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«MASTER IN BUSINESS ADMINISTRATION »

MASTER THESIS

Organizational Culture and Professional Satisfaction in Multicultural Organizations

STUDENT NAME:
MARIOS KARVELLAS

SUPERVISION NAME:
CHRISTIS HASSAPIS

MAY 2019

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Abstract

The purpose of this thesis is to analyze the Organization Culture and how it affects the Professional satisfaction in multicultural organizations.

The analysis is done for a multicultural company in Cyprus in order to understand the level of the professional satisfaction and analyze to which extend the employees are satisfied with the workplace and the job they are actually doing. For this purpose, we tried to analyze based on the demographic factors such as gender, age, educational level, years of serving the company and the nationality of employees on each dimension of the organization.

For the analysis of the data a survey was constructed which is consisted by the demographic factors on the first part and the second part from 36 questions based of the organization dimension we want to analyze. The dimension we wanted to analyze are 9 and each of it is consisted by 4 questions

The survey has a participation of 74 employees which are working on delivery department only of the multicultural organization and data were collected in March 2019.

Through the survey and analysis that was done we came into the results that the professional satisfaction of the employees can be described as slightly good. Demographic factors in general has an impact but the impact of each can be different on each dimension. Of course, the organization should consider the results and trying to increase the professional satisfaction on this department. All results and conclusions are mentioned on the specific sections on this thesis where more analysis can be seen.

Περίληψη:

Σκοπός αυτής της εργασίας είναι να αναλύσει την οργανωσιακή κουλτούρα και το ποιά ειναι επιδρασή της στην επαγγελματική ικανοποίηση σε πολυεθνικές οργανώσεις.

Η ανάλυση γίνεται για μια πολυεθνική εταιρεία στην Κύπρο, προκειμένου να κατανοήσει το επίπεδο της επαγγελματικής ικανοποίησης και να αναλύσει σε ποιο βαθμό οι εργαζόμενοι ικανοποιούνται με το χώρο εργασίας και την δουλειά που κάνουν. Για το σκοπό αυτό, προσπαθήσαμε να αναλύσουμε με βάση τους δημογραφικούς παράγοντες όπως το φύλο, την ηλικία, το εκπαιδευτικό επίπεδο, τα έτη υπηρεσίας στην εταιρείας και την εθνικότητα των εργαζομένων σε κάθε διάσταση του οργανισμού.

Για την ανάλυση των δεδομένων δημιουργήθηκε μια έρευνα η οποία αποτελείται από δημογραφικούς παράγοντες στο πρώτο σκέλος και το δεύτερο σκέλος αποτελείταο απο 36 ερωτήματα που βασίζονται στις διαστάσεις που θέλουμε να αναλύσουμε. Η διαστάσεις που θέλαμε να αναλύσουμε είναι 9 και κάθε μία από αυτές αποτελείται από 4 ερωτήσεις

Η έρευνα είχε την συμμετοχή απο 74 εργαζομένων οι οποίοι εργάζονται αποκλειστικά στο τμήμα διανομής της πολυεθνικής εταιρίας και τα στοιχεία συλλέχθηκαν τον Μάρτιο του 2019.

Μέσα από την έρευνα και την ανάλυση που έγινε, καταλήξαμε στα αποτελέσματα ότι η επαγγελματική ικανοποίηση των εργαζομένων μπορεί να χαρακτηριστεί ως ελαφρώς καλή. Οι δημογραφικοί παράγοντες γενικά έχουν αντίκτυπο, αλλά ο αντίκτυπος του καθενός μπορεί να είναι διαφορετικός σε κάθε διάσταση. Φυσικά, ο οργανισμός θα πρέπει να εξετάσει τα αποτελέσματα και να προσπαθήσει να αυξήσει την επαγγελματική ικανοποίηση σε αυτό το τμήμα. Όλα τα αποτελέσματα και τα συμπεράσματα αναφέρονται στα συγκεκριμένα τμήματα της παρούσας εργασίας όπου μπορείτε να δείτε πως εχουν γίνει οι αναλύσεις και όλα τα στατιστικά στοιχεία.

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1. Introduction

The purpose of the dissertation is to study the organization culture and its effect on Professional Satisfaction in multicultural organization. To achieve that we will analyze the terms of organization culture and professional Satisfaction and through the analysis we will see the impact of it. In order to achieve that, a questionnaire will be constructed, and the results will be analyzed.

Organizations needs to convey the employees that it wants to be responsive to its culture, in likewise manner, employees want to feel that their working environment is friendly even though there might be cultural differences. Many organizations focus on strategies to reach out to the larger demographic of stakeholders, including culturally and linguistically diverse clients and customers which actually this assist at improving the multicultural environment in that company. Meeting the challenges of multicultural issues, organizations must have effective communications and collaborations among the various segment to address the problems if any and as a result should be co-workers from various cultures work effectively with each other and see how they contribute to the success of the firm.

Organizations on the other hand needs to growth in the market and also to increase their earnings from a financial aspect. In this matter Organization are trying to make sure that the organization culture chosen is the correct one and is empowering the professional satisfaction of the employees. There is a direct relationship between the quantity and the quality of services an organization delivers and the ability of that organization to provide a just working environment for all its employees. For an organization to be multicultural, it must reflect the contributions and interests of diverse cultural and social groups in its mission, operations and in its services.

Professional Satisfaction can affect to a great extend the organization goals as this has to do with how an employee will response on the daily work. Organization culture attributes need to match to the employee's values and the culture to provide the tools to employees in order to work with efficiency and professionalism. Satisfied employees are contributing a lot the organization success and are more committed to their jobs which this an important factor on increasing the organization financials.

Over the years the Human Resource Management has focused more on developing and maintaining human resources, on equal treatment of employees, on teamwork and on team spirit. It also focuses on pay based on employee performance, rewarding system and motivation of the employees. Finally, creating performance incentives as well as creating a safe and enjoyable work environment is also an important goal of the Human Resources Management.

2. Organizational culture

2.1.   Definition of Organizational culture

The origin of the culture in the organizational context was introduced back in 1951 by Elliott Jaques. A case study was done for a factory and was concerned with the description, analysis, and development of the corporate group behaviors. By early 80s the term of corporate culture became widely known and started already to be used in organizations by the managers and a lot of academic researches and since it was newcomer term for each one separately this caused a different concern (Elliott, 1951). This is because the concept of the organizational culture has a strong effect on performance and effectiveness in organizations (Denison & Mishra, 1993).

Organizational culture has many similarities to the concept of culture which has to do with the characteristics of each individual person way of thinking, feeling and doing things. Every social unit that has a shared history have developed a culture. Culture is a set of basic assumptions that have been developed by a community or individual person to overcome problems which has to do with internal or external integration. (Schein, 2004).

Those personal things are the ones which are making the culture of each individual person and are define the behaviors in each situation. As in culture the organizational culture is born from the regulations, beliefs and the values. Those are differentiating the attitude of both managerial executives and employees about the way of dealing with work problems, competitors, customers and daily working tasks. This is what distinguishes the members of one organization but in more collective form and can affect an organization in many ways same as an individual person culture can affect his behavior and moral. (Hofstede, Hofstede, J. & Minkov, 2010).

As per Robbins. S and Judge. T (2011) the seven primary characteristics to capture the essence of an organizational culture are the below:
- **Innovation and risk taking:** This refers to the degree to which employees are encouraged to be innovative and take risks.
- **Attention to detail:** The degree to which employees are expected to exhibit precision, analysis, and attention to detail.
- **Outcome orientation:** The degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve them.
- **People orientation:** The degree to which management decisions take into consideration the effect of outcomes on people within the organization.
- **Team orientation:** The degree to which work activities are organized around teams rather than individuals.
- **Aggressiveness:** The degree to which people are aggressive and competitive rather than easygoing.
- **Stability:** The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

Each of these characteristics which exist into an organization are the ones which are forming the Organizational culture, the way the organization is working starting from the simplest

employee and end up to the management level. If in an organization the employees are aggressive and competitive rather than helping each other this is a marking point of the company culture. Even if the new joiners are exactly the opposite they will need to adopt in this culture without considering if this is a bad thing or not after some time.

As a conclusion to the organizational culture definition we can refer on Jay B. Barney as he is explaining the organizational culture as "a complex set of values, beliefs, assumptions, and symbols that define the way in which a firm conducts its business" (Barney, 1986). As for a person's culture, it needs some time to be developed and as people we are not born with the culture but we "learn" it on the way and sometime is changing based on our ongoing experience, same applies for the organizational culture.

2.2.   Levels and Layers of the Culture

Culture are the characteristics and the knowledge of a particular group of people which can be defined as a pattern of responses which are discovered, developed or invented based on the group history and their knowledge which is developed through the years by handling internal or external problems such from the interactions among its members or problems which arise from their environment. Based on these the particular group of people they develop their own culture which is affecting the way they act, think or feel and this is what is passed also to the new members as for example the new joiners in an organization. This is the way the culture or the organizational culture can determine what is acceptable, important or wrong in between the group. The characteristic can be defined from language, religion, level of education, social habits, arts and everything that can affect an individual person or a group of people their personality.

Of course, as humans and through our interaction of our daily life we don't belong only to one group of people, for example we have the working circle, the family circle, friends circle and every other circle that as a person we interact every day. All those circles carrying a set a common mental program that constitutes an individual culture and those layers are carried by person and are corresponding to different levels of culture. Those levels can be identified as:

- **National level** according to the country, is the level of culture that deals with awareness of cultural dynamics and patterns by nationality
- **Regional Level** which has to do with the ethnic, religion or linguistic affiliation
- **Gender Level** which is defined according to whether a person was born as a girl or a boy
- **Generation Level** which can be identified by the different way's that parents or grandparents from the new generation acts and the ways that a child grow up.
- **Social class Level** as has to do with the educational level and the professional level
- **Employment/Organization Level** which has to do again with the socialized level but is more socialization level by the way that an employee socialized in their organization and the values of the organization

These levels of course cannot be in harmony and especially in our days there are a lot of conflicts between those levels and this is the big challenge for culture as within the culture those

conflicts are trying to be minimized. For example, still there is a conflict in the gender level with the organization level where a female can get lower salary from a male or as a female to not have the same carrier opportunities with a male. The generation level conflict with the regional level, in the years before there was a lot of discrimination on the regional level or in those days the new generation religion values are not so strong like some years before. All those conflicts can make some situations difficult to anticipate. (Browaeys & Price 2011)

Culture in general is not something we can measure. It is mostly invisible, but these invisible values guide behavior and social interactions. As a determination of layers in organization it can be identified in the values, the artifacts and the basic assumptions. Basic assumptions are often unconscious which are determinate by the organization attitude through the process and the actions. Values are the ones determinate by the organization leadership as for example the encourage of the organization on Innovation, taking risk, transparency, trust, creativity, collaboration and others. Artifacts are usually observable, as for example the products, the technology used by the organization, the architecture and the physical surroundings, the dress code, the mission and the vision of the organization and also the myths and the stories which are created around the organization name. (Tharp, 2009)

Hofstede has given his own way to analyze the layers of the culture. The onion is often used to describe the different layers of culture. (Hofstede & Hofstede, J. 2005)

The core stands for the values of a certain culture, which is not moving a lot. It mostly remains the same. Even if something seems to be outdated, it still can subconsciously play a role in the present. That includes individuals as well as groups. Values are broad tendencies to prefer certain states of affairs over others. Values are feelings with an added arrow indicating a plus and a minus side. They deal with pairings such as the following:
- Paradoxical versus logical
- Dirty versus clean
- Dangerous versus safe
- Unnatural versus natural

The first layer around the core is described as rituals. Rituals are collective activities that are technically superfluous to reach desired ends but that, within a culture, are considered socially essential. A ritual can be the way of personal hygiene for example most Asians shower in the evening and Europeans in the morning or the ways of greeting and paying respect to others, as well as social and religious ceremonies. Rituals include discourse, the way language is used in text and talk, in daily interaction, and in communicating beliefs. Rituals are changing slowly.

The second layer around the core are the heroes. Heroes are persons, alive or dead, real or imaginary, who possess characteristics that are highly prized in a culture and thus serve as models for behavior. A nice example is Dracula as many people in Western world developed a fear about Vampires, even if it never existed in their culture before. It also can be national heroes, photo-models or scientists, all people, who play a role-model in that society. In this age of television, outward appearances have become more important in the choice of heroes than they were before

The third layer is about the symbols. Symbols are words, gestures, pictures, or objects that carry a particular meaning. For example, symbols can appear as brands like Samsung or in general has to do with the dressing, hairstyle or flags. New symbols are easily developed, and old ones disappears or can be usually move according to the momentary fashion. Therefore, symbols have been put into the outer

All layers can be trained and learned through practices except the core ones. Practices are the ways that people behave in one organization and are derived from Symbols, the Heroes, the Rituals and the Values. Within the practices the ultimate goal for an organization is to achieve the best performance.
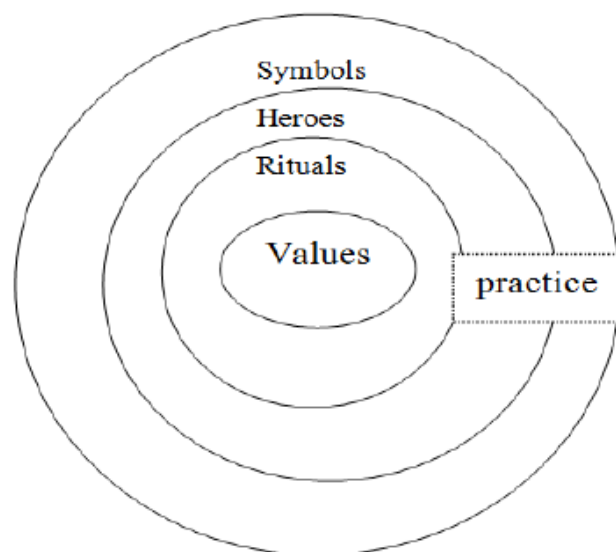

Figure 1: The "Onion": Manifestations of Culture at Different Levels of Depth
(From: https://www.researchgate.net/figure/The-Onion-diagram-manifestations-of-culture-at-different-levels-of-depth_fig3_280918137)

2.3.   Analysis of the different Organizational cultures

Organizational cultures can be identified at the beginning as strong or weak culture. As described above a culture is a group of individual people who identify with each other based on the layers, the levels and the shared experiences. A strong culture is set of habits, norms, expectations, values and techniques which are greatly influence the behavior of it's members. A weak culture is a culture that is individualistic whereby norms and values have only a little impact on behavior. Strong culture it creates group harmony as it makes it easier for individuals to get along by conforming to common norms and purpose. Weak culture can be problematic as people do not feel sense of the common purpose or values and it's encouraging the individualism. It can be difficult to communicate, take decisions and be productive when everyone has a completely different approach and view. A key consequence of weak culture is that there is greater need for procedures, policies and bureaucracy in order to get things done in the desired way, with in turn can add substantially to organizational costs. (Essays, UK., 2018)

A framework model of "Competing Values Framework" was developed by John Campbell having as major indicator the effective organizational performance. It combines two dimensions, creating a 2x2 matrix with four clusters as can be in seen in below Figure 2. The first dimension places the values of flexibility, discretion and dynamism at one end of the scale with stability, order, and control on the other. Which that means an organization emphasize on adaptation, changes and transformation. The second value dimension is marked internal orientations and integration at one end of the scale with the external orientation, differentiation and rivalry on the other. For example, an organization can consider themselves as effective if they focus on their internal processes where some other can be consider themselves as effective if they will improve the efficiency and successful compete against other in the marketplace. Each dimension highlights a core value that is apposite from the value on the other end of the continuum as for example flexibility vs stability or internal vs external. Together these dimensions form four quadrants, each representing a distinct set of organizational and individual factors. In other words, these quadrants represent their basic assumptions, beliefs, and values which are basics layers of a culture. They identify, for example, the criteria of effectiveness that must be pursued by organizations (Cameron, 2011)

The Competing Values Framework is used to organize an approach to leadership and management development. Individual leadership competencies, for example, are developed and improved in the context of the organization's culture, its strategic competencies, financial strategies, pressing problems, and desired outcomes. The Competing Values Framework gives a classification of four corporate cultures, which indicate how a company operates, how employees collaborate and what the corporate values are. The four cultures are the Collaborate, Adhocracy, Hierarchical and the Market Compete. No culture is necessarily better than another but, some cultures might be more appropriate in certain contexts than others. (Tharp, 2nd, 2009).

