

Job Satisfaction of District Officers: A Global Perspective

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Abstract

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.

Index terms— characterized, summarize, management.

1 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

Author : e-mail: sattarmpadik@gmail.com 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.

2 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.

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

51 3 a) Introduction

52 There are many variables, which affect job satisfaction of employees, some are discussed here. Some see the
53 job satisfaction of employees from one angle and some from others, for example, organizational involvement and
54 commitment, locus of control and personality types, stress management as well as from the demographic points
55 of view based on employees age, race, nationality, gender and education (Weidmer, 1998). Dissatisfied workers
56 show an increased propensity for counter productive behaviors, including withdrawal, burnout and workplace
57 aggression (Ellickson & Logsdon, 2001; Eliason, 2006; Moynihan & Pandey, 2007). 0 3 () A 69 ()

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

81 The research reveals that personality type is more related with the stress management of males than females.
82 Furthermore, female workers are less satisfied with their work their male counterparts as well as core lower on the
83 questions about physical and mental health of the employees (Weidmer, 1998). Organizational factors-that is,
84 having adequate work equipment, resources, and training opportunities and an equitable workload distribution-
85 also significantly and positively affect employee job satisfaction (Rocca, & Kostanski, 2001). Organizational
86 variables relating to the facilities for work, required resources, well-distributed workload, proper training
87 opportunities etc, determine the organizational attitudes of job satisfaction the findings of a study show that
88 the job satisfaction of public sector employees (like municipal employees) is found more dependent on the
89 environmental factors and not on their personal characteristics. So the most powerful and decisive factor in
90 the job satisfaction of civil servants is the creation of best employee-environment fit (Ellickson & Logsdon, 2001).
91 However, other researchers suggest that demographic factors, in particular age, gender, and education should be
92 investigated further ??Kuchinke et al., 2009).

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

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

108 4 b) Leading Issues

109 However, determining job satisfaction requires fairness in work, procedural justice, organizational procedures, and
110 policies used to make important work decision. If decision makers are courteous, give feedback and opportunities
111 for self-expression, and discuss decision-making procedures with subordinates. The dissatisfaction results in the
112 form of exhausting exchanges, and emotional exhaustion are a primary indicator of burnout (Weidmer, 1998).
113 There are very limited studies about the job satisfaction of employees in different public sector organizations in
114 both the developed and developing states. Most of the research is about the private sector employees however,
115 now the scenario is changing and governments and academicians are turning to the role of public sector in
116 development therefore public servants' job satisfaction is becoming a top line issue for researchers (Ellickson &
117 Logsdon, 2001; Rocca, & Kostanski, 2001). The results of studies on public sector organizations in USA indicate
118 several problems of job satisfaction. For example, a study of municipal public servants suggests that governments
119 have to restructure and reengineer the procedures for performance evaluation in the public sector organizations.
120 There is need to so design the work environment that it generates trust among the workers with each other
121 and with the organization. There is acute requirement of empowering the employees by delegating powers to
122 make them feel the owners of their job and organization (Ellickson and Logsdon, 2001). Thus, although several
123 independent studies conducted among US workers over the past thirty years, generally indicate that workers are
124 satisfied with their jobs (Kim, 2004; Robbins & Coulter, 2005:374) there are multiple issues which need to be
125 addressed by the nations in the advanced world. The literature on human resource management, motivation
126 and commitment of employees and job satisfaction strongly support the hypotheses that personal attributes and
127 context of the work both collectively determine all the organizational attitudes of the workforce (Moynihan &
128 Pandey, 2007). In a study of three European countries (Germany, Poland and Russia) the researchers found
129 many striking results, for example, all the respondents showed low importance of employer-organization. This
130 finding suggests the presence of decreased number of years of tenure with the same employer, and predominant
131 orientation towards one's career and life interests as opposed to company/organization orientation. In Germany,
132 this phenomenon is often labeled as "American conditions", meaning a loosening of protective as well as restrictive
133 labor laws, higher incidences of industry-wide job shifts and displacements, lessening of life-time employment
134 arrangements, higher levels of flexible work arrangements, decrease in the role of labor unions, and, in general,
135 a weakening of the psychological contract that once clarified and codified mutual obligations and rights between
136 employees and employers (Kuchinke et al., 2009).

