough in the traditional bureaucracy, and to foster initiative, increase performance, innovation, encourage honesty and

responsibility, and increase achievements with the objective of providing service for all people. According to "Without satisfied employees it is impossible to produce world-class products and impossible to achieve satisfied and loyal customers" [21].

### LITERATURE REVIEW

This presents the literature review of factors of job satisfaction, which support the purpose of this study through exploring and summarizing the related literature.

The general aim of this study examined the relationships between the antecedents of job satisfaction, overall job satisfaction, and factors that influencing job satisfaction such as (work environment, promotion and fairness), job satisfaction as the consequence of satisfaction among employees of ministry of economy in Libya. Nevertheless, due to the inadequate number of Libyan resources found on each of the constructs and targeted group investigated in the current study, this study focuses on studies done mostly in other countries and in several different public sectors and occupations in Libya. The pertinent goal of the literature review is to examine important information about job satisfaction and its relationships with the antecedent and consequence variables.

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## Job satisfaction

For almost all organizations, employees are the vital resource and they represent an important investment, if they are satisfied and loyal to their jobs. Based on the organization's policy, management develops their bonus packages, appraisal and work system and training programs. Basically, these are designed to gain their loyalty for the organization and which leads to highest satisfaction level to their jobs. The longer an employee works in an organization the more valuable it will be and they will be loyal and satisfied with their jobs. From the past researches, the key organizational objective is Job satisfaction and is essential for higher competitive level and organizational success [16]. Defining the "Satisfaction" is, "final state of a psychological process" [16]. There is no worldwide definition of "job satisfaction", but it is a multi-dimensional concept which includes asset of favorable or unfavorable feelings, which the employees perceive from their jobs [40]. Job satisfaction is a new term, which tells that how much any person is satisfied and contented with their job. In past times jobs are not available like today's. People's jobs are already fixed what their ancestors were doing or what profession they belong to. Job satisfaction can also be observed general attitude of the employee towards his or her job. This shows that how much an employee is satisfied by his or her job. Explained job satisfaction as positive influence of employees towards their job. Job satisfaction has become the most significant and repeatedly studied attitude in the field of management sciences [47]. According to job satisfaction is the combined reactions based on psychological, physiological and environmental orders or disorders which makes an employee to say that he or she is satisfied or not [41]. on the other hand explained that job satisfaction is all about the feelings of a person about his or job [27]. Job satisfaction is a particular view of the work with which employees views their job and this view is affected by favorable and unfavorable feelings and attachments of one's work [42]. In the eyes of job satisfaction is the effective direction towards desired results [17]. Some researchers defined job satisfaction as the feelings of employees about their job [19]. indicated that it is all about reactions of the employees good or bad which are the results of comparison of actual and desired results [43].

**H1: There is low level of job satisfaction of the employees of ministry of economy in Libya.**

### Work environment:

The workplace is the physical location where someone works. Such a place can range from a home office to a large office building or factory. The workplace is one of the most important social spaces other than the home, constituting "a central concept for

several entities: the worker and his/her family, the employing organization, the customers of the organization, and the society as a whole ". Paul Jackson, Reima Suomi, The development of new communication technologies have led to the development of the virtual workplace, a workplace that is not located in any one physical space. Various studies in the past have tried to explain how the work environment in different areas plays an important role [44]. concluded that work environment has only really been discussed by people from the industrial perspective, meaning that the focus has primarily been on the physical sides such as noise, heavy lifts, toxic substances and their exposure [30]. found out was that the environment also plays an important role in the employee's decisions of either staying with or leaving the organization [31] also found that working environment played an important role in the employee's job satisfaction. Keeping in mind the findings of previous studies, the current study hypothesized that there exists a positive relationship between working environment and satisfaction [31].

**H2: Work environment is positively related to job satisfaction.**

### Promotion:

Promotion as a dimension of job satisfaction refers to the availability of opportunities for career advancement [3]. Career advancement may not necessarily be associated with hierarchical progress in the organization, but includes opportunities for lateral movement and growth (Cockburn and Haydn, 2004; Robbins, 2003) [5]. suggest that in order for promotion to be satisfying, promotion opportunities should fulfill the following: 1) The position should enhance a need for achievement; 2) The employee should feel the sense that he or she is being recognized in the organization, 3) He or she should assume more challenging responsibility [12]. In principle, ample opportunities for promotion are a vital contributor to job satisfaction because promotions contain a number of valued signals about a person's self-worth [24]. Such signals may be material (such as an accompanying raise), while others are social (recognition in the organization and increased prestige in the community) [14]. however, suggests that the ready availability of promotions administered according to a fair system contributes to job satisfaction [15]. According to there is a cultural and individual difference in what is seen to constitute a fair promotion system. Some employees may prefer a strict seniority system, while others may desire a system based strictly upon job performance. In addition, some people are more concerned with the opportunity for promotions than others [9]. also contends that these people feel that fair and ample opportunities will contribute most to job satisfaction [29]. Individuals who are unwilling or