Collaborate culture, has a high degree of flexibility and internally focused. In these organizations, the relationship between people is central. There is a friendly working environment, in which employees have a lot in common. These organizations resemble a large family. The leaders of these organizations are considered to be mentors or even father figures, who employees can approach very easily. These organizations are held together by loyalty and tradition. Mutual

commitment and operations focus on human resources. Relationships, loyalty and morality are strong and success is partly defined on the basis of customer satisfaction. The organization places great value on teamwork, participation, flexibility and consensus.

Hierarchical culture, has a high degree of controlling behavior and internally focused. Hierarchical cultures are extremely formal and have a structured working environment. Government agencies are perfectly suited for this culture. Procedures determine employee actions and the focus is on managing control systems. As a result, there are clearly structured hierarchical layers present in the organization. All work processes are efficiently organized, so that everything is under control and can easily be adjusted. It is important that the organization runs smoothly. Formal rules and policies stabilize the organization. Stability and results are associated with efficient and smooth execution of tasks. Success is generated from reliable supply, tight scheduling and low costs.

Adhocracy culture, is a culture with high degree of flexibility and externally focused. Constant innovation with the aim to remain visible in the market. Research organizations or marketing and advertising agencies usually have such a culture. There is a dynamic, enterprising and creative work environment, in which employees are encouraged to strive for innovation and use their creativity to create new ideas. Besides innovators, the managers are also risk takers. Such organizations wish to be leaders and at the forefront of new products and/or services. For this reason, they encourage individual initiative and allow the freedom in determining what tasks to execute.

Market Compete culture, is at a high degree of controlling behavior and externally focused. In these type of organizations, it is all about results and the completion of the work. Employees are competitive persons and extremely goal-oriented. Examples of such organizations are trade associations, insurance companies and banks. Managers are often demanding and closely follow employee activities. Simultaneously, there is lots of mutual competition. Within these organizations, the emphases are on reputation, success and winning. They will always strive to achieve measurable goals and objectives. Success is translated into market share and penetration. To the outside world, these organizations want to profile themselves through competitive pricing and market leadership. To stay ahead of the competition, there is ruthless competition to maintain customer retention. Customer service and satisfaction are terms that all employees are aware of.
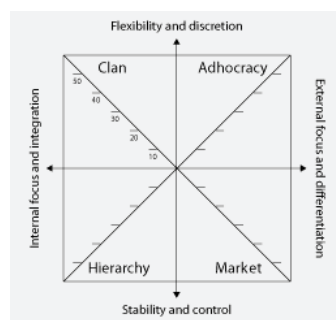

Figure 2: THE COMPETING VALUES FRAMEWORK
(From: https://www.ocai-online.com/about-the-Organizational-Culture-Assessment-Instrument-OCAI/Competing-Values-Framework)

There are more cultures which are defined through the years based on the strategies of an organization but also on them expectations of employees. For example, Deal & Kennedy (1982) they are referring to the below cultures.

Tough guy culture is basically another way of saying micro-management. Employees are monitored every step of the way and when something does not meet the standards or expectations of the company the employee is given guidance and monitored further. It can be a tough environment for some to work in especially if you are independent and have a creative mind. An example of this would be in a customer service role. Most companies have scripts that customer service representatives must follow when answering calls in a call center. If you stray from the script, even just a word, it can mean the difference between being in good standing with management or bad. Calls are often recorded for quality assurance and the employees will be reviewed consistently to ensure that they are following the protocol. Sometimes these cultures follow the three-strikes-you're-out practice in which you can be terminated if you do not act on any corrections provided to you during your review. It's hard to be watched all the time but these types of companies just want to ensure consistency and commitment to their customers and they need employees that can be shaped to do just that.

Work Hard play Hard culture, includes employees focusing on customer needs and act quickly and quickly to achieve quick results. This culture is used usually in sales. Employees themselves take few risks and in this culture have to maintain high levels of energy and stay upbeat. Heroes in such cultures are high volume salespeople. Interestingly, this culture recognizes that one person alone cannot make the company. They know it is a team effort and everyone is driven to excel. Contests among employees are common here, as they drive everyone to reach new heights.

Bet Your Company culture, concerns mainly the characteristics of the business and in carefully planned but at the same time risky investments and decisions. It can be a wild ride working for this type of company as you don't know what each day is going to bring. The consequences of the decisions made by the individuals working in the bet-your-company culture can be so dire that the company goes under; contrarily, they can be so excellent that the company thrives more than ever before.

The Process culture, is a type of office culture which provide a set of regulations and procedures that the employees follow. It's different than the normative culture as the regulations are not a bullet-pointed list of do's and don'ts so much as it is an ideology that the employees adhere to. Employees know what they are getting into when they sign-up and are often self-starters. Unlike tough guy culture, these employees are not micro managed. Often, government agencies run operate under the process culture.

2.4.   Measuring of the Organizational culture

Through the various types of organizational culture have also developed enough tools to measure it correctly. Common values and beliefs of a culture set rules and behaviors that define lifestyle within the organization. For example, High performing companies can meaningfully describe the ideal culture and experience they want their people to have. Then they measure whether the reality reflects that culture and experience. Zappos CEO, Tony Hsieh describes how he cultivated a culture of happiness. "We had built a business that combined profits, passion and purpose," he writes. "And we knew it wasn't just about building a business. It was about building a lifestyle that was about delivering happiness to everyone, including ourselves." (Hsieh, 2010)

So, by measuring the culture the meaning for an organization is checked if the chosen culture is adopted correct by the people of the organization and if the people can work with effectiveness. This can be identified over based the questionnaires created by the researchers. Those questionnaires are divided into two categories and can measure the organizational culture through their future potential values which are held by the members of the organization and the second category are the questionnaires that can measure the organizational culture through the rules and behaviors which are accepted by the members for their efficient work within the organization. (Καστανιώτη, 2011).

Quinn & Cameron (1999) developed a tool which is one of the most widespread tools to measure Organizational Culture is Organizational Culture Assessment Questionnaire. It is based on the cultures identified by the "Competing Values Framework", hierarchical culture, oriented market culture, family / participative culture and adaptive culture. It measures the deviation of the existing culture of an organization versus the desired culture. In order to measure the deviation, questionnaire consists of two parts. The first part is trying to identify the existing organization culture through the questions and the second part is trying to locate the desired organizational culture based on the employees believes and so making it more competitive

There are more questionnaires which can "measure" the culture. For example, Hofstede, Ohayv & Sanders kai Neuijen (1990) created a questionnaire included one hundred thirty-five proposals on five-tiered scales. The Hofstede Organic Culture Questionnaire (1990) helped in a quantitative survey of twenty cases. The one hundred thirty-five proposals were based on the following variables:
- the need for security
- the importance of slavery
- the need of power

In each variable, some factors are included with it their series correspond to applications followed by the company. The factors are followers open against closed system, process against outcome, workers against work, relaxed against close control, obsolete against perceptions and professionalism and norms against reality.

2.5.   The Importance of the Organizational culture

The organizational culture of a business is affecting a lot the business operations and its development. The culture is a reflection of the organization core values. The ways that the organization conduct business, manage workflow, interact as a team and how the customers are treated which all those are the sum of the organization beliefs in action. We can say that the culture is common platform where individuals work together to earn profits. Based on Lund (2003) in the past decades a lot of economical researchers were thirsty for finding the scope of organizational culture and its influence in marketing issues in order to find the ways of making the performance higher. Each organization has their own unique traits which differs them from the competitions and the culture values will be adopted by the employees through their work along with the management and from the motivation they receive in the organization. A healthy culture encourages the employees to stay motivated and loyal towards the management

Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization. There are multiple types of organizational culture and it should be noted that not all companies follow the same type. Hofstede (1994) based on his research identified that organizations which have successful types of cultures are sharing a lot of common characteristics. These common characteristics are the vision, values and practices, the location, the story and the people. All those common characteristics can affect the efficiency and the effectiveness of the employees within the organization.

- **Vision** is the company's road map, indicating what the company wants to become and guiding transformational initiatives by setting a defined direction for the organization to growth.
- **Practices** and the **values** of the organization.
- **The location**, the working the environment and the layout of the business are important factors
- **The stories**, are the ones which are actually generated through the years in the organization
- **The people** who follow and embrace the values of the business and transmit it to the future employees

Kotter and Heskett (1992) stated that if the organizational culture is strong is more difficult to differentiate itself from employees recycling.

Through various researches on organizational culture regarding the relation on the organization financial performance found out that an encouraging environment of organizational culture empowers the efficiency in the organization and also the employees perform their best. The financial growth of an organization derived from all the employees of an organization from the bottom line up to the management and is not only from the management efforts. (Rashid, Samashivan & Johari, 2003)

Culture values of people integrity and solidity have a direct relation with their job satisfaction and performance. The level of Job satisfaction is also affected by the attitudes of the employee's where their view of cultural values is gained from current and past experiences in different

companies. This attitude differences can also affect their job performance directly or indirectly where they are forced to work in an organization, which has their own set of standardized cultural values and expected to be followed by the employees. (Chang & Lee, 2007)

Considering all the above we can get to the results that the organizational culture affects in the creativity, innovative and effective solutions in an organization. All those of course depends on all the employees within the organization and through the organizational culture is the way to keep the job satisfaction, financial growth and of course this will bring more prosperity to the business.

3. Professional Satisfaction

3.1.   Definition of Professional Satisfaction

Professional Satisfaction or job satisfaction has been defined by a lot of researches but the most common definition which is widely used is the definition from Locke as he defined the Professional satisfaction "as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values". Professional satisfaction is characterized as a pleasant or positive one emotional state created through each person 's experiences in relationship with his/her work or the appreciation of the individual for it. Based on values, beliefs and expectations of each individual is judged to be the satisfaction either discontent at work. Professional satisfaction comes through emotional integration that the person feels when his work allows him to complete his/her work goals, with the result that the employee can be characterized by low levels of anxiety. People have set goals and values in mind, if their job assists them in achieving those goals, they are satisfied. Professional dissatisfaction, on the contrary, stems from the cancellation of the employee's belief. (Locke, 1976).

Granny, Smith and Stone (1992), stated that job satisfaction stems from the benefits it receives from this employee compared to what she wished to have. Job satisfaction is an employees' emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If the expectations are met or are beyond by the job, then person is happy and satisfied with the job. Arnett, Laverie and McLane's (2002) definition is summarized by saying that job satisfaction is reflected as an employee's general affective assessment of himself/herself in the context of his or her job. Additionally, Rice, Gentile & McFarlin (1991) argue that the professional satisfaction is determined by the individual factors. Those factors include salary, working environment, relationships within the organization, autonomy, communication and organizational commitment

Spector (1997) referred to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Job satisfaction is closely related with many organizational phenomena such as motivation, performance, leadership, attitude, and conflict. Job satisfaction is said to be complex phenomenon with multiple and multidimensional factors and is influenced by those factors such as the personality of the employees, their personal aspirations but also by the subject of their work. (Pravin & Kabir, 2011). Saari & Judge (2004) concluded through their research on numerous studies that intrinsic job characteristics are the most notable factor affecting job satisfaction.

Through another study of professional satisfaction, Hackman and Oldman (1980) have attempted to describe the relationship between the behavior of the workers and the characteristics of their job. Based on their results, this relationship is affected from level of understanding their work, understanding the responsibility for the outcome of work their doing and the understanding of the actual results of their work and how this can affect the organization or even the customer from their activities. Based their theory employees give more when they feel their work is worthwhile and how they are responsible for their performance, as well as when they know how much they really do in their work. For employees, job satisfaction is not only about "what", but

also the "why". From an organizational point of view, this has a direct impact on performance and profits. It's interesting to note that even though all those definitions are defined lot of years before are becoming more relevant in our days.

3.2.   Needs, Motivation and Professional Satisfaction

Professional Satisfaction in general as discussed in the definition chapter we can get to the outcome that's this is depends on each individual employee needs and what actually can make an employee motivated to work and be happy within the organization. There are a lot of theories which we are developed and probably the most famous content theory was developed by Abraham Maslow.

3.2.1.   Maslow's hierarchy needs theory

Maslow's hierarchy needs theory proposes that the people are motivated by multiple needs and that these needs exist in a hierarchical order as can be seen in Figure 3. Maslow believed that people have an inborn desire to be self-actualized, that is, to be all they can be and in order to achieve. Hierarchy of needs is mostly presented as a pyramid where the lowest levels of the pyramid are the basics needs like food while the going upper on the pyramid are the most complex needs. According to Maslow's theory, one does not feel the second need until the demands of the first have been satisfied or the third until the second has been satisfied, and so on. The different levels of needs on Maslow's hierarchy are the follows:

Physiological needs: These are biological needs which consist of the need for food, water, and oxygen. In the organizational setting, they are reflected in the needs for adequate heat, air, and base salary to ensure survival. They are the strongest needs because if a person were deprived of all needs, it is these physiological ones that would come first in the person's search for satisfaction

Safety needs: When all physiological needs are met and are no longer controlling thoughts and behaviors then as humans, we are looking for safe and secure physical and emotional environment and freedom. In the workplace, safety needs reflect the needs for safe jobs, fringe benefits, and job security.

Belongingness needs: When the needs for safety and for physiological well-being are satisfied, the next class of needs for love, affection and belongingness can emerge. These needs reflect the desire to be accepted by one's peers, have friendships, be part of a group, and be loved. In the organization, these needs influence the desire for good relationships with coworkers, participation in a work group, and a positive relationship with supervisors.

Esteem needs: When the first three classes of needs are satisfied, the needs for esteem can become dominant. These needs relate to the desire for a positive self-image and to receive attention, recognition, and appreciation from others. Within organizations, esteem needs reflect a motivation for recognition, an increase in responsibility, high status, and credit for contributions to the organization. When these needs are satisfied, the person feels self-confident and valuable as a person in the world. When these needs are frustrated, the person feels inferior, weak, helpless and worthless.