137 5 III.

138 6 Job Satisfaction in the Developing Countries

139 Like developed countries, the developing world is also well aware of the importance attached with job satisfaction.
140 Such studies are being managed in every developing state to manage the attitudes of their workforce in public as
141 well as private sector organizations. Most of the studies aim at unearthing the nature, process and consequences
142 of job satisfaction and dissatisfaction. For example, in Nigeria research have been reported on 'burnout, job
143 satisfaction and work situations' (Agunga et al., 1997); person-related variables of job satisfaction in public
144 sector organizations and their impacts on the theory and practice of management in the developing countries
145 (Tella et al., 2007).

146 Likewise, Mulinge, (2000) explored job satisfaction and organizational commitment in Kenya and Euan, (2007)
147 in Tanzania. Similarly, in Malaysia Saiyadain (1996)

148 7 a) Introduction

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

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

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

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

177 People who are more internally oriented see themselves as being responsible for events that occur. Those who
178 are more externally oriented attribute the cause of events to luck, chance, fate, or powerful others. In other
179 words, people with an internal locus of control generally think that things happen because of their own choices
180 and actions. Externals, on the other hand, generally perceive that factors outside of themselves are the reason
181 that events happen in their lives. Internals are more likely to be more satisfied than externals for four reasons.
182 First, internals are more likely to leave a dissatisfying job to seek positions that they find satisfying. Second,
183 internals perform better and are therefore more likely to receive more satisfying outcomes. Third, internals are
184 likely to be promoted and receive raises more quickly, again leading to the likelihood that they will receive more
185 satisfying outcomes. Finally, internals are likely to stay in positions and organizations that gives them control
186 which, in turn, allows them to experience a satisfaction of cognitive consistency between their psychological
187 preferences and job experiences (Daniel et al., 1997).

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

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

202 9 b) Leading Concerns

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

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

211 Although the job satisfaction is a universal problem and both developed and developing countries are struggling
212 to understand the issue and devise most effective measures to handles different issues of their employees'
213 involvement, commitment, absenteeism, and turnover through creating and maintaining job satisfaction.
214 However, due to environmental differences developing countries are having different concerns than the advanced
215 world. Following are the leading issues of developing states with reference to job satisfaction of their employees:
216 1. Shortage of Economic Resources: As the title shows that developing countries are not yet developed. So they
217 have shortage of economic resources to meet their requirements. For example, their salary systems and structures
218 are neither according to international standards nor based on the principles of equality. The employees work in
219 the bad working environments with very poor facilities even to perform their jobs. The salaries are very low, work
220 conditions are poor, merits are not observed in appointments and promotions and people are mentally disturbed
221 due to multiple problems.

222 2. Corruption: Developing countries have higher levels of public corruption. For example, there have been
223 recent surveys by 'Transparency International' (Transparency International, 2010) about the levels and degrees
224 of corruption in Pakistan. The government of Khyber Pakhtunkhwa (KPK) has been found the most corrupt
225 government among all provinces of the country. This corruption has become the main source of job dissatisfaction
226 particularly among the public servants of the province. Corruption happens in different styles, for example, at the

227 time of appointment bribes are given to get 'highly paid' jobs. These highly paid jobs are actually the factories
228 of corruption. So one who is appointed with corruption will definitely do corruption as a ritual.

229 **10 Political Interference and Instability:**

230 Another feature of the developing countries is the political interference in public administration and political
231 instability resulting into the frequent change of governments from democratic to dictatorial and then otherwise.
232 Under democratic governments, public servants are treated as the servants of politicians while dictators use them
233 as their spearheads to rule the country. In Pakistan, for example, under democracy political appointments,
234 transfers and promotions become commonplace. When there is martial law then all bureaucracy becomes servant
235 of a single person.

