

OPEN UNIVERSITY OF CYPRUS
FACULTY OF ECONOMIC SCIENCES AND MANAGEMENT
MASTER IN BUSINESS ADMINISTRATION

Postgraduate (Master's) Dissertation



Job Satisfaction in Private Organizations in Cyprus

Andrea Zacharoplasti Mateidou

Supervisor:

Michalis Socratous

May 2021

May 1, 2021

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The present Postgraduate (Master's) Dissertation was submitted in partial fulfilment of the requirements for the postgraduate degree in Business Administration FACULTY Of Economic Sciences And Management Of Open University Of Cyprus.

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Summary:

This dissertation focuses on work satisfaction in the private sector in Cyprus, as it is a vital factor in professional growth and a motivator for employees. The dissertation's first goal is to define the factors that contribute to an employee's dissatisfaction with his work. On a second stage, it investigates whether the factors affecting workers at work are psychological or livelihood-related.

After a comprehensive bibliographic analysis, the master's dissertation's theoretical section presents the theories that have been established over time by various scholars in this field. The theoretical section focuses primarily on the criteria's study questions and seeks to link them to the findings of the dissertation's primary quantitative research, which was performed by circulating questionnaires to employees in various private sectors.

The findings of the study revealed the significance of job satisfaction in Cyprus' private sector, which should be focused on basic work characteristics, behaviors, and abilities, as well as the work environment and benefits. It was also discovered that the immediate boss is an important part of each employee's future happiness since they are the extension of company processes and are personally associated with the employee on a regular basis. The findings of the study will be used by private businesses to develop their processes and Human Resources departments.

Περίληψη:

Αυτή η διατριβή επικεντρώνεται στην ικανοποίηση της εργασίας στον ιδιωτικό τομέα στην Κύπρο, καθώς αποτελεί ζωτικό παράγοντα για την επαγγελματική ανάπτυξη και κίνητρο για τους εργαζομένους. Ο πρώτος στόχος της διατριβής είναι να καθορίσει τους παράγοντες που συμβάλλουν στη δυσαρέσκεια ενός εργαζομένου με την εργασία του. Σε ένα δεύτερο στάδιο, διερευνά εάν οι παράγοντες που επηρεάζουν τους εργαζόμενους στην εργασία είναι ψυχολογικοί ή σχετικοί με την επιβίωση.

Μετά από μια ολοκληρωμένη βιβλιογραφική ανάλυση, η θεωρητική ενότητα της διατριβής του πλοιάρχου παρουσιάζει τις θεωρίες που έχουν καθιερωθεί με την πάροδο του χρόνου από διάφορους μελετητές σε αυτόν τον τομέα. Η θεωρητική ενότητα επικεντρώνεται πρωτίστως στις ερωτήσεις μελέτης των κριτηρίων και επιδιώκει να τα συνδέσει με τα ευρήματα της πρωτογενούς ποσοτικής έρευνας της διατριβής, η οποία πραγματοποιήθηκε με την κυκλοφορία ερωτηματολογίων σε υπαλλήλους σε διάφορους ιδιωτικούς τομείς.

Τα ευρήματα της μελέτης αποκάλυψαν τη σημασία της ικανοποίησης από την εργασία στον ιδιωτικό τομέα της Κύπρου, η οποία θα πρέπει να επικεντρώνεται σε βασικά χαρακτηριστικά εργασίας, συμπεριφορές και ικανότητες, καθώς και στο εργασιακό περιβάλλον και τα οφέλη. Ανακαλύφθηκε επίσης ότι το άμεσο αφεντικό είναι ένα σημαντικό μέρος της μελλοντικής ευτυχίας κάθε υπαλλήλου, δεδομένου ότι είναι η επέκταση των διαδικασιών της εταιρείας και συνδέονται προσωπικά με τον εργαζόμενο σε τακτική βάση. Τα ευρήματα της μελέτης θα χρησιμοποιηθούν από ιδιωτικές επιχειρήσεις για να αναπτύξουν τις διαδικασίες τους και τα τμήματα Ανθρώπινου Δυναμικού.

May 1, 2021

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Chapter 1

Introduction

1.1 SUMMARY

Job satisfaction is important for both employees and employers. According to Maslow's theory, an individual's needs can be summarised in a five-level model, often represented as hierarchical levels within a pyramid. This theory can be applied to the workplace as well as other scenarios. More specifically, the lowest level of the pyramid consists of physical needs (e.g., warmth, food, water, etc.), followed by the need for safety and security. Once the person has met these needs, as they move up the pyramid, the need for personal esteem and feelings of accomplishment become very important.

(A.H.Maslow)

Moreover, job satisfaction is also important to employers as it leads to higher productivity and thus increases the progress of an organisation and consequently profit. For this reason, most companies conduct job satisfaction surveys to determine the level of satisfaction of their employees.

Another theory that is equally important is Frederick Herzberg's theory of work motivation. Herzberg believed that hygiene factors are also important for an employee to be motivated and satisfied at work. According to Herzberg, hygiene factors will not encourage employees to work harder, but will cause them to become unmotivated if they are not present.

(Frederick Herzberg)

The aim of this master thesis is to investigate and analyze employee satisfaction in private organizations in Cyprus. A large percentage of employees in Cyprus belong to the private organizations. Since the early 1920s, a large number of foreign organizations have been established in Cyprus and this number has grown year by year.

These organizations have since drastically raised the bar of expectations for both Cypriot and foreign employees in Cyprus. The foreign organizations have introduced a number of benefits for private sector employees that Cypriot organizations had never offered before, such as better salary criteria, bonuses, health insurance, better working conditions, etc. This led to the fact that, contrary to the mentality of locals to be employed in government positions, more employees started to consider career opportunities in the private sector, whereas previously the only goal was to acquire a position in the government.

Although the number of Cypriot workers employed in the private sector has increased, satisfaction is one of the most important criteria and always will be when it comes to work. Satisfaction is one of the most important motivational tools in a company's arsenal, and it is what separates a mediocre product or service from an exceptional one.

The majority of the private sector workforce in Cyprus consists of local employees, while the number of foreign employees is lower. In this paper we will examine and analyse the views of all employees in the private sector in order to understand how different cultures have different perceptions of satisfaction in the work environment. The target of this study is to analyse all those criteria, figure out what motivates and satisfies in a business environment, and figure out all possible problems and errors some companies in Cyprus are still committing. Questionnaires will be distributed, and interviews conducted, in an attempt to gather data from lots of different individuals, both administrative and non-administrative staff.

1.2 PURPOSE

Private companies in Cyprus should fulfil some basic requirements, to drastically increase job satisfaction for their employees. Employers need to understand that by providing certain benefits to employees, they can boost employee satisfaction and thus they will be able to further increase the organization's productivity.

Some of these requirements can be; lunch provision, health insurance, tuition fees, annual evaluation and performance appraisal, 13th salary, annual bonus and pay rise.

As time has gone by, companies started assigning more responsibilities and tasks to employees that have proven themselves capable. The benefits though in some cases have remained the same, while in some other cases have changed. Tasks have become more time consuming and require more knowledge and skills in order to be completed. These are common encountered situations in the Cyprus business market.

Moreover, many organizations provide boost their employee's moral by providing them with tangible benefits, such as monetary ones.. Yet having all the above in mind, there are many cases of employees who regardless the "generous" tangible benefits they receive, are not satisfied. Theoretically speaking, they shouldn't be, but unfortunately theory is just theory, whereas reality bites.

Apparently, there are more things that contribute in employee's job satisfaction than just money and benefits. Aim of this paper is to uncover whether employees in the private organizations in Cyprus are satisfied or not.

1.3 Population of research

To begin with, there will be a brief theoretical study surrounding the definitions and existing theories of job satisfaction and motivation within business environment. Based on the fact that the above will be studied and thoroughly understood, a questionnaire will be composed.

The population of research shall involve people from different backgrounds, cultures and corporate levels. The distribution of the sample will be convenient, because the questionnaire can be given to my current workplace, where all the above can be applied.

The population of research will be participants that live in Cyprus and work in Cyprus private organizations for more than 3 years. The sample will be Female and Male employees in private organizations in Cyprus. From the population of research we will exclude the higher managements, supervisors and managers due to the fact that this research is aiming to gather data regarding the job satisfaction of employees. Questions that are scheduled for managers, supervisors or the higher management of an organization will not take place In the research.

1.4 Research questions

The criteria on how the employees can be satisfied will be analyzed, and through research (quantitative method) an attempt will be made to identify what is considered important in order for an employee to be satisfied in the private sector in Cyprus.