Self-actualization needs: When all of the foregoing needs are satisfied, then and only then are the needs for self-actualization activated. Maslow describes self-actualization as a person's

need to be and do that which the person was "born to do." These needs include the need for self-fulfillment, which is the highest need category. They concern developing one's full potential, increasing one's competence, and becoming a better person. Self-actualization needs can be met in the organization by providing people with opportunities to grow, be creative, and acquire training for challenging assignments and advancement. (Maslow, 1943)

Figure 3: Maslow's Hierarchy of Needs
From: Daft. R.L, 2012, *"New Era of Management – 10th Edition"*, South-Western, ch. 16

3.2.2.   ERG theory

Clayton Paul Alderfer had proposed another theory which is based on the Maslow's Hierarchy of needs but he believed that each person need carries some value and hence can be classified as lower-order needs and higher-order needs. He also found some level of overlapping in the physiological, security and social needs along with an invisible line of demarcation between the social, esteem and self-actualization needs. This led to the formation Alderfer's ERG theory, which comprises of the condensed form of Maslow's needs. The name of theory is coming for the three needs which are the existence, relatedness and growth. (Alderfer, 1972)

Existence Needs: The existence needs are the needs for physical-being. Including those needs which are related to the physiological and safety aspects of human beings and are a prerequisite for the survival.
Relatedness Needs: The needs for satisfactory relationships with others. Those needs refer to the social needs, that an individual seeks to establish relationships with those for whom he cares.
Growth Needs: The growth needs cover Maslow's self-actualization needs as well as a part of esteem needs which are internal to the individual, such as a feeling of being unique and personnel growth. Thus, growth needs are those needs that influence an individual to explore his maximum potential in the existing environment.

ERG model is as also in hierarchical form and presume that individuals move up the hierarchy one step at a time. Alderfer reduced the number of need categories to three and proposed that

movement up the hierarchy is more complex, reflecting a frustration-regression principle, namely, that failure to meet a high-order need may trigger a regression to an already fulfilled lower order need. Thus, a worker who cannot fulfill a need for personal growth may revert to the previous need.

3.2.3.   Herzberg Theory

Herzberg's motivation theory is another motivation theory and through it is trying to explain the factors that motivate individuals through identifying and satisfying their individual needs, desires and the aims pursued to satisfy these desires. It's known as a two-factor content theory. It is based upon the deceptively simple idea that motivation can be dichotomized into hygiene factors and motivation factors and is often referred to as a 'two need system'. Motivating factors are the job satisfiers which are primarily intrinsic job elements that lead to satisfaction. Hygiene factors are the job dissatisfiers and are extrinsic elements of the work environment.

The most important part of this theory of motivation is that the main motivating factors are not in the environment but in the intrinsic value and satisfaction gained from the job itself. It follows therefore that to motivate an individual, a job itself must be challenging, have scope for enrichment and be of interest to the jobholder. Motivators are those factors directly concerned with the satisfaction gained from a job, such as:

- the sense of achievement and the intrinsic value obtained from the job itself
- the level of recognition by both colleagues and management
- the level of responsibility
- opportunities for advancement and
- the status provided

According to Herzberg, a manager who wants to increase employee satisfaction needs to focus on the motivating factors, or satisfiers. A job with many satisfiers will usually motivate workers, provide job satisfaction, and prompt effective performance. But a lack of job satisfiers doesn't always lead to dissatisfaction and poor performance; instead, a lack of job satisfiers may merely lead to workers doing an adequate job, rather than their best.

There are more theories which are created by a lot of researches and are trying to analyze the professional satisfaction and how an employee and be motivated within the organization. Professional satisfaction is a wide field of study, and the results varies due to different viewpoints, however most authors agree on the main determinants of job satisfaction, although the theme is complex and not clearly defined. Always will be a degree of uncertainty regarding the measurement of job satisfaction as the level of job satisfaction will differ between individuals depending on age, country of origin, gender and education level.

3.3.   Demographic factors on Professional Satisfaction

Even though it seems simple and logical, the relationship between satisfaction and motivation on one hand the organization's results on the other hand is very complex, and numerous factors influence it such as business characteristics, employee behavior, personal value system and other demographic and organizational factors (Gill et al., 2008).

Employee motivation and satisfaction with their work will be on a higher level if people are not treated in the same way. Personal characteristics of the employees, or the term demographic data, as often used in the literature, combined with the key aspects of the employee satisfaction and motivation enable the formation of valid and reliable instrument for measuring motivation and satisfaction. (Acuna et al., 2009).

Chen (2003), showed that demographic variables such as age, gender, race, and education have an effect on job satisfaction. Noordin and Jusoff (2009) found that on top of the above variables there are more demographic factors such as the current job status, marital status, the length of employment and salary appear to have significant impact on the respondents' level of job satisfaction. Meesala (2011) findings also can cross verify that as he showed that young people aged between 20 and 30 are more likely to quit their work when they are not experiencing a sense of job satisfaction and are not wage-earning, as opposed to older people experiencing the same conditions. Professional satisfaction has the axes of age, education, and the years of experience of a person in a job. Older workers tend to hold important positions within an organization and are taken more seriously, as opposed to the youngest managers of a business due to a non-objective assessment of their qualifications. This brings professional dissatisfaction to workers due to their lack of appreciation of their abilities.

Regarding the gender, Syed et al. (2012) and Crossman and Harris (2006) through they are researches found out the female employees are more satisfied in their job compared to male employees. Suggests that the leaf affects professional satisfaction when factors such as wages and working conditions exist. Female gender can also associate the concept of family environment with the concept of professional satisfaction. At this point we should also mention the workers who are free are experiencing lower rates of professional satisfaction in contrast to married workers. Same was stated by Hagedorn (2000) as he found out that marriage has increased job satisfaction.

According to Becker (1975) people invest in their human capital in order to achieve better jobs with higher occupational prestige and higher income and, in this way, higher general social status. Consequently, higher educated people are expected to have better jobs. This does not mean that better educated people will be more satisfied with their work because they also tend to have higher aspiration levels. Moreover, people with higher education and with higher social status are frequently less satisfied with their working conditions because they tend to compare them to the conditions of those who have even better jobs. Sabharwal and Corley (2009) identified current working status was a significant factor with additional control variables for faculty job satisfaction, suggest that people with higher status compare themselves to "circles" occupying positions above them.

As a conclusion, it is apparent that certain demographic factors have a significant influence on the level of job satisfaction and professional satisfaction should be measured based on each employee individually as each employee has different view based on the factors discussed above.

3.4.   Multicultural Organizations

National culture is an identity with which one has grown up and associates oneself. Even though there are many different sub-cultures within a country, there will normally be one culture the majority of the population identify themselves with. Organizational culture, on the other hand, is a social system that one joins for a certain time period, and that the members can influence (Hofstede & Hofstede, 2005). Costa and Kahn (2003) stated the political and sociological beliefs of each individual are the impact of diversity on trust and social capital.

Specific job demands in the globalized, multicultural work setting, namely multilingualism, tolerance of cultural differences, cross-cultural adjustment and multicultural leadership style, are associated with intercultural interactions. Working in multicultural work settings poses specific demands that can lead to both positive and negative outcomes (Rozkwitalska et al. (2016). These inconsistent results encourage us to look for individual dispositions, abilities and skills which help employees better deal with these job demands and generate more positive outcomes. Suedekum et al. (2009) find that high skill foreign workers increase productivity while low skill foreign workers generate negative wage and employment effects, with some exceptions by nationalities. The interaction between culturally diverse workers might foster innovation and productivity within an organization.

Niebuhr (2010) and Stahl et al. (2010), have suggested that people prefer to work with those who are similar to themselves which means higher diversity might have a negative impact on job satisfaction. On the other hand, if cultural diversity makes the type of work more diverse and enjoyable, it might have a positive impact on job satisfaction, but it might hinder communication (Horwitz and Horwitz 2007). Because of cultural differences or the use of different mother tongues and a poor understanding of the common language, cultural diversity might increase communication costs, possibly creating misunderstandings, conflicts and uncooperative behavior. This would have negative consequences on productivity and wages. Such positive and negative mechanisms are likely to work simultaneously (Stahl et al. 2010). Most of the analyses of the impact of diversity have been based on the assumption that diversity has a linear impact (Richard et al. 2007). It is possible that a moderate level of diversity has a positive impact on wages and productivity, while too much diversity might have a negative impact. Furthermore, the impact of diversity might differ depending on the length of exposure to diverse cultures. While the short-run impact of diversity might be negative, when people adapt to the presence of diverse cultures they might benefit more from such interactions.

Diversity might also have impact on other aspects of job satisfaction, since interaction with co-workers is an important aspect of people's jobs and an important component of job satisfaction (Argyle 2001). If diversity promotes growth and higher wages, we might also expect it to have a positive impact on employment (Alesina & La Ferrara 2005).

However, working in intercultural work environments can lead to conflicts, even though it is a source of specialized knowledge and experience (Hofstede & Hofstede, 2005). By understanding the causes of job satisfaction and organizational commitment in a multicultural context, employers can reduce the risk of the negative outcomes, such as turnover and absenteeism.

3.5.   The Importance of Professional Satisfaction

Professional satisfaction is an integral part of organizational culture. In this aspect of organizational culture, several scholars have focused, who in turn have formulated various definitions and have proposed various approaches. According to Spector (1997) professional satisfaction covers all working levels from employee to senior up to the layout of the workplace. In a more simplistic term supported by Spector the professional satisfaction is linked to the positive feelings the worker has with the job on the contrary, he suffers from negative emotions when he experiences professional dissatisfaction. (Spector 2000)

The professional satisfaction has a strong connection to the Organizational performance and throughout this relationship organizations are giving a lot of attention on it. Job satisfaction has a significant positive relationship on organizational performance, which includes financial performance, service performance and behavior performance. (Shiu & Yu's, 2010). In Organization performance reviews the professional satisfaction is used as one of the measures. An employee who has a positive attitude toward his or her job will have job satisfaction and a willingness to commit to the organization and give an additional effort, that is increasing the organizational performance (Wu et all., 2013). Under reasonable conditions, managers can meet employees' needs to enhance their job satisfaction so that employees will increase their efforts to attain a good organizational performance (Petit et al., 1997).

Performance is one of the ways to measure in organizations the extent of its effectiveness. The need for the ability to set goals and objectives to achieve its performance and how to improve the overall organizational performance is undoubtedly the most important organizational goals and objectives. Definition and measurement of performance is a challenge for researchers because organizations have many, frequently conflicting, goals (Chow et al., 1994). Performance is often used to measure the overall status of the organization and its related policies. (Sarah & Tricia, 2005) Organizational performance can be measured by both financial and non-financial performance (Yang et al., 2009).

Employee satisfaction and employee engagement are similar concepts on the surface, and many people use these terms interchangeably. The importance of knowing the difference between satisfaction and engagement is critical for an organization to make strategic decisions to create a culture of engagement. Employee satisfaction covers the basic concerns and needs of employees. Stella (1987) explored the relationship between human resource planning and organizational performance. From a human resources viewpoint, six financial factors were found to be the main determinants of organizational performance:
- turnover growth rate
- profitability
- earnings per share

- return on assets
- average annual profitability per employee
- proportion of company assets per employee

Work commitment is linked to the term of work satisfaction. In fact, the work commitment according to Kahn (1990) is making use of the person 's competences at the work execution of which expresses itself mentally, emotionally, and physically. Its presence is considered to be quite important for both workers and workers businesses.

The problem with employee satisfaction is that it does not focus on the things that are important to the most talented staff. A happy or content employee might be quite satisfied with a job that requires very little effort. This employee might be perfectly content doing the bare minimum required to keep the job. These employees are likely "very satisfied" with their jobs. They usually lack leadership and purpose. Their performance might be "good enough" and they are unlikely to leave the company, but they are not necessarily adding value. As opposed to satisfied employees, engaged employees add value by pushing limits, driving growth and innovation. Organizations that embrace a value-centric, engagement focus, too, have to push limits, Companies with an engagement strategy provide informal and formal learning experiences in order to create significant opportunities for employees so employees feel valued and recognized for their work. Engaged employees will often snatch up these opportunities, satisfied employees often will not. Employee satisfaction surveys sometimes can lead an organization down the wrong path. If the organization will focus on increasing the wrong kind of employee satisfaction, you risk entrenching those employees who are adding the least value while driving your most talented employees out. (Impact, 2018)

As a conclusion regarding the importance of Job satisfaction is that it reduces not only psychological and social risks but it's also profitable for organizations of every industry. With no doubts that workers are an organization's most vital resource. Keeping employees satisfied improves the organization overall performance and this is contributing to the financial growth as well. Because of the Professional satisfaction there are a lot of factors which are increasing or decreasing within the company and this cause an overall grow. Some of the factors are:

- **Lower absenteeism and turnover,** happy employees are less likely to leave from the organization or to be absent from their work. This is resulting in time and money savings for the organization.
- **Higher productivity**, Satisfied employees in the all the organizational levels perform better, with effectiveness and give more effort to achieve the organization goals.
- **Loyalty**, if the employees feel that the company support their interests they will actually work harder.

3.6.   Measuring methods of Professional Satisfaction

Many organizations face challenges in accurately measuring job satisfaction, as the definition of satisfaction can differ among various people within an organization. Different people think of job satisfaction in different ways and give more or less weight to different factors in describing themselves as being satisfied or dissatisfied at work. Researchers who measure job satisfaction cannot always be sure they are even measuring the same thing as other researchers in the same field.

Measurement of professional satisfaction can be done either through personal interviews or telephone interviews along with quality measurement tools and are called qualitative or through questionnaires that fall under quantitative research methods and are called quantitative. More often we come across the quantitative methods. Organizations in general as part of HR procedures they have to use also the qualitative methods as those are more personal to the needs to each individual employee, this is called performance review and both managers and employees and get to the discussion of how they feel in the organization, the problems they are facing, set the goals and have more clarity on what is expected from each other.

Through the year's researches tried to find the best methods to measure the professional satisfaction in quantitative methods. In our days there are a lot of methods, but we cannot really say which is the best to be used as this depends on the circumstances that the measuring is done and under the research objectives and the amount of the data that we need to collect in order to get into the results. Some of the methods are the below:

3.6.1.   Job Satisfaction Survey:

Paul Spector (1985) created the most widely used Job Satisfaction Survey assessment method. This method explores nine axes of work satisfaction, and through the combination of these nine axes is calculating the work satisfaction. The questionnaire consists of four questions per axis, so we have a total of thirty-six questions. The nine pillars of professional satisfaction are as follows:
- Nature of work
- Rewards
- Operating conditions
- Colleagues
- Communication
- Development opportunities
- Salary
- Privileges
- Labor oversight

Respondents should answer the questions by following the following scale starting from 1 and ending at 6 as follows:

1. "I disagree very much"
2. "I disagree moderately"
3. "I disagree slightly"
4. "I agree slightly"
5. " I agree moderately "
6. " I agree very much "

3.6.2.   Minnesota method:

The Minnesota Satisfaction Questionnaire was created by Weiss, et al., (1967) and is considered to be one another very good tool to measure job satisfaction. This method is considered to be largely valid and reliable. It can be applied to almost all types of organizations and covers all the positions within the organization. It has two versions, the small version and the big version. The small version consisting of twenty questions and the big version has hundred questions. The Minnesota Satisfaction Questionnaire investigates employee's professional satisfaction or dissatisfaction. The questionnaire supports the measurement of professional satisfaction in twenty axes which are the capacity utilization, achievement-feeling of integration, activity, evolution, power, policies and practices, partnerships, creativity, independence, moral values, recognition, responsibility, safety, social services, supervision, social status, diversity, supervision, working conditions. The questioner should answer the questions in the following way:

- Score 1 - Very dissatisfied
- Score 2 - Unsatisfied
- Score 3 - Not dissatisfied/Not satisfied
- Score 4 - Satisfied
- Score 5 - Very satisfied

The total sum gives the respondent's job satisfaction rate.