236 **11 Dysfunctions of Bureaucracy:**

237 Most of the developing countries have remained the colonies of previous western powers (for example, British
238 in Asia and France in Africa). Most of them still using the colonial models of bureaucracy with very nominal
239 changes. Obviously, those bureaucratic models best suited the objectives of foreign powers but they can never
240 be helpful to the local governors unless they think themselves as 'Desi-Goras'. This perception has created a so
241 called 'Bureaucratic-Elites' who perceive themselves in the shows of their colonial lords. In Pakistan, for example,
242 the so called elites try their level best to recruit (or promote or transfer) their own kids, relatives, friends and
243 supporters on the important posts in any department or on any post with the chances of benefits other than legal
244 ones.

245 IV.

246 **12 Job Satisfaction in Pakistan**

247 In Pakistan, a diversity of research projects has been conducted and the same continues to measure and analyze
248 the job satisfaction of employees in both public and private sectors of Pakistan. Most of them used survey
249 methods (with questionnaire and interview as data collection tools) to record the attitudes of job satisfaction and
250 organizational commitment (Bodla & Naeem, 2004); levels of job satisfaction (Shah & Jalees, 2004); demographic
251 impacts on organizational support and motivation (Qammar et al., 2006); organizational commitment ??Chughtai
252 & Zafar, 2006); the relationship of performance appraisal with productivity and job satisfaction (Khan, 2006)

253 **13 a) Introduction**

254 Thousands of the published research articles and dissertations report that job satisfaction is related to
255 performance, productivity, organizational commitment, retention and turnover of the employees (Bodla &
256 Naeem, 2004). Job satisfaction has been the focus of many researchers measuring employee commitment level,
257 organizational turnover and absenteeism.

258 Organizations want their employees to be satisfied to become more productive and efficient (Shah & Jalees,
259 2004). Tirmizi et al., ??2008) tried to find out the relationship between the criteria of job satisfaction and age
260 and tenure of white collar employees working in organizations operating in the area of Rawalpindi and Islamabad.
261 It was found there exists a negative relationship between age, tenure and job satisfaction of white collar workers.

262 Bashir & Ramay (2008) explored the factors of organizational commitment among IT-Professionals in Pakistan.
263 research revealed that procedural justice, information sharing and work policies are the critical to lower turnover
264 rates of the professionals. They prefer challenging work, advancement in their career. While, Bodla & Naeem
265 (2004) Chughtai & Zafar (2006) conducted a study for determining whether personal attributes of the employee,
266 factors of job satisfaction and organizational justice determine the change in the teachers' commitment working in
267 Islamabad, Rawalpindi, Peshawar and Lahore. They found that the demographic attributes like education, age,
268 marital status, tenure and belief in organization are criterion variables to define job satisfaction and commitment.

269 **14 b) Major Problems of Job Satisfaction in the Country**

270 Job satisfaction is a measure of the balance between expectations and outcomes because organization is a social
271 system where every participant benefits including employees and customers (Khan, 2006). Job satisfaction
272 represents attitude rather than a behavior. Job satisfaction is taken as dependent variable because of two
273 reasons. First, is its demonstrated relationship to performance factors and, second is the value preferences
274 held by organizational behavior researchers ??Tirmizi et al., 2008). Researchers have confirmed the relationship
275 between job satisfaction and personal characteristics of the employees like university teachers (Chughtai & Zafar,
276 2009). The empirical data about the human resources in Pakistan gives the impression that as more resources
277 are becoming available, the income is climbing up, the country is passing through a second phase of demographic
278 change (Economic Survey, 2006-07). This evidence shows that the overall economy of Pakistan is on the rise
279 which will certainly create more jobs in the country. This will invite more researchers to evaluate and analyze
280 the phenomenon of job satisfaction in the country ??Tirmizi et al., 2008). There are reports that the number of
281 female workers is increasing in Pakistani organizations in both public and private sector however, it is still a bare
282 fact that males are obviously larger in number therefore they dominate (Bashir & Ramay, 2008). Most of the

283 period characterized by dictatorial rules. Even the democracies have been nominal in the sense that democratic
284 rulers wanted to stay in power for the prescribed period without giving any performance and services to their
285 voters. Most of the democratic governments were dismissed by dictators on the charges of 'Corruption' and
286 'Maladministration.' These crises have seriously affected the public servants including those working at the local
287 government levels.