For the purposes of this paper, the following research questions will be studied and presented:

1. What factors affect job satisfaction?
2. To what extent are employees in the private sector professionally satisfied?
3. To what extent team working affects work satisfaction?

Given that job satisfaction is a complicated process, it is particularly interesting to investigate the above questions, and to draw a conclusion to whether the employees in the private sector in Cyprus are satisfied by reviewing the literature and comparing it with the research's findings.

Chapter 2

Literature Review

2.1 Introduction

Job satisfaction refers to the sense of satisfaction of an individual at work, which acts as incentive to work. It is not self-satisfaction, pleasure, or self-satisfaction, nor workplace satisfaction. Employment satisfaction relates to a person's overall relationship with the company for which they are paying. Satisfaction implies the simple feeling of an aim or purpose being accomplished. Job dissatisfaction requires lack of motivation at work.

There are many definitions for job satisfaction and many studies have been conducted to measure job satisfaction in different types of organizations. Oshagbemi (1999) defined job satisfaction as a person's positive emotional response to his or her job. Job satisfaction describes a positive feeling towards a job resulting from the evaluation of its characteristics. A person with high job satisfaction has positive feelings about his or her job. It is becoming increasingly common for public and government organizations to ask their employees to evaluate their work situation through employee surveys. Generally, the purpose is to use the survey results as a starting point for development and change.

Job satisfaction is the most studied variable in the literature due to its importance in organizational behaviour. Various theories of job satisfaction can be found in the literature such as Affect Theory, Dispositional Theory, the two-factor theory, also called (Motivator-Hygiene Theory) and Job Characteristics Model. According to Nelson (2006), an employee's job satisfaction is priceless. Frustrated or

discouraged employees have a negative impact on their willingness to do the job. Dissatisfied employees are less committed to the organization, which affects their performance and ultimately the performance of the organization.

https://www.researchgate.net/profile/Eftichia_Vraimaki/publication/257230548_Factors_Affecting_Accountants'_Job_Satisfaction_and_Turnover_Intentions_A_Structural_Equation_Model/links/55e968c108ae21d099c2ec22.pdf

Lofquist and Davis (1991), defined job satisfaction as “an individual’s positive affective reaction of the target environment as a result of the individual’s appraisal of the extent to which his or her needs are fulfilled by the environment”.

According to the book of Contemporary Economics, Vol. 8, No. 1, pp. 57-72, 2014: “The term "job satisfaction" is derived from the humanities, psychology and sociology. In the field of psychology, it is a state where an employee has an emotional perception of his situation and reacts with feelings of pleasure or pain. In sociology, it is considered a variable in different categories related to how each employee evaluates and thinks about his work. Job satisfaction is closely related to the performance and quality of work performed by an employee and, consequently, translates into the success of an organization, because a satisfied employee builds and participates in the success of any organization. This article presents the results of the research conducted by the author in 2012 on a sample of 215 people. Respondents represented different organizations. The aim of the study was to identify and assess the significance of individual factors influencing satisfaction and dissatisfaction with work and demonstrate their impact on the overall assessment of job satisfaction. The study showed that between the weight attributed to individual factors and overall job satisfaction, there are many statistically significant correlations referring mainly to selected on the basis of analysis respondents’ groups. The study confirms the raised thesis concerning the validity of research in the factors affecting the general feeling of satisfaction by the employees.”

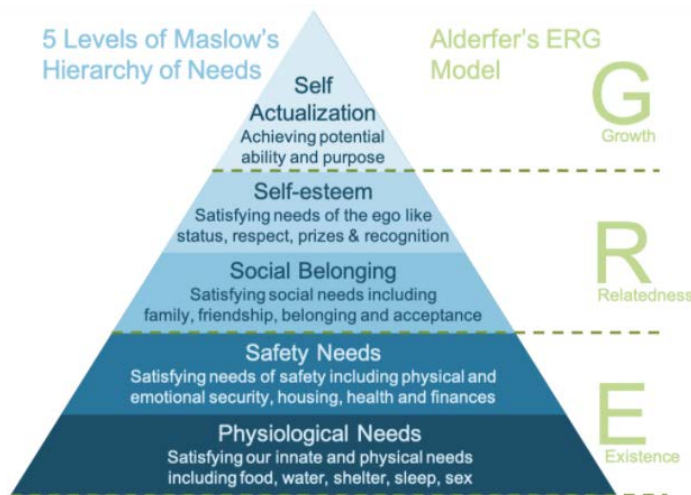
https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2435040)

Alderfer's ERG Theory of Motivation states that individuals can be motivated by multiple levels of need at the same time, and that the level which is most important to them can change over time. In other words, an individual's priorities and motivations may be fluid and can move between the existence, relatedness and growth levels of need over time. They can move upwards, and they can move downwards.

(Alderfer, 1969)

In Maslow's Hierarchy of Needs, individuals need to have satisfied one level of needs before moving on to the next one. For example, they need to have satisfied their safety needs before being motivated by social belonging. Alderfer disagreed. In his model, individuals do not need to have satisfied their existence needs before being motivated by their relatedness need.

(Maslow, 1943)



McClelland's theory of needs is one such theory that explains this process of motivation by breaking down what and how needs are and how they have to be approached. David McClelland was an American psychologist who developed his theory of needs or *Achievement Theory of Motivation* which revolves around three important aspects, namely, Achievement, Power and Affiliation. This theory was developed in the 1960s and McClelland points out that regardless of our

age, sex, race or culture, all of us possess one of these needs and are driven by it. This theory is also known as the *Acquired Needs* as McClelland put forth that the specific needs of an individual are acquired and shaped over time through the experiences he has had in life.

(McClelland, 1961)

Another theory is the *Affect Theory*. It seeks to organize affects, sometimes used interchangeably with emotions or subjectively experienced feelings, into discrete categories and to typify their physiological, social, interpersonal, and internalized manifestations. The conversation about affect theory has been taken up in psychology, psychoanalysis, neuroscience, medicine, interpersonal communication, literary theory, critical theory, media studies, and gender studies, among other fields. Hence, affect theory is defined in different ways, depending on the discipline.

(Tomkins, *Affect Imagery Consciousness* , 1962)

Affect theory is originally attributed to the psychologist Silvan Tomkins, which he introduced in the first two volumes of his book *Affect Imagery Consciousness* (1962). Tomkins uses the concept of affect to refer to the "biological portion of emotion," defined as the "hard-wired, preprogrammed, genetically transmitted mechanisms that exist in each of us," which, when triggered, precipitate a "known pattern of biological events".[1] However, it is also acknowledged that, in adults, the affective experience is a result of interactions between the innate mechanism and a "complex matrix of nested and interacting ideo-affective formations.

(Tomkins, *Affect Imagery Consciousness* , 1962)

Aranya et al. (1982) studied job satisfaction of Canadian accountants, examining the influences between professional and organizational commitment, job satisfaction and migration. Their sample was divided in three groups; partners or sole practitioners, employees in accounting firms and employees in bureaucratic

organizations. It was concluded that in all three settings accountants' job satisfaction is influenced by organizational and professional commitment. As for the intention to migrate, it was not affected by their perception about the occupation or organization.

(Aranya, 1982)

The motivational factors (the essence of work, the sense of accomplishment from their work, the appreciation, the obligation that is provided to them, and opportunities for personal development and advancement) help employees find their worth in relation to the importance given to them by the organization, according to Baah and Amoako

(Dartey-Baah & Amoako, 2011)

Job satisfaction, according to Vroom (1964), is an emotional inclination that workers have toward the job they play at work. Job satisfaction is a critical factor in motivating and encouraging employees to improve their results. Over the years, many people have described work satisfaction. Job satisfaction is described by Hoppok and Spielgler (1938) as an interconnected collection of psychological, physiological, and environmental factors that allow workers to admit they are pleased or happy with their work. Furthermore, the importance of employees at work is stressed, as different factors have an impact on an employee's performance. Furthermore, the importance of employees' roles at work is stressed, as different factors have an impact on an employee's performance within the organization.

(Vroom, 1964), (Hoppock & Spiegler, 1938)

According to Clark (1997), if employees are dissatisfied with the job assigned to them, they are unsure of their rights, working conditions are dangerous, coworkers are uncooperative, supervisors do not treat them with respect, and they are not included in the decision-making process, causing them to feel disconnected from the company. Furthermore, he said that in today's world,

businesses cannot afford disgruntled workers because they will not perform up to their supervisor's expectations and will be fired, causing businesses to incur extra costs in hiring new employees. As a result, it is advantageous for businesses to provide workers with a flexible working atmosphere in which they feel respected and a part of the company. Employee morale should be high and that will show in their results and they will make less attempts to improve if their morale is poor.