3.6.3.   Job Diagnostic Survey

Job Diagnostic Survey was invented by Hackman and Oldham (1975) and is method which is based on the fact that work should be designed in such a way that the job itself sets the foundation for satisfaction, performance and high motivation to work. The questionnaire consists of eighty-three questions that the employee should respond to according to his feelings about the job. The respondent should answer the questions in the following way:

- Score 1 - Completely dissatisfied
- Score 2 - Very dissatisfied
- Score 3 - Unsatisfied
- Score 4 - Not dissatisfied - Not satisfied
- Score 5 - Satisfied
- Score 6 - Very satisfied
- Score 7 - Totally Satisfied

4. Research & Methodology

4.1.   Research Design

In this study will use a quantitative research and we are going to use as described above in "*Measuring methods of Professional Satisfactions*" the Job Satisfaction Survey which was created by Paul Spector. The questionnaire will be conducted based on the nine axes of work satisfaction, and through the combination of these nine axes the total work satisfaction will be emerge. Each dimension will be conducted by four questions and so we will have a total of thirty-six questions. Each dimension from the nine can produce a separate value but the total professional satisfaction will be calculated from the sum of the values produced by the dimensions. As the main purpose of this study to examine also the degree of the impact of demographic data on the respondents, the questionnaire should be contacted on two parts. First part will be the collection of the demographic data and the second part the nine axes will be conducted. Once the data will be collected, will be analyzed and will discuss the results in the next chapter.

In order to collect the data, Google Forms application will be used. It is worth mentioned that the results will be gathered through the internet and all the data that will be collected for this purpose will be anonymous.

4.2.   Research Problem

The thesis is conducted in order to asses to the job satisfaction needs of the employees in a multicultural organization in Cyprus. The Study will help to identify their preferences and the problems of the employees and find out how the organization can increase the professional satisfaction. The research problem statement of the thesis is defined as "*Employee professional satisfaction and commitment is an essential to increase the motivation, the productivity and the efficiency of employees and along with those employees will help in organization meet its goals and growth in the market*".

4.3.   Research Objectives

In order to conduct the questionnaire, we need to set the Research Objectives. Those will be the elements that we will analyze based on the data will be collected from the questionnaire and we need to make sure that the results will be actually "answering" the objectives.
1) The main objective of the study is to assess the job satisfaction of the employees based on the below components:
   - Nature of work
   - Rewards
   - Operating conditions
   - Colleagues
   - Communication
   - Development opportunities
   - Salary
   - Privileges
   - Labor oversight

2) Investigation of the common components and the relationship between them which are composing the professional satisfaction.
3) Study the level of the impact in professional satisfaction based on the demographic data.

4.4.   Research Limitations

The limitations of this study are the below:

1) The study is only limited to a specific organization.
2) As the organization is huge and have a lot of different departments in this study, we are going to focus only in one specific department which is the Delivery.
3) Data are collected from 74 employees only, out of 105.

4.5.   Research Procedure

This research as stated above is a quantitative research, due to this a questionnaire was constructed based on the research objectives. The questionnaire includes 6 questions in order to gather the demographic data and another 36 questions for the dimensions discussed above. To construct the questions each dimension mentioned was analyzed individually and 4 questions were created for each of the dimensions. The 36 questions in total are consisted by 13 negative questions and 23 positives.

In order to make sure that each question is understandable the first samples were given to 5 employees in different department in order to collect the feedback and of course to check the questionnaire consistency. Based on the feedback few corrections were done but the most important the consistency of the questionnaire was checked based on Cronbach's Alpha formula. For this check we need to mention that the negative question results were reversed. For example, the scale of 1 became a 6, 5 became as 2 etc.

The data were collected in the middle of March and are collected only from a specific department of the company. This department is consisted from 105 people and data were gather only from 74 employees.

The analysis was done first on the demographic data in order to check and analyze our participants and of course to group them based on the data of each demographic factor. In the second level the analysis of the overall satisfaction was done and then check and analyze further each of the dimensions. The most complex analysis that was done was to analyze each dimension in the group of the demographic data as the purpose was to check the professional satisfaction based on the demographic data and see if there is any dimension that needed further check or correction to be done by the organization in order to increase the professional satisfaction.

5. Analysis and Results

5.1. Samples for measuring the reliability of the questionnaire:

Before we start sending out the questionnaire, we need to make sure that our questionnaire is reliable, and we can get the results we need. For this purpose, as mentioned above the questionnaire was given to 5 people in a different department. Based on the results we measured the reliability and consistency of the questionnaire.

Questionnaire reliability was measured with Cronbach's alpha function. Alpha was developed by Lee Cronbach in 1951 to provide a measure of the internal consistency of a test or scale and it's expressed as a number between 0 and 1. Cronbach's alpha is a function which use the number of items in a test, and it's measured the average covariance between item-pairs, and the variance of the total score. Internal consistency describes the extent to which all the items in a test measure the same concept or construct and hence it is connected to the inter-relatedness of the items within the test. Internal consistency should be determined before a test can be employed for research or examination purposes to ensure validity. Cronbach's alpha will generally increase as the intercorrelations among test items increase. Intercorrelations among test items are maximized when all items measure the same construct, Cronbach's alpha is widely believed to indirectly indicate the degree to which a set of items measures a single unidimensional latent construct. It is easy to show, however, that tests with the same test length and variance, but different underlying factorial structures can result in the same values of Cronbach's alpha. Indeed, several investigators have shown that alpha can take on quite high values even when the set of items measures several unrelated latent constructs. As a result, alpha is most appropriately used when the items measure different substantive areas within a single construct.

With the 5 samples collected we can see the consistency and the reliability of the questionnaire is excellent as can be seen below in *Figure 4*. Is measured as 0.943. Of course, this is only a sample and as measured above with more values the results can differ.

$$\text{Cronbach's Alpha} = 1-(33.25/1.88) = 0.943$$

ANOVA						
Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Rows	66.5	2	33.25	17.61034048	6.38106E-07	3.128
Columns	88.25	35	2.521428571	1.335435057	0.151482223	1.591
Error	132.1666667	70	1.888095238			
Total	286.9166667	107				

Anova Table 1: Anova: Two-Factor Without Replication

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Figure 4: Cronbach's alpha range
From: *https://en.wikipedia.org/wiki/Cronbach%27s_alpha*

5.2.　　Demographic Data collected

Demographic data collected are consisted by the Gender, Age, Education level, Years working for this company, the marital status and the nationality. In total we have 74 participants. In order to group the results, the use of pivot tables was done.
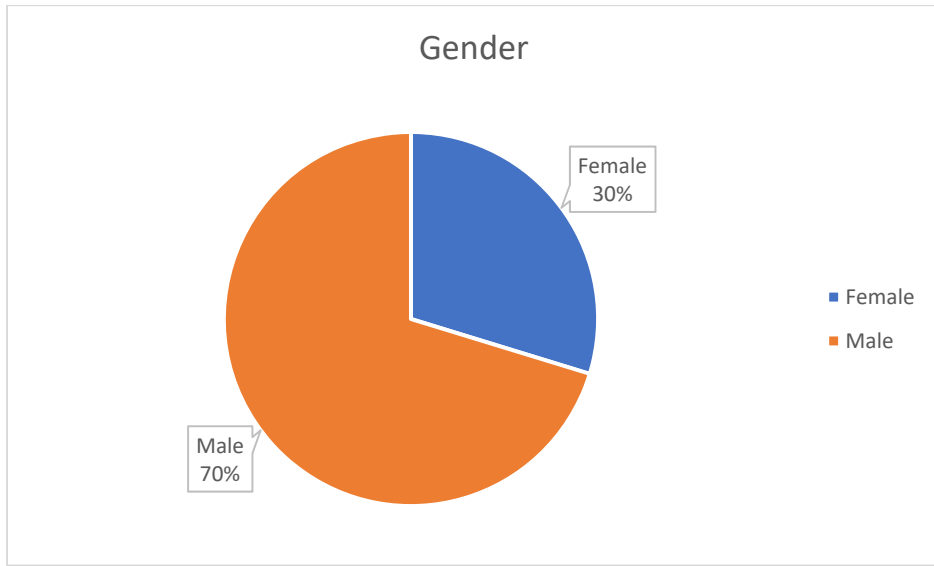
5.2.1.　　Gender

On the Gender question the participant was able to choose only the below 3 possible answers:

- Male
- Female
- Other

Based on the data collected our audience is consisted by 22 Females (30%) and 52 Males (70%).

Row Labels	Count of Gender
Female	22
Male	52
Grand Total	**74**

Pivot table 1: Gender

Graph 1: Gender Percentage

5.2.2.   Age

The next Demographic factor that was analyzed was the age. The question could be answered by one of the below possible answers:

- 18-25
- 26-35
- 26-50
- 51-65
- 65+

As we can see from the Pivot table 2 our audience in below 50 years old and in more specific the largest group of people which is 54% (40 employees) is between 26 and 35 years old. In the second place we have the range of 36-50 which we have a 31% (23 employees) and on the last part we have the youngest employees which are between 18 and 25 years old with a percentage of 15% (11 employees).

Row Labels	Count of Age
18 - 25	11
26 - 35	40
36 - 50	23
Grand Total	**74**

Pivot table 2: Age
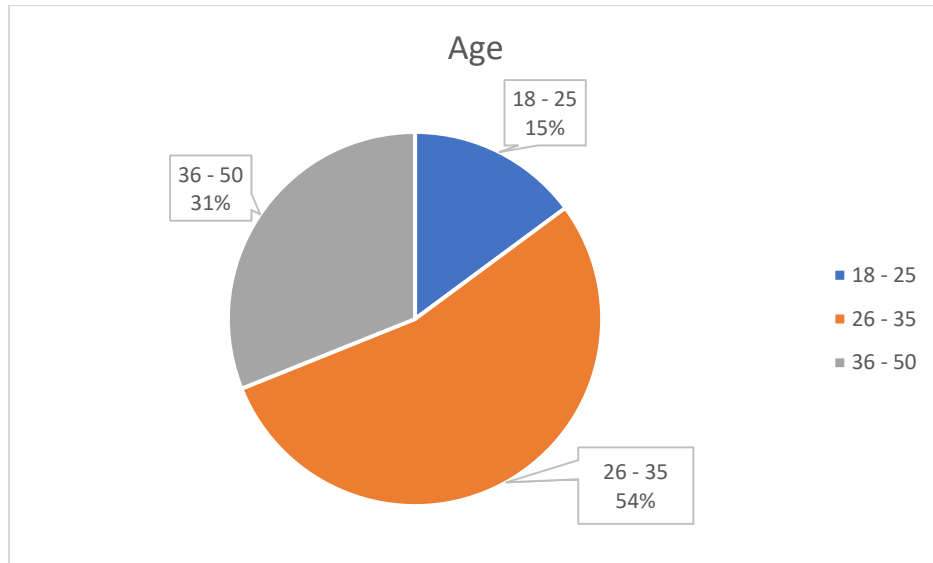
Graph 2: Age Percentage
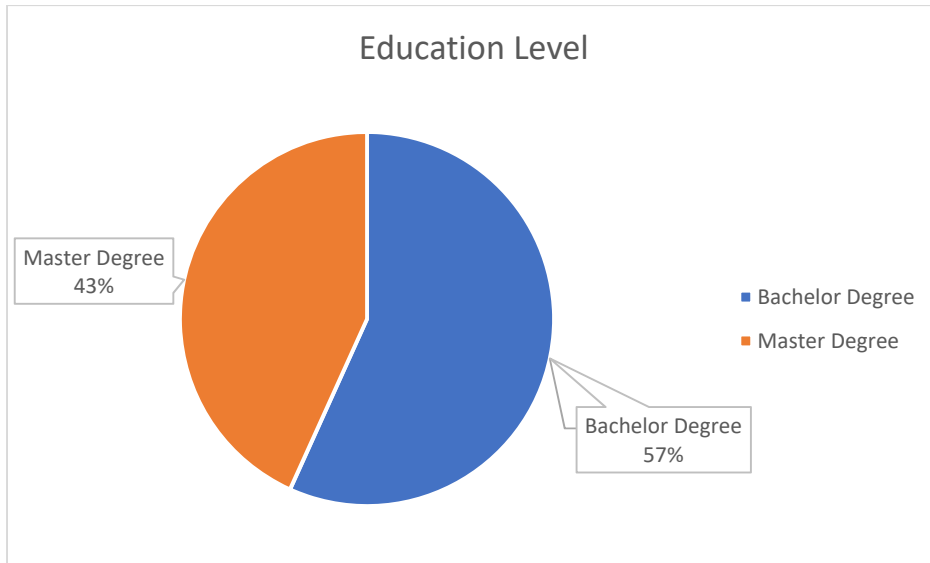
5.2.3.   Education Level

Education Level was having the below available answers:

- High school or less
- Bachelor Degree
- Master Degree
- PhD Degree
- Other

From overall participants we can see that we have only employees only with bachelor's Degree or with Master Degree. The employees on bachelor's Degree level are 42 with a percentage of 57% and the ones with Master Degree are 32 with a percentage of 43%.

Row Labels	Count of Highest Education Level
Bachelor's Degree	42
Master's Degree	32
Grand Total	**74**

Pivot table 3: Education Level

Education Level

Graph 3: Education Level

5.2.4.   Years working for the company

On the questions for how many years your working for this company we have answers in all the scales available as answers. The largest group of participants of the survey is working between 4 to 6 years for the company with a percentage of 35% (26 employees). The second in scale are employees which are more than 10 years with a percentage of 30% (22 employees). Third are the employees with 7-10 years with a percentage of 9% (7 employees) and then we have the employees between 1-3 years and less than a year which are having a percentage of 15% (11 employees) and 11% (8 employees) in respectively.