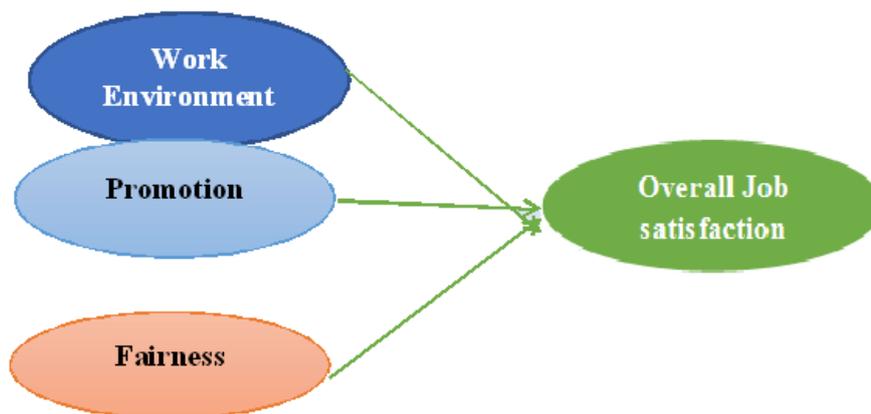
unable to accept the extra work or responsibility that accompanies promotion will probably be less concerned with opportunities and fairness, and these factors will exert less influence on their job satisfaction [18].

**H3: Promotion is positively related to job satisfaction.**

**Fairness:**

According to Noor (2009), there exists a good and positive relationship between fairness of work policies, insurance policies and working hours and job satisfaction [31]. Through a course of action based on work-life principle, a respond can find itself on a better position to be able to cater to the demands of customers for better service accessibility [31]. Through this, the organization can also reach tactics to work with the revolutionized ways that will end up satisfying both the employers and the employees Champion-Hughes (2011) [31]. On the basis of prior studies, the present study hypothesized that decreased level of fairness has a significant impact on job satisfaction in an organization. he defines fairness as equal treatment, receiving the same

On the basis of proposed hypotheses, the study framework is presented in figure 1.



**Fig-1: Research framework**

The sample of this study is the employees of Libyan public sector organizations (employees of economic ministry of Libyan government). Over a three months period (March to jun 2016), 400 employees , who have been sent by the public organisations in various areas such as ministry of economic and ministry higher education, etc [6]. In total 221 completed samples were collected from the employees. The majority of the participants were male. Of the 221 participants, 51.1% were male (n 113), and 48.9% were female (n 108). (58.4%) the Participants were aged (31-40) (n= 129) which is most represented in the result. followed by (20.4%) (n= 45) participants were aged (20-30). Participants who were aged (41-50) were (n=36) participants

services and benefits as other people [1]. Fairness means different things to different people, and our view of whether or not something is fair often depends on the circumstances [1]. Competent employees are essential to the success of any organization. An important factor driving satisfaction in the service environment is service quality. One school of thought refers to service quality as a global assessment about a service category or a particular organization [25]. Recently, it has been argued that satisfaction is generally viewed as a broader concept and service quality is a component of satisfaction [25]. This is because satisfaction derives from various sources, such as service encounter satisfaction and overall satisfaction. In other words, a little satisfaction from each service encounter leads to overall satisfaction with the service. Various studies discussed shows that job satisfaction has been studied with relevance to co-worker behavior supervisor behavior, pay and promotion, organizational factors and other work related factors. In some studies the employees were highly satisfied.

**H4: Fairness is positively related to job satisfaction.**

which represented (16.3)% of participants. And only (n= 11) participants were aged (51 and above) which represented (5 %) of participants. out Of the 221 participants, the majority of participants 28.5 percent (n=63) of them had 1-5 years work experience, 40.3 percent (n=82) had 6-10 years of work experience, and 13.6 percent (n=30) had 11-15 years of work experience. And 17.6 percent (N=39) had more than 16 years of work experience. Out of 221 participants, the majority of the participants (N= 45) were single which represented in 20.4% of the participants, and (N= 176) participants were marred which represented in only 79.6% of the participants. Out of 221 participants, the majority of the participants (N= 170) were bachelor which represented in 76.9% of the participants, and (N=

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11) participants were secondary which represented in only 5% of the participants, (N= 39) participants were postgraduate which represented in 17.6% of the participants, And only one participant were less secondary which represented in only .5% of the participants.