(Clark, 1997)

A person's job satisfaction can be measured in terms of overall satisfaction or satisfaction with specific aspects of the job (Gupta et al., 2014). Researchers use an overall approach to determine the general level of satisfaction within a group of employees. They cannot, however, say which aspects of a job the employees like or hate. In contrast to the global approach, satisfaction by aspects will provide a more holistic image of work satisfaction. Job satisfaction is influenced by a variety of factors, including salary, supervision, compensation, benefits, job nature, and relationships with coworkers and supervisors. A worker may be happy with some aspects of his or her job but unhappy with others.

(Chen, Sparrow, & Cooper 2016).

2.2 Background

The actual formal study of job satisfaction did not come about until the 1930s, but the study of worker attitudes began much earlier. In 1912, Mayo began a series of studies known as the Hawthorne studies. The focus of these studies was on worker production and efficiency; they laid an important foundation for future studies.

The Hawthorne studies were the first research project to attempt to quantify employee attitudes and correlate them with overall work efficiency. In the mid-1930s, Hoppock (1935) published the first intensive study of job satisfaction. This groundbreaking study looked at job satisfaction from a much more complex point of view. Hoppock saw job satisfaction as influenced by the following independent variables: a) fatigue b) monotony c) working conditions d) supervision and e) performance.

The last variable, -achievement, is the most important of these new factors because it is job-relevant in modern job satisfaction research: achievement affects a person's will to succeed. Achievement as a dependent variable is something as difficult to fully codify, but Hoppock attempted to construct a question that could measure a person's motivation to achieve given goals.

Other 20th century scholars discovered the complexities of human behavior after the Hawthorne studies of the late 1920s and the Hoppock (1935) intensive study of job satisfaction. The work production should be related to the complexities of human nature. The dynamic inter-correlation of several different variables and not simply physical factors, such as work pauses, should be related to work output.

The Hawthorne studies, in large part, shaped the trend of the "human relations" movement in industrial sociology that would produce the work of Likert (1961), Whyte (1995), and Homans (1950) by the early 1960s, as research began to shift to the study of other aspects of motivation rather than the human element. The

classic example of this shift was seen in Herzberg, Mausner, and Snydermans (1959).

In continuation, Herzberg developed his Motivation Hygiene Theory et al. (1959) in which he proposed this two-factor theory. According to the study, a group of 200 accountants and engineers were the subjects of the research, recognition and responsibilities were frequently mentioned as satisfiers by the subjects of the study. The researchers named this variable as "motivators", while incidents classified as involving supervisors, interpersonal relations, working conditions, company polices and salary was frequently mentioned as dissatisfies.

This group was labeled as the "Hygiene's". Herzberg's theory is based on the principle that job satisfaction and dissatisfaction result from very different causes; satisfaction depends on "motivators" and dissatisfaction on "hygiene" factors.

Hoppock and Herzberg's theories served as a conceptual framework for many future studies on job satisfaction. These studies in conjunction with previous research helped Locke (1976) detect the following key factors as the most vital in the study of job satisfaction: a) work b) pay c) promotion d) verbal recognition and e) working conditions.

The actual formal study of job satisfaction did not occur until 1930, but the study of worker attitudes began much earlier in 1912. Mayo began a series of studies known as the Hawthorne studies. Although the focus of their studies was on employer production and efficiency, they prepared the ground for future studies.

The Hawthorne studies were the first research project to attempt to quantify employer attitudes and correlate them with overall work efficiency in the mid-1930s. Hoppock's study was the first intensive study of job satisfaction. This watershed study from a much more complex approach. According to Hoppock, job satisfaction is influenced by the following independent variables.

1. Fatigue

2. Monotony
3. Working conditions
4. Supervision
5. Achievement

The 5th variable, is the most important of these new factors because it is professionally relevant in modern job satisfaction research: performance affects a person's will to succeed. Performance as a dependent variable is somewhat difficult to fully codify, but Hoppock has attempted to construct questions that can measure a person's motivation to achieve a given goal.

The 3rd variable, working conditions, found in the multivariate analysis explained about the same percentage of variance for private sector and public sector employees as employers. Perhaps the most important indication is that regardless of the type of job, there are some care variables that have a significant impact on satisfaction.

2.3 Ways to conduct Job Satisfaction research

E-mail surveys: If your employees have access to a computer during their working hours, you could send the survey to their e-mail address. This will have a lower cost and data collection can be quicker as multiple people can answer the survey at the same time. It also saves you inputting time as all information will be already stored electronically.

Phone surveys: Using autodialing software, employees can be called and their feedback taken in a research database by the market research team. If your questionnaire has a large number of open questions which request in detail explanations, it will allow you to capture richer insight. While this is more time consuming, quality of the information is positively impacted. To ensure the success using this approach, you should guarantee information anonymity and therefore, the survey shouldn't be performed by someone in your team.

Postal surveys: You can use paper-based surveys and then assign the inputting task to an administrative person. While time-consuming and it can be prompted for some data inaccuracy, it is a cost-effective manner to gather feedback.

Face to face surveys: Similar to phone surveys; however, the cost of this approach is higher. It does require a physical space and a dedicated person to conduct the interviews.

Online surveys: similar to email surveys. Since many people can answer the survey at the same time, the cost will be smaller, and data collection will be faster. It also saves you time because all of the data is already processed electronically.

Chapter 3

Methodology

3.1 Analysis

In this thesis dissertation we have chosen to use quantitative analysis. The aim of quantitative research is to use objective tests to determine the causes of social phenomenon change. Quantitative research typically employs deductive reasoning in this form of analysis, which means that the researcher begins with an established hypothesis and anticipates a response. The aim of quantitative analysis is to determine whether a hypothesis can be confirmed using numerical data.

Some of the characteristics of the quantitative research are the following: In order to find general patterns in the research, the characteristics are correlated. As a consequence, the testing of theoretical hypotheses/questions using instruments such as the traditional questionnaire, in order to focus on measuring theoretical concepts.

Analysts may use quantitative analysis to assess and interpret past, present, and predicted future events. Quantification can be applied to any topic that involves numbers; as a result, QA is used in a variety of areas, including analytical chemistry, financial research, social science, and organized sports.

Quantitative analysis is not the polar opposite to qualitative analysis; rather, they are two distinct approaches to problem solving. They provide valuable knowledge for making informed decisions that benefit society, improve financial positions, and improve business operations when used together.

3.2 Research tool

The research tool that we will use to gather the information that we need, in order to study the relative theories is a questionnaire. A questionnaire is a study tool that consists of a set of questions designed to collect data from respondents. Questionnaires are similar to written interviews in that they collect information. They can be done in person, over the phone, on the internet, or by mail.

Questionnaires are a low-cost, fast, and effective way to collect large quantities of data from a large sample. Questionnaires can be designed with demographics, open and close questions. For the purpose of this thesis dissertation, the questionnaire will be designed with closed questions. Closed questions may also produce ordinal answers (which can be ranked). A continuous rating scale is often used to assess the severity of attitudes or emotions.

3.3 Research sample and Population

For the purpose of this thesis dissertation the sampling method that will be used is the convenience sampling.

Convenience sampling is a research technique which researchers gather market research data from a pool of respondents that are easily accessible. It is the most widely used sampling technique because it is extremely fast, simple, and cost-effective.

The convenience sampling was applied to private organizations in Cyprus. It is convenient because the company that will be used to gather the data has been cooperating with public and private organizations all over Cyprus for more than 30 years now.

Population: the population studied in this thesis dissertation is currently employed in private organizations in Cyprus. The companies that were part of this research are companies that employ personnel with different cultures,

religions, age, years of working experience and nationalities. In conclusion, this population will give a variety of answers based only on Job satisfaction, whilst the only thing in common that the population has is that they are employees in the private organization in Cyprus.

The sample for this thesis dissertation was chosen from both females and males that are working in the same private company or similar ones, and live in Cyprus for more than 3 years. Employees that did not pass their probation period were excluded from the sample. Also, higher management and supervisors/managers were excluded from the sample as well.

3.4 Questionnaire and Procedures

Decide the purpose: the first step in creating a questionnaire is to determine what it is that we want to learn. Decide the topic of the questionnaire and gather relative questions about that topic.