Row Labels	Count of Years working for the company
<1	8
>10	22
1-3	11
4-6	26
7-10	7
Grand Total	**74**

Pivot table 4: Years working for the company

Years working for the company
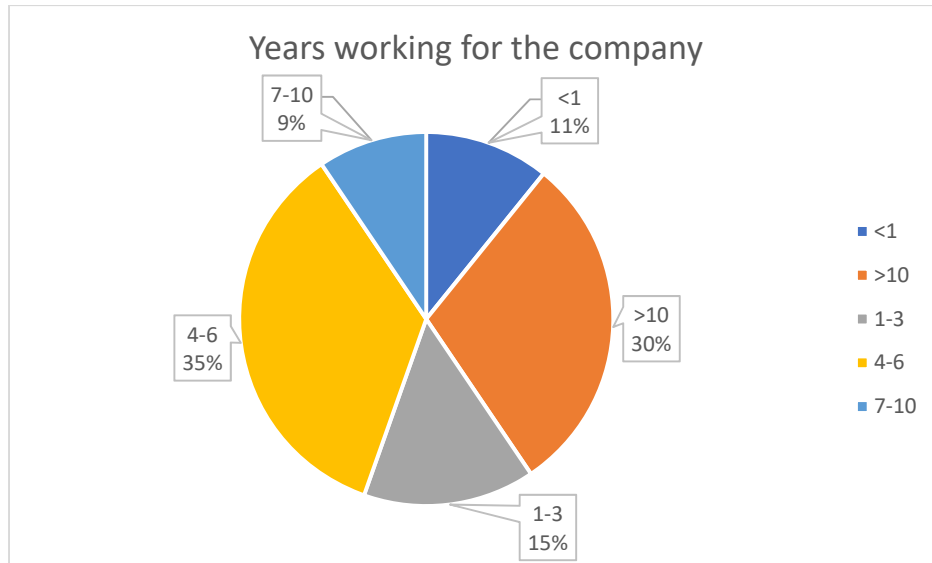
Graph 4: Years working for the company

5.2.5.　　Marital Status

Marital Status available answers were the below:

- Single
- Married
- Divorced
- Widowed
- Co-habitation
- Other

In fact, the largest groups are the singles with a percentage of 43% (32 employees) and the married ones with percentage of 37% (27 employees). Co-habitation is a percentage of 16% (12 employees) and we have a percentage of 4% (3 employees) under the "other" section.

| Row Labels	Count of Marital Status
Co-habitation	12
Married	27
Other	3
Single	32
Grand Total	**74**

Pivot table 5: Marital Status
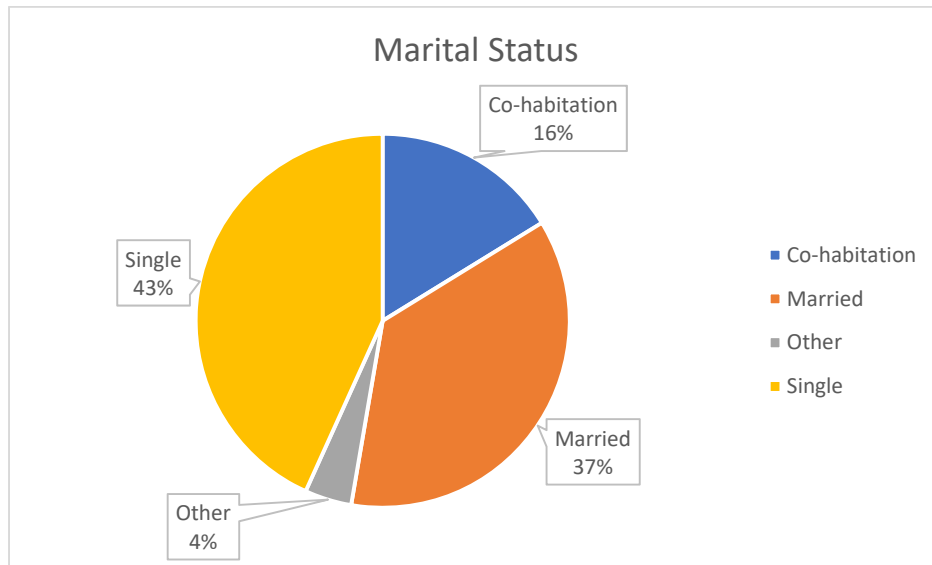
Graph 5: Marital Status

5.2.6.   Nationality

On the demographic questions for the Nationality which is the last one we have answers in all the available answers. The largest group of participants of the survey are Cypriots with 62% (46 employees). In the next rank we have the Indian and the Romanian with 19% (14 employees) and 11% (8 employees) respectively. The other 3 groups are the Greek, Moldavian and the "others" with a total percentage of 8% (6 employees).

Row Labels	Count of Nationality
Cypriot	46
Greek	3
Indian	14
Moldavian	2
Other	1
Romanian	8
Grand Total	**74**

Pivot table 6: Nationality
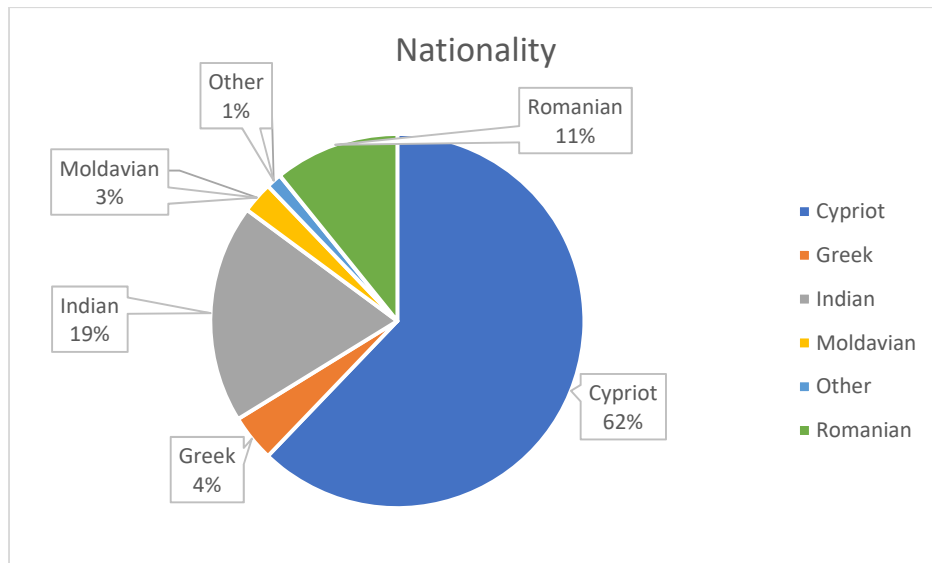
<u>Graph 6:</u> Nationality

5.3.   Demographic results & assumptions

Based on the Demographic data collected we can get the results and the assumptions for the first picture that we can design for the organization. Starting from the education at least this department of the organization does not need the knowledge or not preferred from people with higher degree from master's degree. From this we get to the assumption that the "*Nature of work, Operating Conditions, Development Opportunities and Salaries" are not offered for peopled with highest degree than a master's Degree"*.

Second assumption is that there is a "*high turn-over on employees between 4-6 years of experience and this maybe was from a change done before 5-10 years",* this is because we can see that the next scale which is the 7-10 years in company are quit less and employees with more than 10 years are more.

Third assumption is that the "*organization picture on the outside people is that is good for starting a career but not remaining there"* as based on the age factor we see that more than the half of the employees are between 26-35 and the next scale we see that the number of employees is decreasing.

5.4.   Professional Satisfaction Overall Results per Axis

	Average:	Standard Deviation:
Nature of work	3.989864865	1.537078006
Rewards	3.510135135	1.414177121
Operating Conditions	3.831081081	1.474706583
Colleagues	4.290540541	1.485538781
Communication	4.040540541	1.347330711
Development Opportunities	2.942567568	1.435652156
Salary	2.881756757	1.480793977
Privileges	3.942567568	1.449750006
Labor oversight	4.597972973	1.326597258
Total:	3.780780781	1.537364885

Results table 1: Overall Professional Satisfaction Results

5.5.   Survey Axes Results based on Demographic factors

5.5.1.   Nature of work

Nature of work axis is constructed by the following four questions, two of them are in negative shape.

- I do not find my job meaningful
- The work I do gives me a feeling of personal accomplishment
- Employee safety is a high priority, my workplace is safe
- My work is not stressful

Average value on the responses received on Nature of work dimension is 3.989 with a standard deviation of 1.5537. That means that the Nature of work in overall is slightly good for most of the people as the deviation can show that we can get on the negative part too but with most of the employees to be on the positive side.

Based on the gender analysis we see that there no a big difference between Males and Females on this Axis but still we can see that Males are slightly more pleased than Females with an average of 4.048 were Females have an average of 3.852.

On the Age analysis we can see that the people on the range of 36-50 years old are happier than the others with an average of 4.130. The ranges between 18-25 and 26-35 are almost the same with the averages of 3.909 and 3.957 respectively.

By taking the factor of education there is no much different on the Nature of work satisfaction axis, so we can say that the education for this axis does not really have a big role. Employees with a bachelor's degree have an average of 4.024 and employees with a master's degree an average of 3.945.

Now on the years in company factor we can see a difference on the employees which are between 1 to 3 years in company. Those employees are the less satisfied ones with an average of 3.636. Rest of the ranges are very closed to each other with an average value of each one to be in the range of 4 and 4.09. Slightly more satisfied we can say are the people with less than a year in the company with 4.094 and the ones which are over than 10 years in the organization with an average of 4.034. Third on this group we have the range between 7-10 years with an average satisfaction of 4.

On the marital status we observed that the Married employees are the most satisfied ones with a big difference from the rest. Married employees have an average of satisfaction on this axis of 4.315. Next are the single employees with an average of 3.875, then the "Other" with 3.750 and in the last row we have the in Co-habitation with an average of 3.625.

Based on the nationality the most dissatisfied employees are the locals, the Cypriots with again a big difference for the second. Cypriots have an average of satisfaction of 3.815. Next in the ranking are the Greeks with an average of 4.083 and then we have the Moldavian's, the Romanian's and the Indian's with 4.250, 4.281 and 4.393 in respectively. The "Other" cannot really be analyzed as is only 1 sample and we cannot get in real results.

All results discussed above can be seen in the below graph (Graph 7).
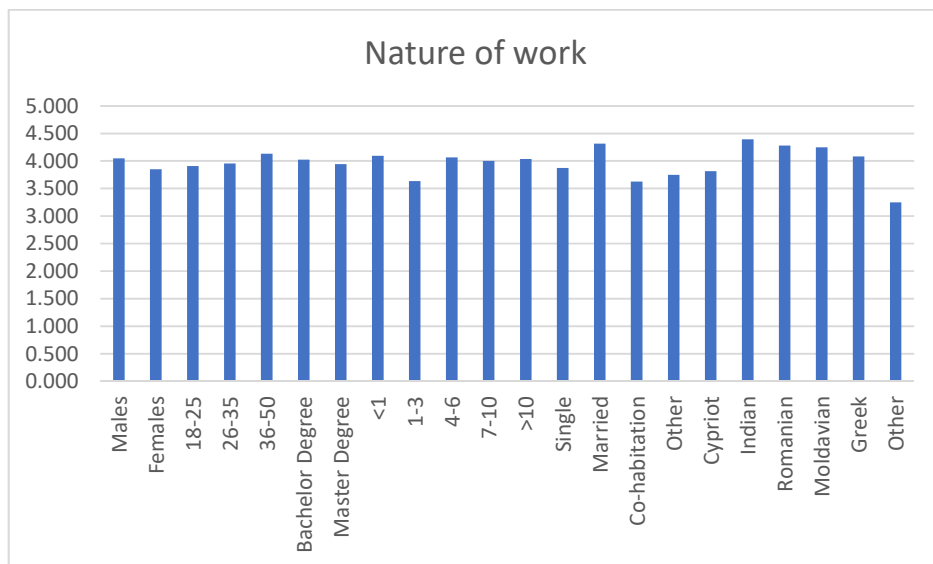
Graph 7: Nature of work per Demographic

5.5.2.   Rewards

Rewards axis is constructed by the following four questions, which again we have two of them as in negative shape.

- I am not rewarded for my dedication and my commitment towards the work
- There are only few rewards for the employees
- The rewards provided are not meaningful and do not contribute to my motivation
- When the job is done properly, it's recognized

Average value on the responses received on Reward dimension is 3.510 with a standard deviation of 1.414. That means that the Rewards in overall is on neutral and this is not very good for the professional satisfaction as we might be missing the motivation on employee side.

Based on the gender analysis we see that there no a big difference between Males and Females on this Axis but still we can see that Males are slightly more pleased than Females with an average of 3.538 were Females have an average of 3.443.

On the Age analysis we don't have any big difference between the ranges of years, so we can say that on the Reward axis the Age does not really have an impact. The ranges of 18-25, 26-35 and 36-50 have averages as 3.523, 3.538 and 3.500 respectively

By taking the factor of education there is no much different on the Rewards satisfaction axis, so we can say that the education for this axis does not really have a big role. Employees with a bachelor's degree have an average of 3.583 and employees with a master's degree an average of 3.414.

The years in company factor again we don't any big difference on the results which again means that this factor is not having an important role on rewards axis. The results in respectively of the ranges <1, 1-3, 4-6, 7-10, >10 are 3.656, 3.364, 3.519, 3.679 and 3.466.

On the marital status we observed that the Married employees are the most satisfied ones again but not with a big difference from the second. Married employees have an average of satisfaction on this axis of 3.620. Next are the single employees with an average of 3.539, then the Co-habitation category with 3.292 and in the last row we have the "Other" with an average of 3.083.

Based on the nationality the most dissatisfied employees are the locals and Greek, the Greek are the most dissatisfied ones with an average of 3.333 and Cypriots with 3.364. Moldavians are the most satisfied employees with average of 4.375, then we have the Indian with 3.946 and third in rank of satisfaction we have the Romanian employees with average satisfaction value of 3.563. The "Other" cannot really be analyzed as is only 1 sample and we cannot get in real results.

All results discussed above can be seen in the below graph (Graph 8).
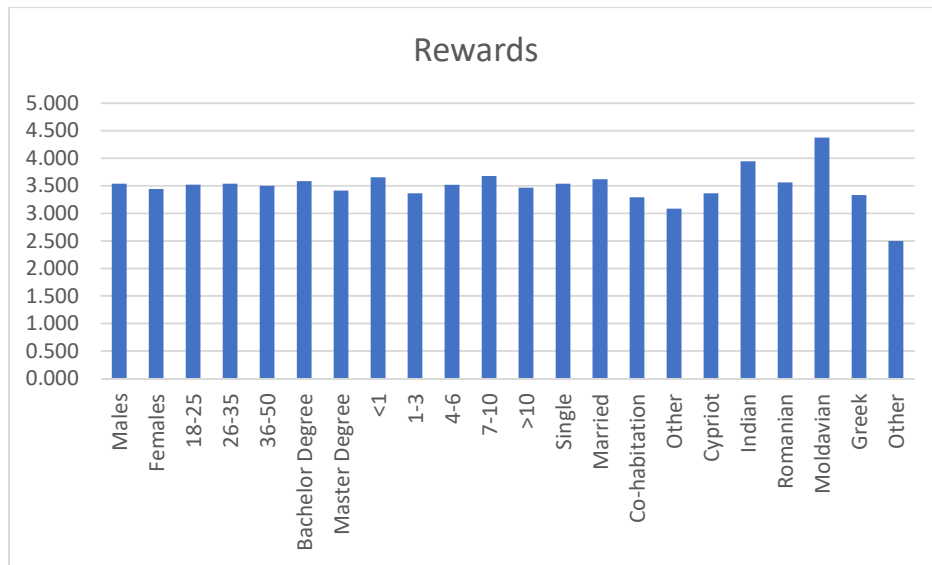
Graph 8: Rewards per Demographic

5.5.3.   Operating Conditions

Operating Conditions axis is constructed by the following four questions, we have one of them as in negative shape.