## **PROCEDURE**

The data for this study was collected from the respondents (employees of economic ministry of Libyan government) through survey. This technique has been chosen for some reasons such as could be created in short time (compared to another methods of data-collection ), Ability of gathering the data from a huge number of participants , much of questions can be asked regarding the topic, giving comprehensive flexibility in analyzing data and finally cost effective [13].

The questionnaires contained questions relating to all factors that have been mentioned in the model. This survey has been designed in English language and it has been transposed into the Libyan national language. The application of the translated version got better reading for the participants in the survey and increased the probability that the measurements would operate in this new target culture just as it had in the original culture in which it has been created [10]. In the Libyan context, to administer a questionnaire, the researcher had to meet with the participants to explain the purpose of the study and establish rapport before the participants would agree to respond to the questionnaire.

Immediately after attending the employees, each participant completed a survey to capture his / her reaction. This portion of the study also included a reminder that participants' identities would be kept confidential. An approval from the management of ministry of economy has been sought before distributing the questionnaire to the target respondents. The questionnaire has been distributed in person. In order to encourage participation from the respondents, researcher briefly explained the purpose of the study. Researcher also made it clear to the participants that participation in the research was voluntary and anonymity. This way was found very beneficial to illustrate any suspicion between participants in the survey and thereafter motivated the participant to be more open and sincere in his/her answers [37]. In addition, researcher explained to the participants how to complete the questionnaire and allowed them to take about 15-20 minutes to complete the questionnaire.

## **MEASURES**

### **Work environment**

Work environment is measured using nine items which have been developed by [38]. And reported a reliability of .87 for the scale, an example of the items: The decoration in the company make me feel comfortable. The measurement was used in previous studies and obtained a reliability of 0.73 [20].

### **Promotion**

Promotion is measured using six items, which developed by [38] who reported an alpha of .80, an example of the items: Promotion can be improve my work attitude. The measurement was used in previous studies [20] and obtained a reliability of 0.79.

### **Fairness**

Fairness is measured using four items which have been developed by [38]. And reported a reliability of .82 for the scale, an example of the items: The Company has a fair evaluation system, the measurement was used in previous studies [20] and obtained a reliability of 0.82.

### **Job satisfaction**

To measure the variable Job satisfaction six items were selected from scale adapted from the Michigan Organizational Assessment Questionnaire Satisfaction Subscale developed by [28]. And reported a reliability of .81 for the scale, Here is one example; All in all I am satisfied with my job. This instruments scale was used by previous studies, and obtained a high reliability; 0.89 in a study by [23].

## **DATA ANALYSIS**

Correlation matrix, descriptive statistic and cronbach's alphas, Table 1 show the correlation matrix, descriptive statistic and the significant level for the study variables in the framework. The variable means (M) range from 3.19 to 3.50 while the standard deviation (SD) for the variables ranged from .73 to .87. Table 1 also indicates that all the correlations between the constructs are positive. The value of the correlations ranged between .561 and .767. Work environment demonstrated a significant positive correlation with job satisfaction (0.561,  $p < .001$ ). Promotion demonstrated a statistically .significant positive correlation with job satisfaction (0.522,  $p < .001$ ) and fairness demonstrated a statistically significant positive correlation with motivation to transfer as well (0.575,  $p < .001$ ). All the correlations shown in the table were less than 0.90, according to [8] suggesting lower likelihood of multi collinearity.

**Table 1: Means standard deviation and correlation matrix**

Variable	M	SD	OWE	OPROM	OFAIR	OJSA
<b>OWE</b>	3.5003	.73825	1	.767**	.765**	.561**
<b>OPROM</b>	3.3113	.76593	.767**	1	.785**	.522**
<b>OFAIR</b>	3.1934	.87235	.765**	.785**	1	.575**
<b>OJSA</b>	3.4344	.79107	.561**	.522**	.575**	1

Notes: \*\* Correlation is significant at the 0.01 level

\* Correlation is significant at the 0.05 level

M = mean, SD= standard deviation WE = work environment; PRO = promotion; JS =job satisfaction.

**Table-2: Pilot items results**

Variable	Alpha	Number of items
<b>Work environment</b>	.82	9
<b>Promotion</b>	.84	6
<b>Fairness</b>	.87	4
<b>Job satisfaction</b>	.79	6

## HYPOTHESES TESTING

Regression analysis has been conducted to test hypotheses. Moreover, linear regression has been done to check which the variables are significantly contributing to the equation. The most important tables from the outputs are the model summary and ANOVA

tables. It shows the standardized beta coefficients that are interpreted similarly to correlation coefficients or factors weights. The sig opposite all the independent variables indicate whether the variable is significantly contributing to the equation for the depended variable.