Selection of target: after the topic was chosen, the next step was to select the target of the questionnaire. The target of this questionnaire was the employees that work in private organizations in Cyprus.

Method of choice: after determining the target of the questionnaire, we chose the method. "With which method the questionnaire will be given to the participants?" The answer to this is online. The questionnaire will be given online through Google Forms platform.

Selection of questions type: the selection of questions type was the next step. The first section will be demographics with optional answers. And, the second section will be questions with Likert scale answers.

Writing questions: for the purpose of the questionnaire, questions were written as simple and as clear as possible. In plain words, simple language, avoiding the usage of uncommon words. This step is important, due to the fact that the questionnaire would be given to a significant percentage of Cypriots, from which some of them might not be familiar with uncommon or difficult English words.

Arranging questions: after the questions were written and chosen, the next step was to arrange the order of the questions on the questionnaire. The questions were carefully grouped by, due to the fact that the order of the questions is really important, not only for the data that will be gathered but also for the ease of the process for the participants.

May 1, 2021

Testing: the last step before officially launching the questionnaire was the testing. Samples of participants were chosen for testing the questionnaire. The questionnaire was given to them, and they replied with their comments on how to improve, amend or erase something from the questionnaire. This was an important step, thus, the comments that were gathered were really helpful for the right development of the questionnaire.

3.5 Questionnaire questions

We have settled on the three research questions. in order to have these research questions answered, the following questions were chosen:

Appendix A: Questionnaire questions

Questions
Demographics
What gender do you identify as ?
What is your age?
What is your education?
Please specify your ethnicity
Please specify your place of birth
Are you married?
Do you have kids?
What is your mother language?
What is your current employment status?
About the private organization
Would you recommend the organization to your friends and associates as a good place to work?
Is there a good picture of the organization's strategic goals?
Is it clear to you what your job entails in order to achieve the company's goals?
Do you believe there is space for individual career advancement and growth within the company?
Will you continue to work for the same company in the next 2 years?
Are you happy with your career in general?
Do you enjoy being a part of your group?
s your coworkers a source of motivation for you to do your best work?
Is your team willing to help you out at work when you need it?
Do you find it difficult to obtain knowledge that will help you make better decisions at work?
Do you know where to go for help if anything odd occurs?
Is your company providing you with all of the support and equipment you need to do your job well?
Do your bosses and bosses inspire you to put in your best effort?

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Do you believe you are praised for your hard work and devotion to the job?
Can you believe your superior values and listens to your ideas?
Do you believe there is room for personal development, such as skill development?
Do you believe your workplace climate aids you in striking the right balance between work and personal life?
Is your work causing you unreasonably high levels of stress?
Do you believe your boss recognizes the importance of striking a healthy work-life balance?
Do you believe your boss treats all of your co-workers fairly?
Do you believe the company has equal promotion practices for all employees?
Do you believe the management is solely concerned with enforcing employee policies?
I believe I am being fairly compensated for the work I do.
I'm not happy with the benefits I'm getting.
Raises are infrequent.
The benefits we enjoy are comparable to those provided by most other organizations.
When I consider what they pay me, I feel undervalued by the company.

Questions	Research Questions		
	What factors affect job satisfaction?	To what extent are employees in the private sector professionally satisfied?	To what extent teamworking affect work satisfaction?
Demographics			
What gender do you identify as ?			
What is your age?			
What is your education?			
Please specify your ethnicity			
Please specify your place of birth			
Are you married?			
Do you have kids?			
What is your mother language?			
What is your current employment status?			
About the private organization			
Would you recommend the organization to your friends and associates as a good place to work?			
Is there a good picture of the organization's strategic goals?			
Is it clear to you what your job entails in order to achieve the company's goals?			
Do you believe there is space for individual career advancement and growth within the company?			
Will you continue to work for the same company in the next 2 years?			
Are you happy with your career in general?			
Do you enjoy being a part of your group?			
Is your coworkers a source of motivation for you to do your best work?			
Is your team willing to help you out at work when you need it?			
Do you find it difficult to obtain knowledge that will help you make better decisions at work?			
Do you know where to go for help if anything odd occurs?			
Is your company providing you with all of the support and equipment you need to do your job well?			
Does the higher management inspire you to put in your best effort?			
Do you believe you are praised for your hard work and devotion to the job?			
Can you believe your superior values and listens to your ideas?			
Do you believe there is room for personal development, such as skill development?			
Do you believe your workplace climate aids you in striking the right balance between work and personal life?			
Is your work causing you unreasonably high levels of stress?			
Do you believe your boss recognizes the importance of striking a healthy work-life balance?			
Do you believe your boss treats all of your co-workers fairly?			
Do you believe the company has equal promotion practices for all employees?			
Do you believe the management is solely concerned with enforcing employee policies?			
I believe I am being fairly compensated for the work I do.			
I'm not happy with the benefits I'm getting.			
Raises are infrequent.			
The benefits we enjoy are comparable to those provided by most other organizations.			
When I consider what they pay me, I feel undervalued by the company.			

3.6 Questionnaire scale

The questionnaire yields 27 responses scored using a 5-point Likert scale: Strongly agree (5-SA), Agree (4-A), Undecided (3-U), Disagree (2-DS), and Strongly Disagree (1-SDS). The questionnaire form takes approximately 10 to 15 minutes to complete.

The reason that Likert Scale was chosen for this thesis dissertation is that Likert Scales have the advantage of not needing a clear yes/no response from the respondent, but rather allow for a variety of opinions, including no opinion at all. As a result, quantitative data is collected, implying that the data can be processed relatively quickly.

Providing anonymity on self-administered questionnaires can minimize social pressure even further, and thus may reduce the number of people who don't complete them.

Demographic questions will be open questions: a) answer 1, b) answer 2 and c) other (space to write a small answer), d) prefer not to answer. Questions regarding the age and education will be Likert scale as well.

3.7 Validity

Some points that determine the degree of validity in quantitative analysis (e.g., usage research statistics) must be carefully considered when looking at validity. We don't have absolute agreement or pointer responses in the social sciences because the sizes aren't absolute, but rather sizes toward approach, and the closer the similarities (or approaches) are, the stronger the connection between concepts / indicators.

The four types of validity:

Construct validity: A construct is a term or attribute that cannot be directly observed but can be calculated using other measures. Constructs can be personal traits like intelligence, obesity, work satisfaction, or depression, or they can be wider principles like gender equality, corporate social

responsibility, or freedom of speech that apply to organizations or social groups.

Content validity: The content validity of a test determines whether it accurately reflects all aspects of the construct.

A test, survey, or measurement method's content must cover all relevant parts of the subject it seeks to assess in order to obtain accurate results. The validity of the calculation is jeopardized if certain aspects are omitted (or if irrelevant aspects are included).

Face validity: Face validity considers how appropriate a test's content appears on the surface. Face validity is similar to material validity, but it is a more informal and subjective evaluation. Face validity is often regarded as the weakest type of validity since it is a subjective test. It may, however, be useful in the early stages of developing a system.

Criterion validity: You calculate the correlation between the results of your measurement and the results of the criterion measurement to determine criterion validity. If the correlation is strong, it's a positive sign that your test is measuring what it claims to be measuring.

3.8 Ethical Principals

The thesis dissertation is following the ethical standards and particular ethic rules that apply to its subject. Because the questionnaire involves human beings, it has to comply with the following ethical principles: individual's sovereignty, beneficial, a guarantee of non-damage and fairness.

At the beginning of the questionnaire, a consent form had been added, and it was a mandatory part in order for the people to agree before proceeding with the questionnaire. The responders would be informed that their personal info will be not used other that the purpose of this thesis dissertation research. At any point, the responders can communicate with the questionnaires conductor and have their personal info destroyed.

This thesis dissertation is protecting the anonymity and confidentiality of research participants. After all, participants are usually only willing to volunteer information, especially private or sensitive information, the researcher agreed to keep it confidential. At different stages of the study process, it may be possible to reveal the identity and opinions of individuals. Permissions would also be obtained before such sensitive information is revealed.

3.9 Schedule and planning

Appendix B: Schedule and planning

Schedule and planning	October	November	December	January	February	March	April	May
Cover page								
Summary								
Acknowledgments								
Chapter 1								
Chapter 2								
Chapter 3								
Chapter 4								
Bibliography								
References								
Questionnaire								
Data Analysis								
Conclusion								

3.10 Data Analysis

Data analysis is the method of organizing, analyzing, structuring, and presenting data into usable information. Data analysis is critical for understanding challenges and exploring data in practical ways. Data is nothing more than numbers and facts.