- The company provides you with the tools and technologies you need to do your job well
- My job position makes good use of my skills and abilities.
- The management respects my personal time.
- I do not have big work load

Average value on the responses received on Operating Conditions dimension is 3.831 with a standard deviation of 1.474. That means that the Operating Conditions in overall is a bit higher from neutral and this is not very good for the organization.

Based on the gender analysis we see that there no a big difference between Males and Females on this Axis but still we can see that Males are slightly more pleased than Females with an average of 3.894 were Females have an average of 3.682.

On the Age analysis we can see that the people on the range of 36-50 years old are happier than the others with an average of 4.054. The ranges between 18-25 and 26-35 in respectively are with the averages of 3.659 and 3.846. So, we can get to the results the Operating conditions depended on the age as we see that each range was increased by 0.2. Youngest employees are the ones which are less satisfied.

By taking the factor of education there is no much different on the Operating Conditions satisfaction axis, so we can say that the education for this axis does not really have an impact. Employees with a bachelor's degree have an average of 3.875 and employees with a master's degree an average of 3.773.

The years in company factor again we see a strange incremental pattern. By incrementally the years in the company are giving a better satisfaction on Operating Conditions. Employees with less than a year in company have an average satisfaction of 3.625, in range of 1-3 years we have 3.750 and then in the next scale which is the 4-6 years we see a decrement with the average to be on 3.673. In the next range which is the 7-10 years we see a big increment on the satisfaction with the average reaching to 4.250 which is very good and again on the next scale which is the more than 10 years we see the that satisfaction is decreasing but again we don't reach to the previous scales.

On the marital status we observed that the Married employees are the most satisfied ones again with a big difference from the second. Married employees have an average of satisfaction on this axis of 4.269. The rest of the scales are close to each other so in our case only Married employees has an impact. Respectively Single, Co-habitation and "Other" categories have an average value of 3.594, 3.542 and 3.583.

Based on the nationality the most dissatisfied employees are the Cypriots with 3.668. Moldavian and Greek are with 4.000 and 4.083 respectively and they are on the second position on dissatisfaction, then we have Indian with 4.107 and the more satisfied employees in rank are the Romanian employees with average satisfaction value of 4.219. The "Other" cannot really be analyzed as is only 1 sample and we cannot get in real results.

All results discussed above can be seen in the below graph (Graph 9).
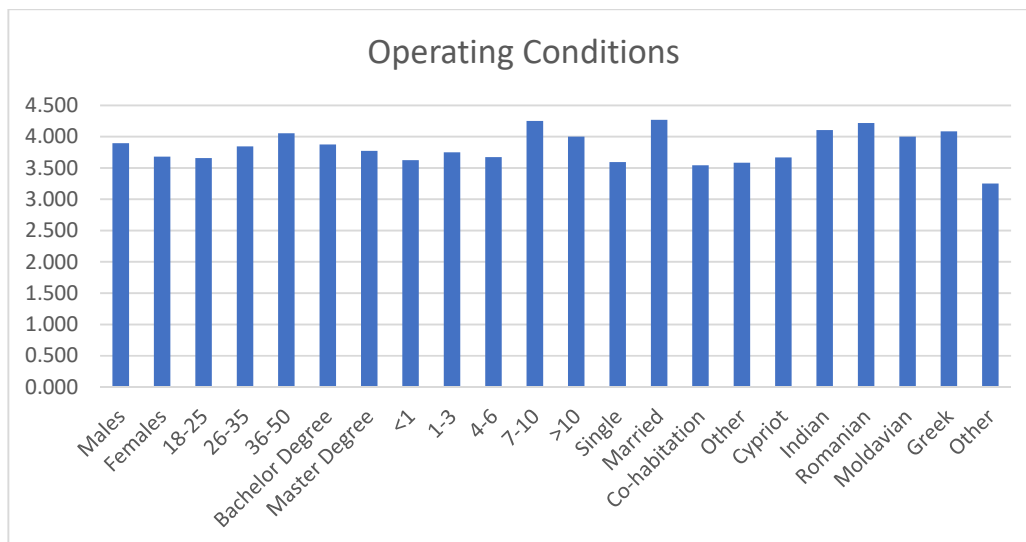
Graph 9: Operating Conditions per Demographic

5.5.4.   Colleagues

Colleagues axis is constructed by the following four questions, we have one of them as in negative shape.

- Your team is an inspiration for you to do your best at the job
- You are not enjoying working with your colleagues
- I am working more because of my colleague's incompetence
- My fellow workers treat me with respect

Average value on the responses received on Colleagues dimension is 4.290 with a standard deviation of 1.485. That means that the Colleagues axis in overall is good.

Based on the gender analysis we see that there no a big difference between Males and Females on this Axis but still we can see that Females now are slightly more pleased than Males with an average of 4.375 were Males have an average of 4.255.

On the Age analysis we can see that the people on the range of 36-50 years old are happier than the others with an average of 4.380. The ranges between 18-25 and 26-35 in respectively are with the averages of 3.977 and 4.255. So, we can get to the results the Operating conditions depended on the age as we see that in each range was increased. Maybe youngest employees in range are not so close with some people or they feel that they have more competition to show what they can do. In overall is good as we are talking about a good sense of competition as the average is high.

By taking the factor of education there is no much different on the Operating Conditions satisfaction axis, so we can say that the education for this axis does not really have an impact. Employees with a bachelor's degree have an average of 4.387 and employees with a master's degree an average of 4.164. Maybe the employees with a higher degree have a bit more competition as maybe they feel that they can get higher.

The years in company factor we see a strange incremental pattern on satisfaction. Employees with less than a year in company have an average satisfaction of 3.906, in range of 1-3 years we have 4.341 and then in the next two scales which is the 4-6 years and 7-10 we see a decrement with the average to be on 4.221 and 4.107 in respectively. Then suddenly on the range of over than 10 years we see an increment with the average to be on 4.545. This is explained as new joiners does not have the time to meet their colleagues and maybe they are still trying to get into the work routine. Next in the next scales we see that the satisfaction in better but on a decrement stage. This can be translated that new people are joining and others changing departments or leaving the company and on the last stage over the 10 years we can see that the people especially the "old" ones in terms on company years are closed to each other or they know how to handle the situation described above for the ones that have less years in company.

On the marital status we observed that again the Married employees are the most satisfied ones again but not with big difference from the rest. Married employees have an average of satisfaction on this axis of 4.398 but all the conditions are on the same picture which seems that the marital

status does not really affect this axis. The rest of the scales which are the Single, Co-habitation and "Other" categories have an average value of 4.227, 4.229 and 4.250 respectively.

Based on the nationality the most dissatisfied employees here are the Greek with 3.667 and then India employees with average of 4.054. Moldavian are the most satisfied ones with 4.875 and then we have Cypriot and Romanian with 4.326 and 4.469 as average.

All results discussed above can be seen in the below graph (Graph 10).
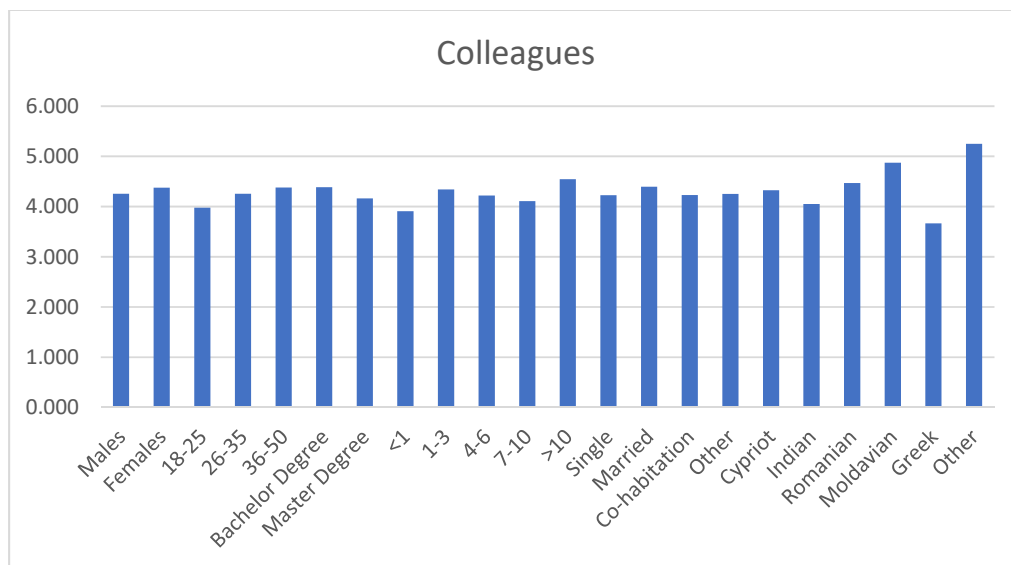
Graph 10: Colleagues per Demographic

5.5.5.   Communication

Communication axis is constructed by the following four questions, we don't have any question in negative shape.

- I understand why it is so important for the company to value diversity, to recognize and respect the value of differences in race, gender, age, etc.
- I am satisfied with the information received from management on what is going on
- I understand the company's goals and the link between my work and these objectives
- On the job, my responsibilities and goals are clearly defined

Average value on the responses received on Communication dimension is 4.040 with a standard deviation of 1.347. That means that the Colleagues axis in overall is good as well.

Based on the gender analysis we see that there is a big difference between Males and Females on this Axis. Males are more pleased than Females with an average of 4.202 where Females have an average of 3.659. On this Axis the Gender indeed have an impact.

On the Age analysis we can see that the people on the range of 36-50 years old are most satisfied than the others with an average of 4.380. The ranges between 18-25 and 26-35 in respectively are with the averages of 3.864 and 3.966. So, we can get to the results the Operating conditions depended on the age as we see that in each range has a different average.

By taking the factor of education there is a difference between the employees with Bachelor's and Master's degrees. Employees with a bachelor's degree have an average of 4.179 and employees with a master's degree an average of 3.859. The employees with a higher degree have always more higher expectations on the communication as they feel that can get higher in the organization with their education and need more information and more clarity on this axis.

The years in company factor there is no any impact on employees with less than 10 years in the organization. For example, employees with less than a year, between 1-3, 4-6 and 7-10 are more or less on the same satisfaction average with values as 3.938, 3.818, 3.913 and 3.821 respectively. Only employees with more than 10 years are more satisfied with an average of satisfaction at 4.409 which is big difference from the rest of the scales. Along with the years we can suspect that those people with more than 10 years are on higher positions and that's why they have more clarity which means the clarity on the lower positions is not so good.

On the marital status we observed that again the Married employees are the most satisfied ones again with big difference from the rest. Married employees have an average of satisfaction on this axis of 4.380 which we can say that married people are more settle and the information they get are enough for them to their job. The rest of the scales which are the Single, Co-habitation and "Other" categories have an average value of 3.930, 3.667 and 3.667 respectively.

Based on the nationality the most dissatisfied employees here are the Cypriots with 3.908. Rest are on the same picture as the averages are very closed to each other. Indian, Romanian, Moldavian and Greek have averages as 4.375, 4.218, 4.125, 4.167 respectively.

All results discussed above can be seen in the below graph (Graph 11).
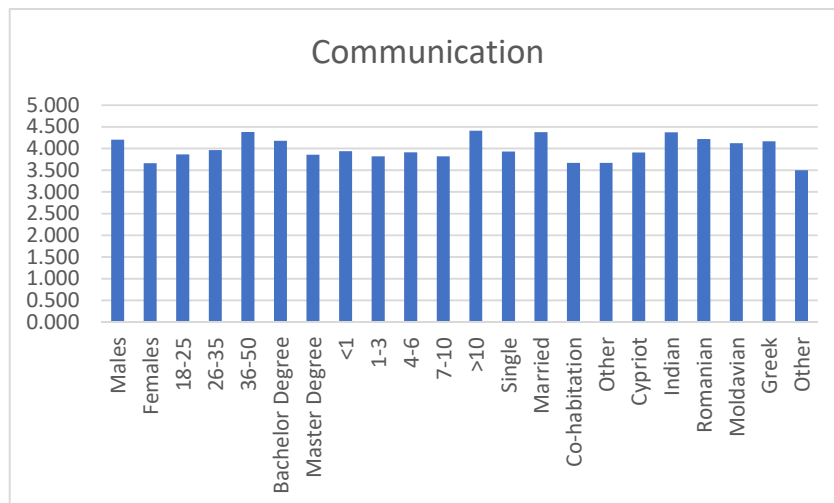
Graph 11: Communication per Demographic

5.5.6.   Development Opportunities

Development Opportunities axis is constructed by the following four questions, we have two questions in negative shape.

- The company offers adequate opportunities for promotions and career development
- Employees cannot get promoted as easy as in other organizations
- Employees with high performance are more likely to be promoted than others
- I am not satisfied with the career progression opportunities

Average value on the responses received on Development Opportunities dimension is 2.946 with a standard deviation of 1.435. That means that the satisfaction on Development Opportunities axis in overall is low.

Based on the gender analysis we see that there is a big difference between Males and Females on this Axis. Males are more pleased than Females with an average of 3.082 where Females have an average of 2.614. On this Axis the Gender indeed have an impact.

On the Age analysis we can see that the people on the range of 36-50 years old are most satisfied than the others with an average of 3.326. The ranges between 18-25 and 26-35 in respectively are with the averages of 3.159 and 2.822. So, we can get to the results the Operating conditions depended on the age as we see that in each range has a different average. The range of people between 26-35 maybe need something more on this axis in order to get more into the objectives.

By taking the factor of education there is a difference between the employees with Bachelor's and Master's degrees. Employees with a bachelor's degree have an average of 3.167 and employees with a master's degree an average of 2.648. The employees with a higher degree have always more higher expectations on the communication as they feel that can get higher in the organization with their education and always seeking for more opportunities to get in higher positions.

The years in company factor we can observe a strange behavior. Up to 4-6 years in the company the people have a decrement of satisfaction on this axis with the top to be in the scale of 4-6 years. For employees with more than 7 years we observe an increment on satisfaction. That's means the more employees leaving the company are between 1-3 and 4-6 years with the second to have more impact. More analytical for less than 1 year, between 1-3, 4-6, 7-10 and more than 10 years the averages are 3.250, 3.091, 2.471, 3.214, 3.227 in respectively.

On the marital status we observed that again the Married employees are the most satisfied ones again with big difference from the rest. Married employees have an average of satisfaction on this axis of 3.157 which we can say that married people are more settle and the information they get are enough for them to their job. The rest of the scales which are the Single, Co-habitation and "Other" categories have an average value of 2.859, 2.708 and 2.833 respectively.

Based on the nationality the most dissatisfied employees here are the Cypriots with 2.826. Moldavian and Greek are on the same with average of 3.750 and then we have Indian and Romanian with 3.054 and 3.000.

All results discussed above can be seen in the below graph (Graph 12).

Graph 12: Development Opportunities per Demographic

5.5.7.   Salary

Salary axis is constructed by the following four questions, we have two questions in negative shape.