288 15 c) The Problems of Job Satisfaction in

289 16 Frequent Changes in the Local Government Systems

290 Another problem is special to the District Officers in Pakistan are the continuous changes in the local government
291 structures and operations over history of the country. Three local government systems have been introduced in
292 the country during her lifetime of over sixty years. Unfortunately, all of these systems were introduced by
293 dictators or Martial law administrators therefore none of the political parties like them however, this is not the
294 reason for the failure of any systems. There are several other problems which are making local government
295 systems a constant failure in the country, for example: a. The political heads of the local government system are
296 considered as a threat to the provincial political powers because distribution of powers between provincial and
297 districts governments are not clear in the legislation of the system. b. There is a struggle for power between local
298 bureaucrats and the political executives of the district. There are reports that political and bureaucratic disputes
299 are rampant in all the district governments of not Khyber Pakhtunkhawa rather whole country. c. The political
300 heads of the district are not clear about their duties and functions. This makes the situation very disturbing for
301 the government officers like District officers (DO's) and other provincial bureaucracy. Corrupt officers 'fish in
302 the troubled water' and use things in their own favor but good officers become confused and don't understand
303 whether to listen to their organizational heads or political governors.

304 17 Lack of Coordination between Political and

305 Government Officers: Linked with the preceding point, there is no coordination system to bring the political
306 and government workforces together into a single structure of local government for the area. This situation
307 has created misunderstanding and confusions between district government and the bureaucrats. These disputes
308 mostly convert into conflicts between different authorities which ultimately distort the work environment of local
309 officers from both political and government domains. Terrorism: For the last more than two decades (since the
310 beginning of Afghan war), the whole region is in the fire of terrorism. People are using religion, language, culture,
311 ethnicity and many other social attributes as the basis of achieving their ulterior objectives. Pakistan is playing a
312 frontline role in the so called 'war against terror' but this is appearing very expensive particularly for the common
313 people. Today insecurity has gone to the peaks. Every citizen is vulnerable to the terrorist attacks anywhere
314 including roads, streets, markets, parks and even 'mosques.' Terrorism is damaging every citizen, private and
315 public employees and even the rulers of the country.
316 V.

317 18 Discussion on Global Job Satisfaction

318 Job satisfaction can be defined as the degree of feeling about the job and a kind of affective/emotional reaction
319 to the working conditions/context of the job. Individuals at their early stages of employment usually experience
320 low job satisfaction due to unfulfilled expectations. The employees when advanced in their careers gain maturity
321 and work experience, which lead them to a more realistic level of expectations from their job ??Tirmizi et al.,
322 2008).

323 19 a) Common Issues

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

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

336 Following are the leading common issues for the developed and developing states with regard to the job
337 satisfaction of their workforce: 1. Job satisfaction is a globally common issue therefore all the countries have to
338 give equal attention to the problem. Every organization working in any country has to constantly measure the

339 levels of job satisfaction in their workforce because research have confirmed that high performance, productivity,
340 involvement and commitment all depends on the degree of job satisfaction. A 2014 0 3 () A75
341 ()
342 A as the factors of job satisfaction as independents to predict positive (involvement and commitment) and
343 negative (absenteeism and turnover) consequences of job satisfaction and dissatisfaction.