Techniques and methods:

Text Analysis: Data mining is another term for text analysis. It is a form of data analysis that uses databases or data mining techniques to find a trend in large data sets. It was once used to convert raw data into

business data. In the industry, there are business intelligence resources that are used to make strategic business decisions.

Statistical Analysis: Statistical Analysis uses historical data in the form of dashboards to display "What happened?" Data collection, analysis, description, presentation, and modeling are all part of statistical analysis. It examines a group of data or a subset of data. This form of analysis is divided into two categories: descriptive analysis and inferential analysis.

Diagnostic Analysis: Diagnostic Analysis answers the question, "Why did it happen?" by determining the cause using the information gleaned from Statistical Analysis. This analysis is helpful in identifying data activity patterns. If a new problem arises in your business method, you can use this Analysis to search for trends that are related to that problem. It may also be able to apply similar medications to new issues.

Predictive Analysis: Predictive Analysis uses historical data to indicate "what is likely to happen." The most basic data analysis example is if I purchased two dresses last year with my savings and if my salary doubles this year, I can buy four dresses. But, of course, it's not that simple because you have to consider other factors such as the possibility that clothing costs will rise this year, or that you will want to buy a new bike instead of skirts, or that you will need to buy a home!

Prescriptive Analysis: Prescriptive Analysis incorporates the knowledge gained from previous analyses to decide the best course of action in a given problem or decision. Prescriptive Analysis is used by the majority of data-driven businesses because predictive and descriptive analysis are insufficient to boost data accuracy. They evaluate data and make choices based on current circumstances and problems.

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For this thesis dissertation the data method that will be used is statistical analysis. Thus this thesis dissertation used data analysis through the use of averages, standard deviation and percentages.

3.11 Weaknesses

Weaknesses and limitations are mentioned in the end of this dissertation.

Chapter 4

THE RESULTS OF THE SURVEY

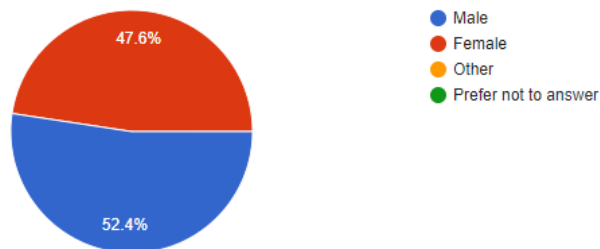
4.1 Demographics

In the first section of the questionnaire we are given the demographics.

1 Gender

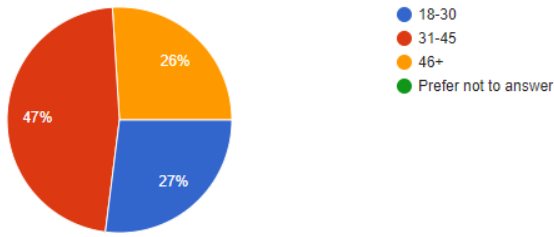
The first question was the gender of the participants. This question was answered by 42 participants, where 47,6% were Female and 52,4% were Male.

The participants that answered this question were 100 people. Due to a mistake that took place, more than half of the answers were deleted. That is why you can see data only for 42 responders.



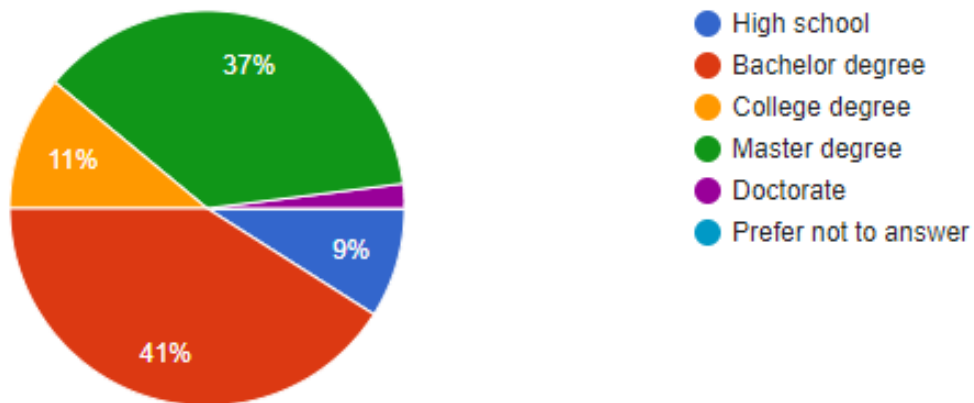
2 Age

The second question was the age of the participants. In the second demographic question, the majority of respondents are between the ages of 31-45 with percentage 47%, following by the age group 18-30 with percentage 27%. And, the minority of the respondents is between 46+ with percentage 26%.



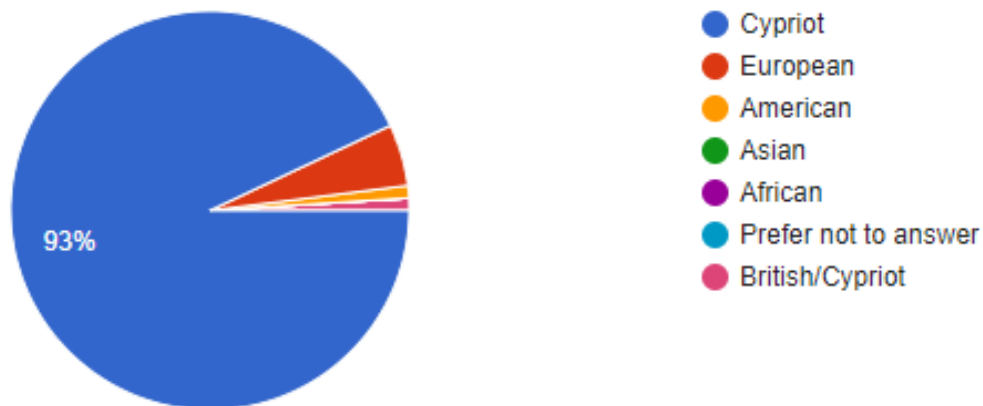
3 Education

The education level was dominated within participants with Bachelor and Masters Degree. Followed by Collage Degree and High school . with Doctorate to be in the last place.



4 Ethnicity

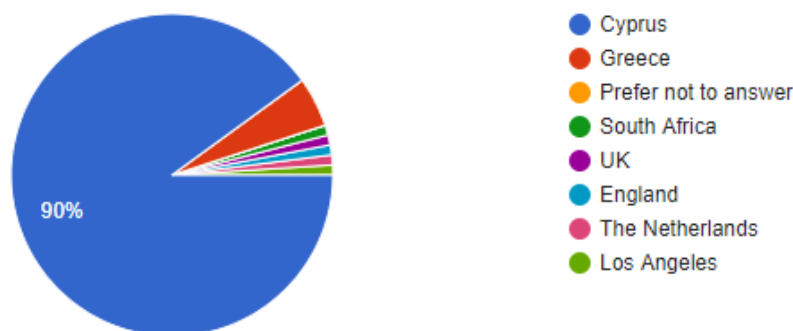
The majority of the participants chose Cypriot ethnicity 93%, following by European 5%, and American and British with 1%. This was expected thus we are studying the job satisfaction in private organization in Cyprus.



5 Place of Birth

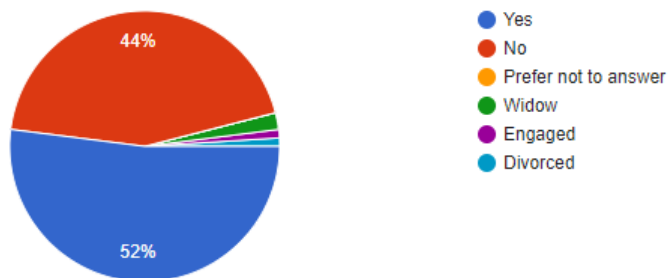
The majority of participants were born in Cyprus, with percentage 90%, following by Greece with percentage 5%. And continues with UK-England with 2%, and lasts South Africa, The Netherlands, Los Angeles with 1%.

As we can study here, due to the fact that our research is taking part in Cyprus, the majority were born in Cyprus.