- You are paid well for the work you offer
- Salary is not enough to cover the cost of living
- Salaries increases are often
- My salary, when compared with the industry average is not good enough

Average value on the responses received on Development Opportunities dimension is 2.882 with a standard deviation of 1.480. That means that the satisfaction on Salary axis in overall is very low.

Based on the gender analysis we see that there is a big difference between Males and Females on this Axis. Males are more pleased than Females with an average of 3.005 where Females have an average of 2.591. On this Axis the Gender indeed have an impact.

On the Age analysis we can see that the people on the range of 26-35 years old are most dissatisfied than the others with an average of 2.635. The ranges between 18-25 and 36-50 in respectively are with the averages of 3.614 and 3.228. Employees with 26-35 are the ones which

can give the more effort to achieve their personal and organizational goals and we can say that they are on the top of their productivity and effectiveness. On this range of age employees are more capable let's say to switch companies and get the salary they want.

By taking the factor of education there is a small difference between the employees with bachelor's and master's degrees. Employees with a bachelor's degree have an average of 2.952 and employees with a master's degree an average of 2.789. Education cannot be considered as an impact on this axis.

The years in company factor we can observe the same behavior with the Development axis. Which again we observer that employees which might leaving the company are between 1-3 and 4-6 years with the second to have more impact on their satisfaction. More analytical for less than 1 year, between 1-3, 4-6, 7-10 and more than 10 years the averages are 3.813, 2.727, 2.519, 2.893, 3.045 in respectively.

On the marital status the is no any impact on this axis and all the scales on the same average more or less. On scales Single, Married and Co-habitation categories have an average value of 2.836, 2.963, 2.917 respectively.

Based on the nationality the most satisfied employees here are the Greek with 3.750. Cypriot, Indian, Romanian and Moldavian are on the same with average more or less which is between 2.83 and 2.938. Greek are more satisfied but because they are the only ones which are satisfied, we might need to consider any financial situation or the average salary in Greece.

All results discussed above can be seen in the below graph (Graph 13).
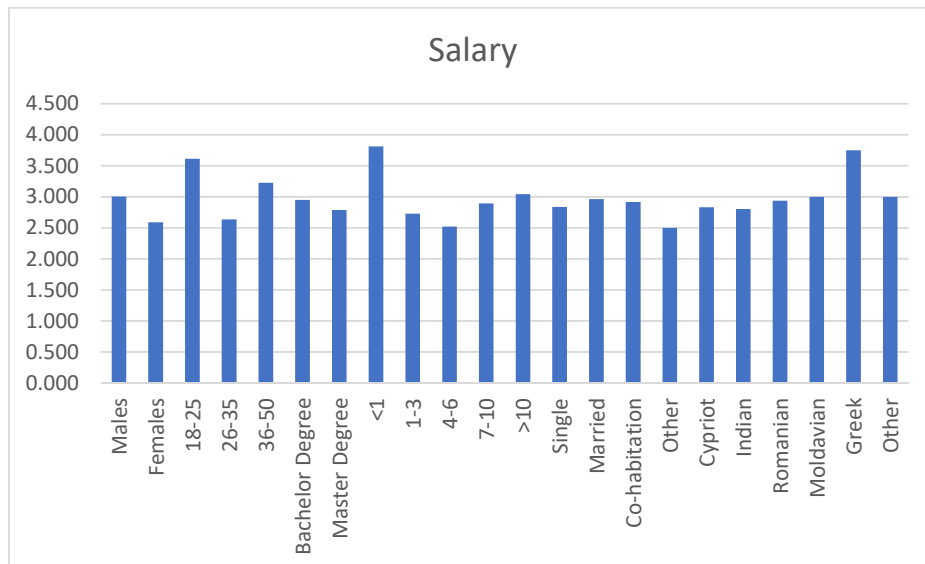
Graph 13: Salary per Demographic

5.5.8.   Privileges

Privileges axis is constructed by the following four questions, we have two questions in negative shape.

- I am not happy with the benefits my company provides
- I am satisfied with the benefits provided by the company in comparison to any other company in the industry.
- I do not feel involved with decisions that will affect me directly at work
- I can respectfully disagree with my supervisor without fear of reprisals

Average value on the responses received on Development Opportunities dimension is 3.942 with a standard deviation of 1.449. That means that the satisfaction on Development Opportunities axis in overall is not that bad.

Based on the gender analysis we see that there is a big difference between Males and Females on this Axis. Males are more pleased than Females with an average of 4.038 where Females have an average of 3.716.

On the Age analysis there is any major impact between the scales. Slightly lower the younger employees between 18-25 with average of 3.795 and then we have employees on range of 36-50 years old which have an average of 3.880 and at end the employees in the range of 26-35 with the average of 3.990 which are the most satisfied.

Education factor is not an important factor for Privileges dimension as the results are almost the same. Employees with a bachelor's degree have an average of 3.926 and employees with a master's degree an average of 3.969.

The years in company factor again it has a strange behavior we see an incremental behavior up to the scale of 4-6 years with average value of 4.250 but after this as the employees are getting older in the company the satisfaction is decreasing. In fact, starting with the employees with less than a year, 1-3, 4-6,7-10 and over than 10 years we have averages as 3.688, 3.818, 4.250, 3.857 and 3.761 respectively.

On the marital status the observation is that the ones which has another member to take care of it such as the Married or in Co-habitation employees they are more satisfied on this axis with averages at 4.102 and 4.271. Singles and "Others" are less satisfied with averages at 3.734and 3.417 respectively. There are two aspects here that we can think based on the questions of this axis. The First one has to do that the people which are not alone they know how to handle some situations with their supervisor or what actually are affecting them on decisions. The Second is that the benefits provided by the organization are very good in terms of their other half.

Based on the nationality the most satisfied employees for the first time are the locals, the Cypriot employees with an average of 4.043 and the most dissatisfied ones are the Indian with 3.679 as average value. If we see it from ethnicity wise the rest of the nationalities which are closer

to Europe are more satisfied than the other. Romania, Moldavian and Greek are having average satisfaction values as 3.938, 3.750 and 3.917 respectively.

All results discussed above can be seen in the below graph (Graph 14).
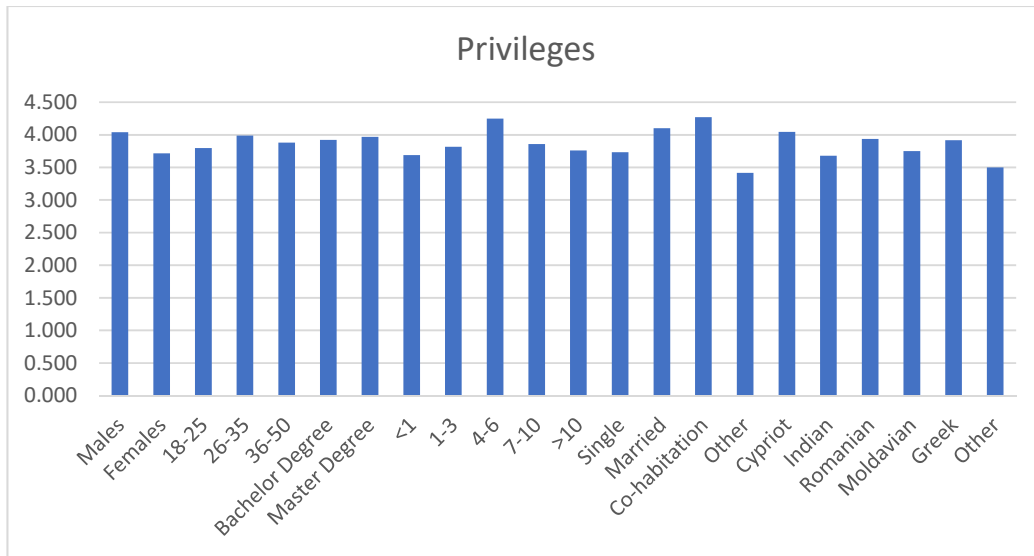
Graph 14: Privileges per Demographic

5.5.9.   Labor oversight

Labor oversight axis is constructed by the following four questions, we have two questions in negative shape.

- My Supervisor is competent at his/her work
- I am encouraged to come up with new and efficient ways to complete a task
- I don't like my manager
- My Supervisor is not fair with me

Average value on the responses received on Labor oversight dimension is 4.597 with a standard deviation of 1.327. That means that the satisfaction on Labor oversight axis in overall are very good results.

Based on the gender analysis we see that there is small difference between Males and Females on this Axis. Males are more pleased than Females with an average of 4.635 where Females have an average of 4.511.

On the Age analysis the most satisfies employees are the older employees in scale 36-50 with average value of 4.870. In fact, in our scales we see an increment by 0.2 in each scale. 18-25 scale has the lower satisfactions with 4.386 and in the middle, we have the scale of 26-35 years which

are on 4.587 average. That means as the humans getting older maybe we are compromising more easier and we see the things with more clarity.

Education factor is not an important factor on this axis as the results are almost the same. Employees with a bachelor's degree have an average of 4.607 and employees with a master's degree an average of 4.586.

The years in company factor we observed in general that there is an incremental behavior on the scales. The only fact that we can comment here is that the employees with 7-10 are having a small decrement from the previous scale but still is not enough to say that it has a big role. Of course, a 7-10 years employee with low satisfaction on development opportunities and salary dimension it can reach to that point. The averages values for the scales less than a year, 1-3, 4-6, 7-10 and over 10 years are 4.313, 4.386, 4.625, 4.464 and 4.818 in respectively.

On the marital status the observation is that again the married employees are more satisfied with an average value of 4.861. In general, is not much in order to make the difference and impact the marital status with the values we got on our three main scales. The Single and Co-habitation scales have an average 4.469 and 4.563.

Based on the nationality we see that all in general are satisfied as the averages in total are above 4.5. More satisfied in sequence are the Romanian, Moldavian, Indian, Greek and the Cypriots with averages values as 4.462, 4.750, 4.938, 5.000, 4.583 respectively.

All results discussed above can be seen in the below graph (Graph 15).
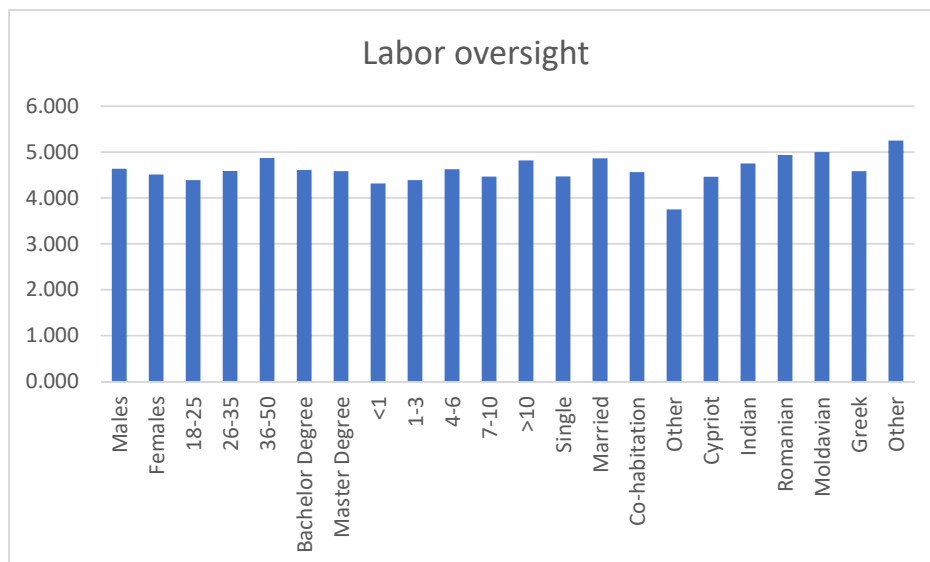
Graph 15: Labor Oversight per Demographic

5.6.   Overall Results

In overall results the professional satisfaction in the organization is not so bad. We can say that the satisfaction is slightly good. The total average professional satisfaction is 3.781 with a standard deviation of 1.538. The below is a summary of the common characteristics of each dimension of the organization on professional satisfaction.

#	General results
1	There is no any discrimination on multicultural aspect and overall the culture diversity is done with an effective way as the results are the same with a small variance
2	Cypriots are the most dissatisfied employees which that has to do with the local standards
3	Married people are more satisfied
4	Organization is mostly male oriented, females are the less satisfied
5	Employees with higher education degree have always higher expectations, they need more clarity, more opportunities to show their abilities.

Result Table 1: General Results

To be more accurate and have a correct picture on our results discussed in the previous chapter we tried to collect the most important factors that are affecting in each dimension the satisfaction. Of course, in each dimension we can see the factors are different and there is a dimension which the demographics factors are not important at all on the satisfaction for this organizations on the current stage.

Dimension	Most important factor per Dimension
Nature of work	Years in company has an impact, 1-3 years are less satisfied but over the years the satisfaction increasing
Rewards	Neutral satisfaction and company needs to check how can be increased
Operating Conditions	Increasing by the years in the company
Colleagues	We see from results that company is motivating also the healthy competition.
Communication	Lack of communication for lower positions and more clarity is needed
Development Opportunities	Those dimensions have the lowest satisfaction levels. More important demographic factors are the employees with age 26-35 years old, have already 4-6 years in the company and with higher degree than Bachelor are more likely to leave the company and seek better conditions on those factors.
Salary	
Privileges	The First one must do that the people which are not alone they know how to handle some situations with their supervisor or what are affecting them on decisions. The Second is that the benefits provided by the organization are very good in terms of their other half.
Labor Oversight	Employees while getting older are compromising more easier and we see the things with more clarity

Result Table 2: Most important factor per Dimension

Based on the research findings the diversity in this organization, which is very important, has be done with a good strategy and the organization keeps tackle with the different challenges in the right way as we didn't observe something suspicious on this matter. Of course, we see minor differences on the satisfaction and does not really cause any impact on professional satisfaction and to be more accurate is something that is expected as always there will a small variance. Diversity at a workplace can help to increase and to promote the growth of the employees as well, this is because there is the possibility of them to get exposure to different cultures, ideas and the right perspective of the culture of their coworkers and also to communicate better with the different cultures of customers as is global organization and the customers are around the world.

From the other hand the organization has a created a competitive culture in a healthy way as from the results we can see that the employees are satisfied with their colleagues and the communication with them. This is a very good point as through it the organization is promoting the healthy competition and the teamwork, and this is leading in the productivity and effectiveness increment. Problems can be solved faster and with effectiveness which this can provide a good outcome to the customers and of course this is increasing the reliability of the organization.

The negative parts of this research are the turn-over and especially that the locals are not so satisfied in comparison with the rest. This does not has do with the culture diversity but mostly has to do with the salary and the development opportunities. Of course, in all the companies the salary and development opportunities can be from the lowest dimensions in the professional satisfaction area, but the average here is below the neutral point. As per the questions which consisted those dimension we can understand that the non-locals does not really have in mind or they do not know what are the average salaries in the market as most probably they came to Cyprus in order to work some years as they got the opportunity and they are satisfied in overall with the salary but Cypriots as they are locals and have more circles they are aware what is going on. This is pointing that the organization should take into consideration the possibility to adjust the salaries. On the other side we see also that the Development opportunities are not enough with again below the neutral point which again this is a matter that the organization should check and analyze the situation and maybe to re-check about the hiring strategy. For example, organization can promote more employees from the internal circles instead of hiring external people for those positions. But again, in this situation need to find a balance as of course externals will bring more ideas for example and an internal does not mean that is capable of the position. As we can see the organization due to the above, they might be facing a big percentage of turnover from the group of the people that are working to the company for 4-6 years. This is causing a lot of budget to the company as the organization already invested to those employees and at point where they got a good experience and could help more in the organization on their work subject, they just leaving the company.