344 20 b) Unique Concerns of the Developing Countries

345 Besides the common concerns of job satisfaction, the developing states have to handle multiple issues which are
346 unique to their own environment. For example, there is big gap of resources between the poor and advanced
347 countries so it is not possible for the developing countries to provide same type of facilities to their employees as
348 they get in the rich world. Developing states exist on the other side of 'Divide'. Whether it is 'economic-divide',
349 political-isolation or digital-dividethe developing states are struggling to abridge this distance within their limited
350 resources. Following is a list of the unique problems faced by the developing states in handling the job satisfaction
351 of their employees: 1. There is lack of economic resources in the developing world. They are not free in providing
352 sufficient resources to even simply manage their organizations at the basic level of operations. They give limited
353 pay, below standard work facilities and environment and employees are constantly in a diversity of problems with
354 reference to their job, pay, supervision, promotion, environment and coworkers. Thus, lack of resources is a big
355 issue for the developing states which hinders in human resource management and development. 2. The problems
356 of over population, low levels of literacy, political instability, and no or very slow growth rates are the unique
357 problems for the developing nations which further aggravate the problems of job satisfaction in both the private
358 and public sector organizations. 3. Western countries characterize individualism and autonomy while in the
359 Asian context; collectivism and harmony are more prevalent (Williams & Sandler, 1995). Every employee is not
360 supposed to take care of himself rather a big family of dependents, which definitely changes the satisfaction levels
361 and degrees of every employee working either in public or private sector. For example, ??hughtai (2008) notes
362 that Pakistan can be considered as similar to China in terms their score on collectivism as well as power distance.
363 4. Qualification or education of employees plays dominant role in the developing world. People with higher
364 education and particularly those with foreign qualification have differences with their counterparts. For example,
365 foreign-returns and highly qualified workers are less satisfied than the others (Sokoya, 2000). The problem is
366 that these 'foreignreturns' start expecting the behavior of advanced countries in their own state forgetting that
367 developing countries have their own resources and systems therefore have unique problems. The job satisfaction
368 in the developing country must be analyzed in the perspective of native threats and opportunities. 5. Though
369 demographic impacts are common to all countries however, the degree and intensity of their impact varies from
370 advanced to less advanced states. In the developing nations, illiteracy changes the whole demographics of the
371 communities. Thus, the advanced countries have less demographic differences than the poor world (Moynihan
372 & Pandey, 2007). Due to lack of education, people are classified according to more demographic attributes
373 than in the educated societies. In the developing countries, societies are strictly divided into groups based on
374 language, color, race, economic status, religious sects and many other criteria. 6. Although six basic factors of
375 satisfaction are similar to all the organizations and countries however, advanced states have moved up in the
376 hierarchy of needs while poor nations are still struggling to handle traditional factors of job satisfaction. For
377 example, pay is still a big issue in the developing world while rich states are working beyond pay at the social
378 and psychological requirements of their employees (Crossman & Abou-Zaki, 2003). Since developing states are
379 economically weak therefore they cannot raise their pay levels at par with the advanced countries. Every year
380 government declares an increase in pay which is always less than the price index therefore the impacts are either
381 nominal or marginalized by the increasing prices in comparison to additions in pay. 7. In the countries like
382 Pakistan, the organizational rules and regulations and their implementation is yet not that much mature as it
383 exists in the developed countries. Merit is not so much appreciated therefore promotions are still affected by
384 corruption, nepotism and favoritism. Such practices make the personnel management a unique problem thereby
385 requiring different treatment than the rich countries. The books and news papers have long been discussing
386 bureaucratic problems of red-tapism, formalism, secretive-administration, and politicization of bureaucracy. 8.
387 The reward systems in the developing courtiers are not compatible with the environment. There are several
388 structures for this purpose. Government says something while practically something else happens. For example,
389 recently government has fixed the minimum salary of a laborer equal to six thousand. But this is not being
390 implemented practically by many of the private and public organizationns. The private organizations save their
391 expenses while public officers take their share in the pay of laborers.

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²Job Satisfaction of District Officers: A Global Perspective



Figure 1:

employees are more satisfied with job than senior counterparts.
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Figure 2:

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