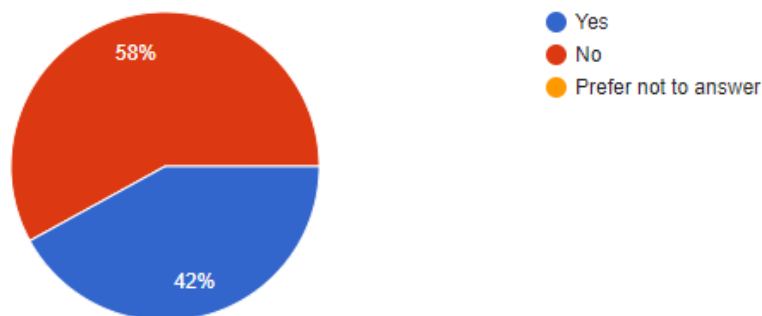


6 Marriage status and family status.

In the next two questions the participants were answered for their marital status and their family status. If they have kids. The majority of the participants answered that are married with 52%, following with not married with 44%. And, continues with Widow with 2%, and Engaged, Divorce with 1%.

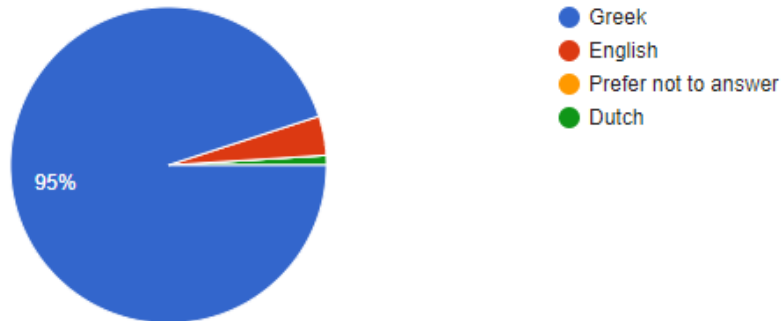


In the question is the participants have kids, the majority answered NO with 58% followed by YES with 42%. We can see from this question that people are not rushed to have kids in young age, due to the fact that nowadays the most employees are focus to accomplish a good carrier first.



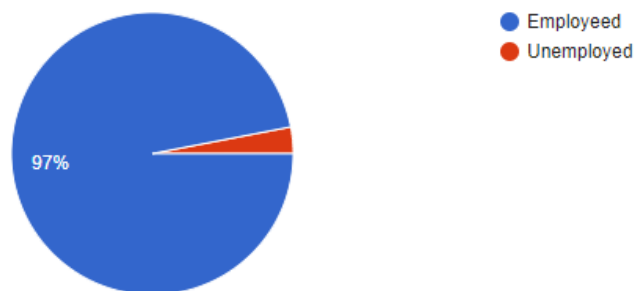
7 Native Language

The majority of the participants in this question were answered Greek with a percentage of 95%, following by English with 4% percentage and last Dutch with 1% percentage.



8 Occupation

The last question of the Demographics Section was about the occupation status. The majority of the participants answered Employed with a percentage of 97%, followed by Unemployed with the percentage of 3%.



4.2 Research questions

Part A: What factors affect job satisfaction

In part A are listed in the table below the questions regarding the first research question. On the table below are presented the questions in the order of the questionnaire.

11. Is there a good picture of the organization's strategic goals?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	7	14	23	45	11		
Percent	7.00	14.00	23.00	45.00	11.00	3.39	1.08
12. Is it clear to you what your job entails in order to achieve the company's goals?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	5	16	14	43	22		
Percent	5.00	16.00	14.00	43.00	22.00	3.61	1.14
15. Are you happy with your career in general?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	8	15	24	35	18		
Percent	8.00	15.00	24.00	35.00	18.00	3.40	1.18
21. Is your company providing you with all of the support and	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation

equipment you need to do your job well?							
Frequency	3	8	22	40	27		
Percent	3.00	8.00	22.00	40.00	27.00	3.80	1.02
28. Do you believe your boss recognizes the importance of striking a healthy work-life balance?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	15	19	21	33	12		
Percent	15.00	19.00	21.00	33.00	12.00	3.08	1.26

The data in the table above shows that the mean in all questions is between 3 and 3.8. It's worth mentioning that in the table above the lowest mean is the one on question 28, which is identified as the disagreement of the responders, on whether or not their boss recognizes the importance of striking a healthy work-life balance. This fact is not reassuring as it calls into question one of the main aspects of this research. Employees that do not have a healthy work-life balance seem to be unsatisfied at their jobs. The responders most likely happen to stay overtime, work on weekends or after hours often and repeatedly.

Question 11 gathered the second lowest mean. With percentages 7% at strongly disagree, 14% at disagree, 23% at undecided, 45% at agree and 11% at strongly agree. This shows that a percentage of 66% agrees that there is a clear view of the organization's strategic goals. Against the 21% that responded "do not agree" there is a clear picture of the organization's strategic goals. A percentage of 23% responded undecided, which shows that for a significant amount of employees it is unclear if there is a clear picture of the organization's strategic goals.

Question 15 has mean 3.4. With percentages of 8% at strongly disagree, 15% at disagree, 24% at undecided, 35% at agree and 18% at strongly agree. That shows that a percentage of 53% agrees responded that are happy with their career in general. And the percentage of 23% responded that they disagree, which means they are not happy with their career in general. A percentage of 24% were undecided whether they are happy with their career in general. This shows that a significant amount of employees are neither happy nor unhappy with their career in general.

Question 12 is the question with the second highest mean to 3.61, with percentages 5% at strongly disagree, 16% at disagree, 14% at undecided, 43% at agree and 22% at strongly agree. This shows that a percentage of 65% of the responders, agrees that is it clear to them what their jobs entails in order to achieve the company's goals. Against it, a percentage of 21% of the responders disagrees and a percentage of 14% are undecided. As mentioned above, the percentage of 14% of undecided responders is not a significant amount of employees. The fact that the highest percentage of 65% of employees agree clearly shows us that they have an undisputed view on what their job entails in order to achieve the company's goals and also shows us that the employees have a clear view of their jobs and in extent the company's goals. The difference between this question and the question 11 is the amount of undecided responders.

Question 21 is the question with the highest mean at 3.8. With percentages of 3% at strongly disagree, 8% at disagree, 22% at undecided, 40% at agree and 27% at strongly agree. A percentage of 67% agrees that their company provides them with all the support and equipment that they need to do their job well. And a percentage of 11% of the responders disagree that their company provide them with all the support and equipment that they need to do their job. A percentage of 22% of the responders were undecided. The answers of these responders show that in general the companies are providing their employees with the support and equipment that they need in order to do their jobs.

Part B: To what extent are employees in the private sector professionally satisfied

In part B as we can see in the table below are the questions regarding the second research question. On the table below are the questions in the order presented in the questionnaire.

10. Would you recommend the organization to your friends and associates as a good place to work?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	8	9	17	47	19		
Percent	8.00	9.00	17.00	47.00	19.00	3.60	1.137
13. Do you believe there is space for individual career advancement and growth within the company?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	13	22	23	26	16		
Percent	13.00	22.00	23.00	26.00	16.00	3.10	1.28
19. Do you find it difficult to obtain knowledge that will help you make better decisions at work?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	11	30	26	24	8		
Percent	11.00	30.00	26.00	24.00	8.00	2.87	1.14
22. Does the higher management inspire you to put in your best effort?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	10	18	22	33	17		
Percent	10.00	18.00	22.00	33.00	17.00	3.29	1.23
23. Do you believe you are praised for your hard work and devotion to the job?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation

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Frequency	15	16	21	36	10		
Percent	15.00	16.00	21.00	36.00	10.00	3.10	1.24
25. Do you believe there is room for personal development, such as skill development?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	7	15	18	36	24		
Percent	7.00	15.00	18.00	36.00	24.00	3.55	1.20
32. I believe I am being fairly compensated for the work I do.	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	8	25	17	32	16		
Percent	8.00	25.00	17.00	32.00	16.00	3.23	1.233
33. I'm not happy with the benefits I'm getting.	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	22	24	21	19	14		
Percent	22.00	24.00	21.00	19.00	14.00	2.79	1.35
34. Raises are infrequent.	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	16	17	29	17	20		
Percent	16.00	17.00	29.00	17.00	20.00	3.08	1.345
35. The benefits we enjoy are comparable to those provided by most other organizations.	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	11	19	32	24	14		
Percent	11.00	19.00	32.00	24.00	14.00	3.11	1.19

36. When I consider what they pay me, I feel undervalued by the company.	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	18	19	24	22	17		
Percent	18.00	19.00	24.00	22.00	17.00	3.01	1.35

The data in table above shows that the mean in all questions is between 2.79 to 3.6. From the table above its worth mentioning that the lowest mean is on question 33 which is identified as the disagreement of the responders, on whether or not they are happy from the benefits they are getting. The responders who agree are 33% , those who disagree are 46%, and the percentage of 21% are undecided. That shows the fact that the majority of employees are not happy with the benefits that they are getting.