**Table-3: Results of the regression analysis for the employees' factors**

Hypotheses	R2	SIG
<b>Work environment Job satisfaction</b>	.315	.000
<b>Promotion Job satisfaction</b>	.273	.000
<b>Fairness Job satisfaction</b>	.331	.000

## HYPOTHESES

**H1:** Work environment is positively related to job satisfaction. Table 3 shows that work environment is positively related to motivation to transfer ( $R^2 = .315$ ,  $P < .005$ ) Based on these two results H1 was supported. In other words, work environment has a positive and significant influence on job satisfaction.

**H2:** Promotion is positively related to motivation to transfer. As shown in table 3 promotion was positively related to job satisfaction ( $R^2 = .273$ ,  $P < .005$ ) Based on these two results H2 was supported. In other words, promotion has a positive and significant influence on job satisfaction.

**H3:** stated that fairness is positively related to job satisfaction. The results in table 3 indicate that fairness was positively related to job satisfaction ( $R^2 = .331$ ,  $P < .005$ ) Based on these two results H3 was supported. In other words, fairness has a positive and significant influence on job satisfaction.

## FINDINGS AND DISCUSSION

This study proposed that the employees' factors (work environment, promotion and fairness) are going to be positively related to job satisfaction. They

are more likely to be satisfied to focus those factors. The results from the regression analysis indicates that work environment was positively and significantly related to job satisfaction, which is consistent with the previous studies that suggested employees who have high level of work environment they have attended are job satisfaction. These findings provide further empirical proof to the body of literature and apply of a sample drawn from employees of economic ministry of Libyan government provide cross-validation of the past empirical finding related mostly to western private sector organizations.

Moreover, the study additional proposed that promotion is positively related to job satisfaction. It has been supported in the analysis result and indicated that promotion is positively and significantly related to job satisfaction, which consistent with past researches that suggested when employees have confidence in their promotion, they are increasingly more satisfied [22].

Furthermore, the current study hypothesized that fairness will be positively related to job satisfaction. The outputs of the current study indicated

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that fairness was positively and significantly related to job satisfaction. Which consistent with past studies that have found that satisfied employees were extremely satisfied and tied by to fulfillment a positive job satisfaction to the work place [38] have mentioned that satisfied employees have a high level job. The main administrative implications of the current study is including the truth that companies and organizations should focus on factors that influence employees to be high level of job satisfaction, managing and providing budgets for employees satisfaction, but also have to guarantee that factors have job satisfaction. And the organizations should concentrate on the employees' capacity and their confidence. Additionally, organizations must be aware that each act taken by the organization and companies could impact the attitudes and behaviors of the employees inside the company or organization. Past studies it is a significant factor that promotes the worker's intention to apply what he/she has acquired from job satisfaction to his/her job [11]. This study extended the discussion and the understanding on employees factor that impact job satisfaction on the job at the public sector organizations in Africa countries, especially Libya, developing country in North Africa. Because of the lack of studies related to job satisfaction, the outputs of the current study could be considered as temporary until additional researches are conducted. After time studies could re-test the identified relationships in other contexts to verify the finding of the current study.

#### **LIMITATIONS AND SUGGESTION FOR FUTURE STUDY**

The main constraint of the current study applies only a quantitative research design; researcher used a questionnaire survey technique to collect data. For Future studies have to consider that gathering data from the respondents must be deeper using qualitative design. Applying quantitative method can provide a big chance for more in-depth and a richer caption of why job satisfaction outputs to the job setting. In addition, the current study was the fact that the researcher has gathered the data at one point of time, employing a cross-sectional method. So, it is needful for the future studies to re-examine these results in a longitudinal studies. According to Chiaburu, et al. [45] they argued that longitudinal method is more convenient than cross-sectional method in terms of generating causal derivations, according to pre-existing theory and experimental data generalization of the results of the current study beyond the current organizations has examined here is limited. The researcher has gathered the data of the current study from the public sectors organizations in Libya and it have to be regarded to replicate the suggested model in another type of organizations like the private sector organizations. Former study has shown empirical evidence that the

factors linked with job satisfaction outcomes vary significantly among the public and private sectors [4]. By testing all these variables presented in the model of this study in various environments like these in the private sector, a more consistent view of their functions on job satisfaction could be acquired [7].

#### **CONCLUSION**

The current study comes with a fundamental knowledge and promotes the understanding of job satisfaction issued in a North Africa countries, specifically public sector organizations in Libya. The current study also comes with experimental proof for the significance of employees factors (work environment, promotion, fairness) to maximize the job satisfaction to the job setting. Specifically, this study has found those employees who are satisfied to their job these acquired aspects to their job setting. This study has found also that the employees who believe in their factors are more satisfied in their job. Furthermore, the current study also suggested that satisfied employees were highly motivated and tied by to fulfilment a positive. Despite, the outputs was bounded to the context of public sector organizations in Libya; it could be a signal to another organization and help them increasing the outputs of job satisfaction development the organizations have made in their workers.

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