The last part of analysis is the communication between the management and the employees in the lower positions. There is a lack of communication which this is getting to the results that the employees do not have the clarity of what is going on and they don't have the feeling of belonginess in the overall picture. This is something that is needs to be handle through the organization culture as the employees needs to have more clarity on the organization vision, mission and goals. This is an important factor in order to motivate an employee and understand why some changes are happening.

5.7　Total Results table

		Nature of work		Rewards		Operating Conditions		Colleagues		Communication		Development Opportunities		Salary		Privileges		Labor oversight		Total	
		Ave.	S.D	Ave.	S.D	Ave.	S.D	Ave.	S.D	Ave.	S.D	Ave.	S.D	Ave.	S.D	Ave.	S.D	Ave.	S.D	Ave.	S.D
Gender	Males	4.048	1.477	3.538	1.421	3.894	1.431	4.255	1.493	4.202	1.281	3.082	1.447	3.005	1.534	4.038	1.441	4.635	1.341	3.855	1.518
	Females	3.852	1.672	3.443	1.405	3.682	1.572	4.375	1.472	3.659	1.429	2.614	1.360	2.591	1.310	3.716	1.454	4.511	1.295	3.605	1.569
Age	18-25	3.909	1.395	3.523	1.548	3.659	1.670	3.977	1.649	3.864	1.250	3.159	1.380	3.614	1.660	3.795	1.579	4.386	1.368	3.765	1.525
	26-35	3.957	1.558	3.538	1.431	3.846	1.413	4.255	1.457	3.966	1.429	2.822	1.439	2.635	1.355	3.990	1.474	4.587	1.377	3.733	1.556
	36-50	4.130	1.570	3.500	1.209	4.054	1.432	4.380	1.397	4.380	1.098	3.326	1.319	3.228	1.351	3.880	1.274	4.870	1.019	3.972	1.398
Education	Bachelor's Degree	4.024	1.520	3.583	1.364	3.875	1.485	4.387	1.468	4.179	1.278	3.167	1.446	2.952	1.467	3.923	1.468	4.607	1.371	3.855	1.517
	Master's Degree	3.945	1.564	3.414	1.477	3.773	1.465	4.164	1.505	3.859	1.418	2.648	1.372	2.789	1.499	3.969	1.430	4.586	1.271	3.683	1.560
Years in the company	<1	4.094	1.254	3.656	1.450	3.625	1.497	3.906	1.573	3.938	1.105	3.250	1.344	3.813	1.533	3.688	1.533	4.313	1.330	3.809	1.420
	1-3	3.636	1.557	3.364	1.432	3.750	1.658	4.341	1.380	3.818	1.402	3.091	1.491	2.727	1.575	3.818	1.451	4.386	1.418	3.659	1.558
	4-6	4.067	1.457	3.519	1.507	3.673	1.417	4.221	1.526	3.913	1.502	2.471	1.322	2.519	1.414	4.250	1.512	4.625	1.345	3.696	1.606
	7-10	4.000	1.563	3.679	1.307	4.250	1.005	4.107	1.641	3.821	1.156	3.214	1.572	2.893	1.166	3.857	1.433	4.464	1.374	3.810	1.429
	>10	4.034	1.705	3.466	1.330	4.000	1.546	4.545	1.389	4.409	1.210	3.227	1.412	3.045	1.438	3.761	1.313	4.818	1.228	3.923	1.509
Marital Status	Single	3.875	1.442	3.539	1.374	3.594	1.466	4.227	1.502	3.930	1.323	2.859	1.478	2.836	1.484	3.734	1.466	4.469	1.430	3.674	1.528
	Married	4.315	1.581	3.620	1.399	4.269	1.351	4.398	1.453	4.380	1.190	3.157	1.441	2.963	1.503	4.102	1.360	4.861	1.226	4.007	1.510
	Co-habitation	3.625	1.539	3.292	1.529	3.542	1.557	4.229	1.505	3.667	1.548	2.708	1.336	2.917	1.485	4.271	1.498	4.563	1.201	3.646	1.572
	Other	3.750	1.765	3.083	1.505	3.583	1.564	4.250	1.658	3.667	1.557	2.833	1.193	2.500	1.314	3.417	1.564	3.750	1.055	3.426	1.511
Nationality	Cypriot	3.815	1.532	3.364	1.505	3.668	1.513	4.326	1.472	3.908	1.436	2.826	1.411	2.832	1.500	4.043	1.514	4.462	1.359	3.694	1.570
	Indian	4.393	1.498	3.946	1.182	4.107	1.397	4.054	1.699	4.375	1.273	3.054	1.577	2.804	1.589	3.679	1.403	4.750	1.443	3.907	1.567
	Romanian	4.281	1.611	3.563	1.268	4.219	1.211	4.469	1.319	4.219	1.039	3.000	1.295	2.938	1.190	3.938	1.243	4.938	0.878	3.951	1.378
	Moldavian	4.250	1.669	4.375	0.744	4.000	1.512	4.875	1.126	4.125	0.835	3.750	1.282	3.000	1.414	3.750	0.707	5.000	1.069	4.125	1.266
	Greek	4.083	1.379	3.333	1.231	4.083	1.730	3.667	1.231	4.167	0.937	3.750	1.422	3.750	1.545	3.917	1.730	4.583	1.443	3.926	1.412
	Other	3.250	0.957	2.500	1.000	3.250	1.258	5.250	0.500	3.500	1.732	2.250	0.957	3.000	0.816	3.500	0.577	5.250	0.500	3.528	1.341

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7. Appendix

7.1.   Questionnaire

7.1.1.   Demographics Questionnaire

Professional Satisfaction Questionnaire

This questionnaire is created to measure the professional satisfaction. The participation is voluntary and of course anonymous. Please complete the following questionnaire based on your personal beliefs and please do not select random answers.

* Required

Part One

Demographics Section

1. Gender *

○ Male

○ Female

○ Other

2. Age *

○ 18 - 25

○ 26 - 35

○ 36 - 50

○ 51 - 65

○ 65+

3. Highest Education Level *

○ High school or less

○ Bachelor Degree

○ Master Degree

○ PhD Degree

○ Other

4. How many years you have been working for this company? *

○ <1

○ 1 - 3

○ 4 - 6

○ 7 - 10

○ >10

5. Marital Status *

○ Single

○ Married

○ Divorced

○ Widowed

○ Co-habitation

○ Other

6. Nationality *

○ Cypriot

○ Indian

○ Romanian

○ Moldavian

○ Greek

○ Other

7.1.2.   Employment Satisfaction Questionnaire

Professional Satisfaction Questionnaire

* Required

Part Two

Job Satisfaction Survey

This questionnaire is created to measure the professional satisfaction. The participation is voluntary and of course anonymous. Please complete the following questionnaire based on your personal beliefs and please do not select random answers.

Answers:
1 = Strongly Disagree
2 = Disagree
3 = Slightly Disagree
4 = Slightly Agree
5 = Agree
6 = Strongly Agree

1. I do not find my job meaningful *

	1	2	3	4	5	6
	○	○	○	○	○	○

2. The work I do gives me a feeling of personal accomplishment *

	1	2	3	4	5	6
	○	○	○	○	○	○

3. Employee safety is a high priority, my workplace is safe *

1	2	3	4	5	6
○	○	○	○	○	○

4. My work is not stressful *

1	2	3	4	5	6
○	○	○	○	○	○

5. I am not rewarded for my dedication and my commitment towards the work *

1	2	3	4	5	6
○	○	○	○	○	○

6. There are only few rewards for the employees *

1	2	3	4	5	6
○	○	○	○	○	○

7. The rewards provided are not meaningful and do not contribute to my motivation *

1	2	3	4	5	6
○	○	○	○	○	○

8. When the job is done properly, it's recognised *

	1	2	3	4	5	6
	○	○	○	○	○	○

9. The company provides you with the tools and technologies you need to do your job well *

	1	2	3	4	5	6
	○	○	○	○	○	○

10. My job position makes good use of my skills and abilities. *

	1	2	3	4	5	6
	○	○	○	○	○	○

11. The management respects my personal time. *

	1	2	3	4	5	6
	○	○	○	○	○	○

12. I do not have big work load *

	1	2	3	4	5	6
	○	○	○	○	○	○

13. Your team is an inspiration for you to do your best at the job *

	1	2	3	4	5	6
	○	○	○	○	○	○

14. You are not enjoying working with your colleagues *

1	2	3	4	5	6
○	○	○	○	○	○

15. I am working more because of my colleague's incompetence *

1	2	3	4	5	6
○	○	○	○	○	○

16. My fellow workers treat me with respect *

1	2	3	4	5	6
○	○	○	○	○	○

17. I understand why it is so important for the company to value diversity, to recognise and respect the value of differences in race, gender, age, etc. *

1	2	3	4	5	6
○	○	○	○	○	○

18. I am satisfied with the information received from management on what is going on *

1	2	3	4	5	6
○	○	○	○	○	○

19. I understand the company's goals and the link between my work and these objectives *

1	2	3	4	5	6
○	○	○	○	○	○

20. On the job, my responsibilities and goals are clearly defined *

1	2	3	4	5	6
○	○	○	○	○	○

21. The company offers adequate opportunities for promotions and career development *

1	2	3	4	5	6
○	○	○	○	○	○

22. Employees cannot get promoted as easy as in other organisations *

1	2	3	4	5	6
○	○	○	○	○	○

23. Employees with high performance are more likely to be promoted than others *

1	2	3	4	5	6
○	○	○	○	○	○

24. I am not satisfied with the career progression opportunities *

	1	2	3	4	5	6
	○	○	○	○	○	○

25. You are paid well for the work you offer *

	1	2	3	4	5	6
	○	○	○	○	○	○

26. Salary is not enough to cover the cost of living *

	1	2	3	4	5	6
	○	○	○	○	○	○

27. Salaries increases are often *

	1	2	3	4	5	6
	○	○	○	○	○	○

28. My salary, when compared with the industry average is not good enough *

	1	2	3	4	5	6
	○	○	○	○	○	○

29. I am not happy with the benefits my company provides *

	1	2	3	4	5	6
	○	○	○	○	○	○

30. I am satisfied with the benefits provided by the company in comparison to any other company in the industry. *

	1	2	3	4	5	6
	○	○	○	○	○	○

31. I do not feel involved with decisions that will affect me directly at work *

	1	2	3	4	5	6
	○	○	○	○	○	○

32. I can respectfully disagree with my supervisor without fear of reprisals *

	1	2	3	4	5	6
	○	○	○	○	○	○

33. My Supervisor is competent at his/her work *

	1	2	3	4	5	6
	○	○	○	○	○	○

34. I am encouraged to come up with new and efficient ways to complete a task *

	1	2	3	4	5	6
	○	○	○	○	○	○

7.2. Overall Results in more analysis which used to create the table in 5.7 chapter

- Organization is mostly Male oriented
    - Females are less satisfied and maybe this is one of the reasons that there is not a lot female worker in the organization.

- Nature of work:
    - 36-50 age are the happier
    - Years in company has an impact
        - More years more satisfied
        - 1-3 years are the less satisfied
    - Married people are more satisfied
    - Cypriots are the less satisfied
    - Education no impact
    - Cypriots most dissatisfied

- Rewards in on neutral not bad not good.
    - Age does not impact the satisfaction
    - Education no impact
    - The years in company factor again we don't any big difference on the results which again means that this factor is not having an important role on rewards axis
    - Single and Married are the most satisfied, Co-habitation and others
    - Greek and Cypriots are the most dissatisfied

- Operating Conditions
    - 36-50 age are the happier, Youngest employees are the ones which are less satisfied.
    - Education does not impact
    - The years in company factor again we see a strange incremental pattern. By incrementally the years in the company are giving a better satisfaction on Operating Conditions
    - Married employees are more satisfied rest are on the same picture
    - Cypriots are the most dissatisfied

- Colleagues
    - Age does not impact the satisfaction
    - 36-50 age are the happier, Youngest employees are the ones which are less satisfied but seems there is a sense of good competition in the organization which can inspire the effectivity and the productivity
    - Maybe the employees with a higher degree have a bit more competition as maybe they feel that they can get higher
    - This is explained as new joiners does not have the time to meet their colleagues and maybe they are still trying to get into the work routine. Next in the next scales we see that the satisfaction in better but on a decrement stage. This can be translated that new people are joining and others changing departments or leaving the

company and on the last stage over the 10 years we can see that the people especially the "old" ones in terms on company years are closed to each other or they know how to handle the situation described above for the ones that have less years in company.
- Marital status does not affect
- Greek and Indian are the most dissatisfied ones.

- Communication
  - Males are happier
  - 36-50 age are the happier, Youngest employees are the ones which are less satisfied but seems there is a sense of good competition in the organization which can inspire the effectivity and the productivity
  - The employees with a higher degree have always more higher expectations on the communication as they feel that can get higher in the organization with their education and need more information and more clarity on this axis.
  - Along with the years we can suspect that those people with more than 10 years are on higher positions and that's why they have more clarity which means the clarity on the lower positions is not so good.
  - we can say that married people are more settle and the information they get are enough for them to their job.
  - Cypriots are the most dissatisfied

- Development Opportunities
  - Males are happier
  - The range of people between 26-35 maybe need something more on this axis in order more the objectives.
  - The employees with a higher degree have always more higher expectations on the communication as they feel that can get higher in the organization with their education and always seeking for more opportunities to get in higher positions.
  - That's means the more employees leaving the company are between 1-3 and 4-6 years with the second to have more impact
  - married people more satisfied
  - Cypriots are the most dissatisfied

- Salary
  - Males are happier
  - Employees with 26-35 are the ones which can give the more effort to achieve their personal and organizational goals and we can say that they are on the top of their productivity and effectiveness. On this range of age employees are more capable let's say to switch companies and get the salary they want.
  - Greek are more satisfied but because they are the only ones which are satisfied, we might need to consider any financial situation or the average salary in Greece.

- Privileges
    - Males are more satisfied
    - Slightly more satisfied the range between 26-35
    - incremental behavior up to the scale of 4-6 years
    - Married or in Co-habitation employees they are more satisfied There are two aspects here that we can think based on the questions of this axis. The First one has to do that the people which are not alone they know how to handle some situations with their supervisor or what actually are affecting them on decisions. The Second is that the benefits provided by the organization are very good in terms of their other half.
    - If we see it from ethnicity wise the rest of the nationalities which are closer to Europe are more satisfied than the others.

- Labor Oversight
    - Males are more satisfied
    - That means as the humans getting older maybe we are compromising more easier and we see the things with more clarity.
    - Of course, a 7-10 years employee with low satisfaction on development opportunities and salary dimension it can reach to that point
    - Year is company, not important demographic
    - Nationality not an important factor