Question 19 has the second lowest mean at 2.87. with the percentages 11% at strongly disagree, 30% at disagree, 26% at undecided, 24% at agree and 8% at strongly agree. This shows that 41% disagrees that they find it difficult to obtain knowledge which will help them make better decisions at work. The percentage of 32% agrees that they find it difficult to obtain knowledge which will help them make better decisions at work. Lastly the percentage of undecided 26% are undecided whether or not they find it difficult to obtain knowledge that will help them make better decisions at work.

Question 36 has a mean of 3.01 with percentages being 18% at strongly disagree, 19% at disagree, 24% at undecided, 22% at agree and 17% at strongly agree. The percentage of 39% of the responders agrees that they feel undervalued from the company when they consider their salary whereas the percentage of 37% disagree that they feel undervalued from the company when they consider their salary. The percentage of 24% is undecided whether they feel undervalued from the company when they consider their salary.

Question 34 has the second lowest mean at 3.08. With percentages 16% at strongly disagree, 17% at disagree, 29% at undecided, 17% at agree and 20% at strongly agree. A percentage of 37% of the responders agrees that raises are infrequent. The percentage of 33% of responders disagrees that raises are infrequent. With a percentage of 29% of the responders to be undecided if the raises are infrequent. This questions does not give clear results, here has to be made further investigation about the reason why the undecided percentage is high.

Question 13 with mean at 3.10 with percentages being 13% at strongly disagree, 22% at disagree, 23% at undecided, 26% at agree and 16% at strongly agree. The percentage of 42% of the responders agrees that there is space for individual career advancement and growth within the company. whereas the percentage of 35% of the responders disagree that there is space for individual career advancement and growth within the company. Lastly, the percentage of 23% of the responders are undecided.

Question 23 has a mean at 3.102 and percentages being 15% at strongly disagree, 16% at disagree, 21% at undecided, 36% at agree and 10% at strongly agree. 46% of the responders agree that are praised for their hard work and devotion to the job. The percentage of 31%, disagrees that are praised for their hard work and devotion to the job. A percentage of 21% of the responders is undecided.

Question 35 has a mean at 3.11 with percentages being 11% at strongly disagree, 19% at disagree, 32% at undecided, 24% at agree and 14% at strongly agree. The percentage of 38% of the responders agrees that the benefits that they enjoy are comparable to those provided by most other organizations. The percentage of 30% of the responders disagree that the benefits that they enjoy are comparable to those provided by most other organizations. The undecided percentage is 32% of the responders. The fact that the undecided percentage is

so high needs more investigation. This might be due to the fact that the employees do not know what the benefits are offered by other organizations.

Question 32 has a mean at 3.23 with percentages 8% being at strongly disagree, 25% at disagree, 17% at undecided, 32% at agree and 16% at strongly agree. The percentage of 48% of the responders agrees that they are being fairly compensated for the work they do. The percentage of 33% of the responders disagree that they are being fairly compensated for the work they do and the percentage of 17% of the responders are undecided.

Question 22 has a mean at 3.29 with percentages being 10% at strongly disagree, 18% at disagree, 22% at undecided, 33% at agree and 17% at strongly agree. The percentage of 50% of the responders agrees that the higher management inspire them to put in their best effort. The percentage of 28% of the responders disagrees that the higher management inspire them to put in their best effort. The percentage of 22% of the responders is undecided.

Question 25 has a mean at 3.55 with percentages being 7% at strongly disagree, 15% at disagree, 18% at undecided, 36% at agree and 24% at strongly agree. The percentage of 60% of the responders agrees that there is room for personal development, such as skill development. Against that a percentage of 22% disagrees that there is room for personal development, such as skill development. Lastly the percentage of 18% of the responders is undecided. The fact that 60% of the responders agree that there is room of personal development shows that in private organizations in Cyprus, there is room for personal development, such as skill development.

Question 10 has a mean at 3.6 with percentages being 8% at strongly disagree, 9% at disagree, 17% at undecided, 47% at agree and 19% at strongly agree. The percentage of 66% of the responders agrees that they would recommend the organization to their friends and associates as a good place to work. The percentage of 17% of the responders disagrees that they would recommend the organization to their friends and associates as a good place to work and the

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percentage of 17% of the responders is undecided whether they would recommend the organization to their friends and associates as a good place to work. This question had the highest agreement level.

Part C: To what extent team-working affects work satisfaction

Part C is listed in the table below with the questions regarding the third research question. On the table below we can see the questions in the order of the questionnaire.

14. Will you continue to work for the same company in the next 2 years?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	10	21	20	31	18		
Percent	10.00	21.00	20.00	31.00	18.00	3.26	1.26
16. Do you enjoy being a part of your group?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	5	9	15	33	38		
Percent	5.00	9.00	15.00	33.00	38.00	3.90	1.15
17. Is your coworkers a source of motivation for you to do your best work?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	6	12	14	43	25		
Percent	6.00	12.00	14.00	43.00	25.00	3.69	1.15
18. Is your team willing to help you out at work when you need it?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	4	9	17	32	38		
Percent	4.00	9.00	17.00	32.00	38.00	3.91	1.12
20. Do you know where to go for help if anything odd occurs?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	5	7	12	47	29		
Percent	5.00	7.00	12.00	47.00	29.00	3.88	1.06

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24. Do you believe your superior values and listens to your ideas?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	8	18	18	37	18		
Percent	8.00	18.00	18.00	37.00	18.00	3.39	1.21
26. Do you believe your workplace climate aids you in striking the right balance between work and personal life?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	10	24	18	28	20		
Percent	10.00	24.00	18.00	28.00	20.00	3.24	1.29
27. Is your work causing you unreasonably high levels of stress?	1. Strongly Disagree	2. Disagree	3. Undecided	4. Agree	5. Strongly agree	Mean	Std. Deviation
Frequency	10	21	26	28	14		
Percent	10.00	21.00	26.00	28.00	14.00	3.15	1.20

The data in table above shows that the mean in all questions is between 3.15 and 3.91. From the table above worth mentioning is that the lowest mean is on the question 27. With percentages being 10% at strongly disagree, 21% at disagree, 26% at undecided, 28% at agree and 14% at strongly agree. The percentage of 42% of the responders agrees that their work causes them unreasonable high levels of stress. The percentage of 31% of the responders disagrees that their work causes them unreasonable high levels of stress. And the percentage of 26% of the responders is undecided.

Question 26 has a mean at 3.24 with percentages being 10% at strongly disagree, 24% at disagree, 18% at undecided, 28% at agree and 20% at strongly agree. The percentage of 48% of the responders agrees that their workplace climate aids in striking the right balance between work and personal life. The

percentage of 34% of the responders disagrees that their workplace climate aids in striking the right balance between work and personal life. And the percentage of 18% of the responders is undecided.

Question 14 has mean at 3.26 with percentages being 10% at strongly disagree, 21% at disagree, 20% at undecided, 31% at agree and 18% at strongly agree. The percentage of 49% of the responders agrees that will continue to work for the same company in the next 2 years. The percentage of 31% of the responders disagrees that that will continue to work for the same company in the next 2 years. And the percentage of 20% of the responders is undecided.

Question 24 has a mean at 3.39 with percentages being 8% at strongly disagree, 18% at disagree, 18% at undecided, 37% at agree and 18% at strongly agree. The percentage of 55% of the responders agrees that their supervisor values and listens to their ideas. The percentage of 26% of the responders disagrees that their supervisor values and listens to their ideas. And the percentage of 18% of the responders is undecided. The fact that the percentage of the responders who agreed is 55% shows that supervisors/managers have influence over the employee's level of satisfaction. This topic is worth further investigation on its own because of the importance it has towards companies.

Question 17 has a mean at 3.69 with percentages being 6% at strongly disagree, 12% at disagree, 14% at undecided, 43% at agree and 25% at strongly agree. The percentage of 68% of the responders agrees that their coworkers are a source of motivation for their best work. The percentage of 18% of the responders disagrees that their coworkers are a source of motivation for their best work. And, the percentage of 14% of the responders are undecided if their coworkers are a source of motivation for their best work.

Question 20 has a mean at 3.88 with percentages being 5% at strongly disagree, 7% at disagree, 12% at undecided, 47% at agree and 29% at strongly agree. The percentage of 76% of the responders agrees that they know where to go for help if anything odd occurs. The percentage of 12% of the responders disagrees

that they know where to go for help if anything odd occurs and the percentage of 12% of the responders is undecided.

Question 16 has a mean at 3.90 with percentages being 5% at strongly disagree, 9% at disagree, 15% at undecided, 33% at agree and 38% at strongly agree.

The percentage of 71% of the responded agrees that they enjoy being a part of their group. The percentage of 14% of the responders disagrees that they enjoy being a part of their group and the percentage of 15% of the responders is undecided.

Question 18 has a mean at 3.91 with percentages being 4% at strongly disagree, 9% at disagree, 17% at undecided, 32% at agree and 38% at strongly agree.

The percentage of 70% of the responders agrees that their team is willing to help them out at work when they need it. The percentage of 13% of the responders disagree that their team is willing to help them out at work when they need it and, the percentage of 17% is undecided whether their team is willing to help them out at work when they need it.

Chapter 5

Conclusion

5.1 Conclusion

In this thesis dissertation job satisfaction in private organizations in Cyprus was studied and researched. At a theoretical level, it was found that there is plenty of questions that need to be answered in order to have a complete view, of what job satisfaction means. This thesis dissertation was focused in three research questions, and from them the sub questions in order to gather the necessary data were created. At the empirical level, the above issues were investigated in the context of the Cypriot private companies.

The data that was gathered from the researched questions were studied and matched with the bibliography. Through the research process that took place, and the first research question, it was found that in general employees have a clear picture of the organizational strategic goals, and it's clear to them what their job entails in order to achieve the company's goals. The majority of employees are happy from their careers in general, and that the company provides them with all the support and equipment that they need to do their jobs well.

From the second research question, it was found that the majority of employees are not happy with the benefits that they get, and that they are undecided if their company has comparable benefits to what other companies provide to their employees. A big percentage are undecided if they feel undervalued by the company compared to what their salary is. In general in the second research question, we noticed that the percentage of undecided people was high on most questions.

From the third research question, it was clear that the majority of employees believe that their team is willing to help them out at work when they need it and that they enjoy being part of their group. Also, a big percentage answered that

they believe that their superiors value and listen to their ideas, and that their coworkers are a source of motivation for them to do their job. A significant amount of employees stated that their work is causing them unreasonable high levels of stress.

Employee job satisfaction is influenced by their working environment. Bad working environments make it difficult for workers to demonstrate their skills and reach their full potential, so it is important that companies recognize the value of a positive working atmosphere. The study has an effect on future business success by encouraging companies to take the working environment more seriously within their organizations in order to boost employee engagement and dedication.

As a result, their workforce will be able to produce better results. It also means that the organization's workers will be able to operate in a relaxed and free atmosphere without being burdened or under strain, which would cause their performance to suffer. As growth efforts increase, the gains made in the business world would directly benefit a country's economy. In such circumstances, the country will be able to deal with the minor issues that arise because it will be in a good position to do so. The advantages of having a pleasant work atmosphere for workers are enormous for both the company and its employees.

5.2 Limitations of Research

The limitations of the research may include the relatively small sample from which data were obtained for statistical processing. This is due to the fact that the sample was convenient.

As a limitation we can add here that the time was limited, and a mistake caused the answers for one question to be erased, and cannot be retrieved. The question was regarding the gender and it was the only one that had its data erased.

Furthermore, the length of the questionnaire, as well as the limited time available to each employee, does not correlate to the inexhaustible nature of the topics under consideration for staff evaluation.

In this thesis dissertation we didn't include a section for employees that came from other countries, although a significant percentage of the research participants was foreigners.

5.3 Suggestions for future research

The findings of the present study could be expanded upon examination of other business parameters, such as on which level does the manager/supervisor get involved in the employees job satisfaction process. The research can also be studied according to genders or age groups, for better understanding of the factors that made each employee satisfied between different ages and gender. It is academically proven that employees with different age groups, have different point of view regarding job satisfaction. This may be the benefits, team-work, the level of stress or salary. In general, employees that are young in age, are more easily satisfied than older people.

Thus, in a future research it would be good to add questions regarding the years of employment in the specific company. In order to get more focused data. A research only focus to the relationship between supervisor/manager and employee, and how it is affecting job satisfaction for the employee will help the

organizations to have a better understanding of the characteristic that a manager must or mustn't have. The manager plays an important role in the everyday life of the employee and it's a good point of study, for companies that want to improve their manager's behaviors, to increase job satisfaction for the employees.

Also, a good consideration for a future research could be employees that have kids. Employees that have kids may be interested in medical care, leave days, flexible hours, working from home or even provident fund. For example: for an employee with kids it may be more important to have medical insurance than a lunch benefit. This will be a very interesting research for the private organizations in Cyprus.

Another interesting idea for a future research may be to include a section for foreigners. Foreigners as a category may have different standards for been satisfied at their job. For example, an employee that is from another country may be more satisfied if the company helps him/her giving a part for his/her rent, or fund for transportation. In some companies, the hr department provides help to foreigners whenever they need to issue their yellow paper.

Alternatively, to enhance the realistic implementation of personnel assessment and its contribution to Cypriot organizations, one may concentrate specifically on a particular field (e.g. firm companies, accounting, etc.) and further define the questions and conclusions, or examine the problem solely or on the part of the evaluated, or on the part of the evaluators.

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Annex

Annex A.

Questionnaire

The following pages list the questionnaire prepared for the purposes of the research in the context of this dissertation.

Section 1 of 2

Job Satisfaction in Private Organizations in

Job satisfaction refers to the sense of satisfaction of an individual at work, which acts as incentive to

After section 1 Continue to next section

Section 2 of 2

Consent Form

You are invited to participate in a web-based online survey on Job Satisfaction in Private Organizations in

Consent Form *

Agree

Disagree

Demographics

Description (optional)

What gender do you identify as ? *

Male

Female

Other

Prefer not to answer

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What gender do you identify as? *

- Male
- Female
- Other
- Prefer not to answer

What is your age? *

- 18-30
- 31-45
- 46+
- Prefer not to answer

What is your education? *

- High school
- Bachelor degree
- College degree
- Master degree
- Doctorate
- Prefer not to answer
- Other...

Please specify your ethnicity *

- Cypriot
- European
- American
- Asian
- African
- Prefer not to answer
- Other...

Please specify your place of birth *

- Cyprus
- Greece
- Prefer not to answer
- Other...

Are you married?

- Yes
- No
- Prefer not to answer
- Other...

...

Do you have kids?

- Yes
- No
- Prefer not to answer

What is your native language?

- Greek
- English
- Prefer not to answer
- Other...

What is your current employment status?

- Employeed
- Unemployed
- Other...

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Please choose a scale from 1 to 5 for the below questions:

1. Strongly Disagree
2. Disagree
3. Undecided
4. Agree
5. Strongly Agree

Would you recommend the organization to your friends and associates as a good place to work?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Is there a good picture of the organization's strategic goals?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Is it clear to you what your job entails in order to achieve the company's goals?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Do you believe there is space for individual career advancement and growth within the company?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Will you continue to work for the same company in the next 2 years?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

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Are you happy with your career in general?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Do you enjoy being a part of your group?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Is your coworkers a source of motivation for you to do your best work?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Is your team willing to help you out at work when you need it?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Do you find it difficult to obtain knowledge that will help you make better decisions at work?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

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Do you know where to go for help if anything odd occurs?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Is your company providing you with all of the support and equipment you need to do your job well?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Does the higher management inspire you to put in your best effort?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Do you believe you are praised for your hard work and devotion to the job?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Can you believe your superior values and listens to your ideas?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

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Do you believe there is room for personal development, such as skill development?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Do you believe your workplace climate aids you in striking the right balance between work and personal life?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Is your work causing you unreasonably high levels of stress?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Do you believe your boss recognizes the importance of striking a healthy work-life balance?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Do you believe your boss treats all of your co-workers fairly?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

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Do you believe the company has equal promotion practices for all employees?

1 2 3 4 5
Strongly Disagree Strongly Agree

Do you believe the management is solely concerned with enforcing employee policies?

1 2 3 4 5
Strongly Disagree Strongly Agree

I believe I am being fairly compensated for the work I do.

1 2 3 4 5
Strongly Disagree Strongly Agree

I'm not happy with the benefits I'm getting.

1 2 3 4 5
Strongly Disagree Strongly Agree

Raises are infrequent.

1 2 3 4 5
Strongly Disagree Strongly Agree

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The benefits we enjoy are comparable to those provided by most other organizations.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

When I consider what they pay me, I feel undervalued by the company.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree