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**Evaluation of job satisfaction**  
**and the factors that affect it -EAC**

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# **Open University of Cyprus**

**Faculty of Economics and Management**

**Postgraduate (Master's) Programme of Study *Master in Business Administration (MBA)***

## **Postgraduate (Master's) Dissertation**



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EAC**

**Charalambia Eleftheriou**

**Supervisor  
Petros Demetriou**

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## **Postgraduate (Master's) Dissertation**

**Evaluation of job satisfaction and the factors that affect it-  
EAC**

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**Supervisor  
Petros Demetriou**

The present Postgraduate (Master's) Dissertation was submitted in partial  
fulfilment of the requirements for the postgraduate degree  
in Master in Business Administration (MBA)

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## **Summary**

The current study aimed to investigate the levels of EAC employees' job satisfaction and also to understand what factors have an impact on job satisfaction.

For research purposes, a survey has been conducted with EAC employees. 119 out of 2131 EAC employees participated in the study where the research tool was a questionnaire with 29 questions (1 open question and 28 close). The first 4 questions were related to demographics while the remaining 25 were regarding job satisfaction. The majority of the questions were Likert-type in which the participants were requested to state the level of their satisfaction with specific aspects of their job.

According to the analysis of the results, the majority of the participants seem to feel satisfied with their job overall. However, a high percentage were not satisfied with the organization's evaluation system and the promotion criteria which means that they feel that there is no fair treatment within the Company. Moreover, a high proportion of the participants reported their dissatisfaction with job-related training provided by the Organization.

Additionally, according to the multiple regression analysis, the factor that significantly affects job satisfaction the most is personal accomplishment. In particular, personal accomplishment positively influences job satisfaction, indicating that the more personal accomplishment employees feel through their work, the more satisfied they will be with their job overall.

Since job satisfaction and employees motivation are related to job performance, managers should need to evaluate periodically the levels of job satisfaction and performance within the organization. In addition, managers should invest in employees and provide them with job-related training that will improve employees skills, knowledge, and performance, and also make them feel important and necessary to the organization.

**Keywords: job satisfaction, employee motivation, job performance, EAC**

## Περίληψη

Η παρούσα διατριβή έχει ως κύριο στόχο την διερεύνηση των επιπέδων εργασιακής ικανοποίησης καθώς και να υποδείξει τους παράγοντες που έχουν αντίκτυπο στην εργασιακή ικανοποίηση.

Για ερευνητικούς σκοπούς έχει διεξαχθεί έρευνα με υπαλλήλους της ΑΗΚ. Στη μελέτη συμμετείχαν 119 από τους 2131 υπαλλήλους της ΑΗΚ όπου το ερευνητικό εργαλείο ήταν ένα ερωτηματολόγιο με 29 ερωτήσεις (1 ανοιχτού τύπου και 28 κλειστού τύπου ερωτήσεις). Οι πρώτες 4 ερωτήσεις αφορούσαν δημογραφικά στοιχεία ενώ οι υπόλοιπες 25 αφορούσαν την εργασιακή ικανοποίηση. Η πλειοψηφία ήταν ερωτήσεις τύπου Likert στις οποίες οι συμμετέχοντες κλήθηκαν να δηλώσουν το επίπεδο ικανοποίησής τους σχετικά με συγκεκριμένες πτυχές της δουλειάς τους.

Σύμφωνα με την ανάλυση των αποτελεσμάτων, η πλειονότητα των συμμετεχόντων φαίνεται να είναι ικανοποιημένη από τη δουλειά τους συνολικά. Ωστόσο, ένα υψηλό ποσοστό έχει δηλώσει τη μη-ικανοποίηση του σχετικά με το σύστημα αξιολόγησης του οργανισμού και τα κριτήρια προαγωγής. Γεγονός που υποδηλώνει ότι μια μεγάλη μερίδα των συμμετεχόντων πιστεύει ότι δεν υπάρχει δίκαιη μεταχείριση εντός της Εταιρείας.

Επιπλέον, μεγάλο ποσοστό των συμμετεχόντων ανέφερε τη δυσαρέσκειά του για τις εκπαιδεύσεις που σχετίζονται με την εργασία που παρέχονται από τον Οργανισμό.

Επιπρόσθετα σύμφωνα με την ανάλυση πολλαπλής παλινδρόμησης, ο παράγοντας που επηρεάζει πιο σημαντικά την εργασιακή ικανοποίηση είναι το αίσθημα της προσωπικής ολοκλήρωσης. Ειδικότερα, η προσωπική ολοκλήρωση έχει θετικό αντίκτυπο στην εργασιακή ικανοποίηση, υποδεικνύοντας ότι όσο περισσότερη προσωπική ολοκλήρωση αισθάνονται οι υπάλληλοι μέσα από την εργασία τους τόσο πιο ικανοποιημένοι θα αισθάνονται με την δουλειά τους συνολικά.

Δεδομένου ότι η εργασιακή ικανοποίηση και τα κίνητρα των εργαζομένων σχετίζονται με την απόδοση της εργασίας, οι διευθυντές θα πρέπει να αξιολογούν περιοδικά τα επίπεδα εργασιακής ικανοποίησης και απόδοσης εντός του οργανισμού. Επιπλέον, οι διευθυντές θα πρέπει να επενδύσουν στους υπαλλήλους και να τους παρέχουν εκπαιδεύσεις σχετικά με την εργασία τους οι οποίες θα βελτιώσουν τις δεξιότητες, τις γνώσεις και τις επιδόσεις των εργαζομένων και επίσης θα τους κάνουν να νιώθουν σημαντικοί και απαραίτητοι για τον οργανισμό.

**Λέξεις κλειδιά: εργασιακή ικανοποίηση, κίνητρα εργαζομένων, εργασιακή απόδοση, ΑΗΚ**

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# Chapter 1

## Introduction

Job satisfaction is an interesting field for which a lot of research has been conducted in the last decades. The term job satisfaction is referring to employees' reaction to their job which can be either positive or negative. The level of employee satisfaction has an impact on the attitude and the performance of an employee within the Organization which subsequently affect the performance of the Organization.

Since people are considered to be the core of organizations, it is important for managers to understand the necessity of keeping employees satisfied and the impact that job satisfaction has on Organizations. For this reason, it is necessary for managers to assess employees' satisfaction periodically and try to investigate ways to keep the organization's personnel satisfied and motivated.

Job satisfaction can be considered crucial for organizations as it can influence employees' motivation and performance and hence organization's performance. At a time when the competition in all sectors is increasing day by day, managers should be able to understand the factors that affect job satisfaction in order to improve it and through it to enhance organizations' performance.

Job satisfaction can be influenced by many factors such as job environment (interpersonal relationships), work conditions, security, motivation factors (e.g. salary, recognition etc) and the job itself (e.g. responsibility).

Job satisfaction is an interesting field for study as it is linked to employee performance, health and wealth and employee satisfaction with their personal life. It can be studied either as an independent factor or as a dependent one. In case job satisfaction is considered an independent

factor, the study will examine by which factor it is affected and at what level. On the other hand, in case job satisfaction is considered a dependent factor, the study will assess its existence or absence in an Organization or a sector.

The current study aims to answer the following research questions:

- What is the employee level of job satisfaction in EAC?
- What factors influence the levels of job satisfaction of EAC employees?
- What factors negatively affect the job satisfaction of EAC employees?
- What improvements could be implemented by the EAC in order to increase job satisfaction levels?

The current thesis is divided into five sections. The first section of the present paper consists of a literature review that includes theories and findings from previous similar studies and provides a better understanding of job satisfaction. The second part of the thesis includes the methodology of quantitative research that has been performed in order to evaluate the factors that affect job satisfaction and to measure the level of job satisfaction at EAC. Quantitative research has been conducted where EAC employees have been asked to complete a questionnaire related to job satisfaction. The results of the data analysis and the discussion are included in the third and fourth sections of the current thesis.

Since managerial decisions have a high impact on employees' satisfaction and motivation, which are believed to be interrelated to job performance, in the last chapter of the present thesis and based on the results identified, some recommendations are given in order to keep EAC employees motivated, satisfied and with high job performance. This will not only help the organization's performance but will also have a positive impact on customer satisfaction and hence business reputation.

# Chapter 2

## Literature Review

### 2.1 Job Satisfaction

Job satisfaction is characterized as the level of pleasure an employee feels for his job and job's aspects. Job satisfaction plays a crucial role in organizations as it has an impact on organization's efficiency and effectiveness.

Based on previous studies, it is believed that job satisfaction is positively linked to job motivation, productivity and job performance. Job satisfaction depends on the extent to which employees' work outcomes meet employees' expectations (Badubi, 2017).

Plenty of definitions have been provided for job satisfaction until today. According to Hoppock, job satisfaction is a set of physiological, environmental and psychological factors that affect the way employees feel about their jobs (Aziri, 2011).

Spector defines job satisfaction as the feeling that employees have for their jobs and job aspects (Spector, 1997). It was suggested that job satisfaction has the following three characteristics; first job satisfaction is one of the main aspects of successful organizations, second in order to achieve job satisfaction organizations should treat their employees with respect and fair regardless of employee's sex, education and position and last but not least the employee's behavior derives from the level of satisfaction that the employees have achieved (Spector, 1997).

Another definition of job satisfaction has been provided by Hussami (2008) who suggests that job satisfaction is subject to the job's nature and to employees' expectations of what the job will provide to them (Hussami 2008).

Locke (1969) defines job satisfaction as an emotion of pleasure resulting from the job, the job's aspects and the attainment of job values while Wagner III and Hollenbeck (2010) argue that job satisfaction is a feeling of happiness derived from employees' perception that their job meets their personal values (Wagner & Hollenbeck, 2010), (Mahmoud A.B. & Reisel W.D., 2014).

Although there is no specific definition regarding job satisfaction as it is a complex term, it is known that its importance to both employees and organizations is high.

Job satisfaction seems to affect the productivity of the employees. Satisfied employees tend to be more productive and are more likely to produce high-quality work (Nadiri & Tanova, 2010). This, subsequently, will result in satisfied customers which will have a positive impact on the reputation of the organizations (Nadiri & Tanova, 2010).

Job satisfaction can also have a positive influence on an organization's productivity as it seems to keep employees engaged and motivated (Singh & Jain, 2013).

Turnover and absenteeism are also affected by job satisfaction. An organization with non-satisfied employees tends to have higher rates of employee turnover and absenteeism. It is worth mentioning that high rates of employee turnover and absenteeism not only have a negative impact on organization's reputation but they also increase organization's expenses. For instance, a consequence of a high employee turnover rate is the costs incurred for recruitment and training procedures (A. Michael, 2009).

On the other hand, satisfied employees tend to be committed and loyal to organizations and they have lower absenteeism and turnover rates (Suttikun et al., 2018) (Aziri, 2011).

In addition, job satisfaction seems to have a positive impact on employees' personal lives and health as well. Specifically, employees who are satisfied with their work are more likely to feel satisfied with their personal lives and also to have good emotional and mental health (Jalagat, 2016) (Singh & Jain, 2013).

There are many factors that affect job satisfaction such as salary, rewards, working conditions, security, working environment, and degree of professionalism (Jalagat, 2016).

According to Herzberg, job satisfaction derives mainly from intrinsic factors such as recognition and responsibility while job dissatisfaction is caused by extrinsic factors such as salary, working conditions, organization's policies and interpersonal relations (Pardee R.L., 1990).



## **2.2 Factors that influence job satisfaction**

### **2.2.1 Person-job fit/person- organization fit**

Previous studies have assessed the relationship between the person-job fit and/or person-organization fit and job satisfaction. According to the study of A. Michael (2009), at which 463 employees from Cyprus education sector and from EAC, CYTA (Cyprus Telecommunication Authority), Water Boards, Banks and financial cooperative societies have participated, both types of fit have a positive relationship with job satisfaction and are negatively related to employees' intentions to resign. Similar observations have been found in other studies that were focused on markets of other countries (Verquer et al., 2003, Van Viannen, De Pater & Van Dijk, 2007).

According to the aforementioned studies, job dissatisfaction is positively linked to turnover and absenteeism which cause additional expenses to organizations for recruitment and training purposes (A. Michael, 2009).

### **2.2.2 Job Security**

Job security is another factor that is reported to have a significant influence on job satisfaction. Both job satisfaction and job security can be seen as means to enhance employee retention and also improve organizational effectiveness (Mahmoud A.B. & Reisel W.D., 2014). Job security is defined as the likelihood of employees continuing to work in their job until they decide to leave the Company (Nikolaou A., Theodosiou I.& Vasileiou G.E.,2005).

According to the results of the study of Blanchflower and Oswald (1999) US employees with secure jobs were reported to be more satisfied with their job compared to employees with insecure jobs. For instance and as per the findings of their study, job security levels tend to be higher for employees who are employed in the public sector and for those who use their skills to reach the organization's goals.

In addition and according to the study of L.C. Kaiser (2002) individuals with full-time or part-time jobs with high job security tend to feel more satisfied in contrast with self-employed people with low job security (Kaiser L.C., 2002).

The study of Nikolaou A., Theodosiou I. and Vasileiou G.E (2005) indicates that job security has a significant impact on job satisfaction for both genders in all seven EU countries that their research has been conducted (Nikolaou A., Theodosiou I.& Vasileiou G.E.,2005).

In another study, job security was reported as the most important aspect of job satisfaction in all sectors for both women and men (Maguerou, 2002).

Job security has not only an impact on job satisfaction but can influence employees' productivity as well. Employees with secure jobs are more likely to be more productive while employees with insecure jobs have a better chance to quit their job.

### **2.2.3 Communication**

The working environment is another crucial factor that seems to have an influence on job satisfaction. Communication as an aspect of the working environment has also an impact on job satisfaction. In particular, communication is important for managers and supervisors to clarify to each employee the organization's goals, mission and values. It is important for every employee to have a good understanding of the organization's goals in order to be able to put sufficient effort to achieve them and therefore to help the increase of organization's performance.

Through communication, employees are informed regarding their duties and responsibilities, and also they can suggest ideas or express their concerns to their supervisors.

Another important aspect of communication is feedback which is fundamental to employees' performance. Through feedback, employees are advised on what actions need to take to improve their performance and meet their goals. Previous studies indicate that employees who received feedback from their supervisors tend to be more satisfied and engaged (Shoman A., 2009) (Hackman & Oldham, 1976).

Good communication within an organization can be achieved through strategies to improve trust, influence and the need for interaction within the organization (Giri N. V & Kumar B. P, 2010).

### **2.2.4 Rewards**

Rewards constitute another factor that influences job satisfaction and they fall into two categories; intrinsic and extrinsic rewards. According to previous studies, both extrinsic and intrinsic rewards seem to have a significant impact on job satisfaction. Extrinsic rewards referred to tangible rewards that are given to employees for their contribution to the achievement of the organization's goals like salary, promotion and benefits. Intrinsic rewards refer to internal incentives that are gained by attaining a task or a goal. For instance

recognition, personal growth, autonomy and the feeling of accomplishment are included in the group of intrinsic rewards.

## **Extrinsic Rewards**

### **Salary and Benefits**

Salary and benefits are included in the category of extrinsic rewards. Usually, salary and benefits are seen as monetary rewards for the contribution of employees to the achievement of organizations' goals. Although both salary and benefits tend to motivate employees their effect on job satisfaction does not last over the long term (Tessema, Ready & Embaye, 2013). Based on the study of Tessema, Ready and Embaye (2013) benefits and payment tend to influence job satisfaction; the more rewards are in place the more the job satisfaction of the employees (Tessema, Ready & Embaye, 2013).

### **Promotional Opportunities**

Similar to salary and benefits, promotional opportunities seem to play an important role in job satisfaction.

Highly productive employees who put in a lot of effort to achieve organizational goals tend to receive promotions more often. Promotions usually result in the increase in wages, employees' responsibilities and also to employees' growth and development. Through promotion, employees usually feel that their work and efforts are recognized by the organizations and they stayed motivated to continue to perform as effectively and efficiently as they can. According to the study of V. D. Kosteas (2011), organizations can also motivate employees who did not receive a promotion by making them believe that a promotion, might be possible (Kosteas V.D., 2011).

## **Intrinsic Rewards**

### **Recognition**

Recognition defines the appreciation of the organization for an employee's effort and positive results (Tessema, Ready & Embaye, 2013). Recognition is usually expressed in small gestures from the management to employees such as with "thank you" cards/letters, or small in-value memory items such as mugs and photographs or public praise (Tessema, Ready & Embaye, 2013). Recognition tends to enhance employees' confidence. Employees who received recognition tend to feel more satisfied with their job and have better results.

According to the study of Gostick and Elton (2007) employees' engagement and loyalty and organizations' profits seem to be raised through recognition.

Beyond the benefit, that recognition has on employees' productivity and organizations' profitability, managers should set goals and criteria in order to be able to fairly evaluate employee performance and decide who is eligible for recognition (Tessema, Ready & Embaye, 2013). Not every employee should receive recognition, as recognition will lose its value and could no longer boost employees' satisfaction and motivation.

### **Personal Growth- training**

Development opportunities within organizations tend to encourage employees to try harder to achieve organizational goals. Personal growth can boost employees' motivation, satisfaction, and productivity and hence organizational performance and efficiency (Nguyen C., 2020).

Since the competition, in almost every field, is increasing day by day organizations should need to provide employees with development opportunities in order to be more updated and to increase employees and organizational performance.

Development opportunities such as training tend to raise employees' productivity and job satisfaction. Through training, employees are likely to expand their skills and knowledge, learn new skills and attitudes and enhance their commitment and engagement to the Organization (Latif F., Jan S., & Shaheen N., 2013). In particular, training that has a direct impact on employees' performance tends to make employees more satisfied (Bercu A.M., 2017).

Training programs should be seen as organizational investments rather than as expenses, as they contribute to the elimination of employee turnover and absenteeism (Latif F., Jan S., & Shaheen N., 2013).

## **2.3 Motivation**

The term motivation is referring to a force that prompts people to act in such a way in order to meet their needs and satisfy their desires (Pardee R.L., 1990). Job motivation plays a significant role for employees and organizations. Motivation drives employees to achieve their goals and desires and subsequently contributes to job satisfaction. A motivated employee is more likely to feel satisfied with their job and subsequently to be productive (Badubi, 2017).

Organization's management and supervisors can use motivation theories in order to better understand the needs, wants and desires of employees and hence provide the most suitable incentives to their employees to make them motivated, satisfied and more productive.

Motivation theories are divided into two categories; content theories and process theories.

Content theories emphasize on what motivates employees at work. These theories attempt to identify the needs and desires of employees and what actions should be made in order to fulfill these needs. The main aim of these theories are to identify the factors that inspire individuals' behavior and performance (Kian, Yussof & Rajah, 2014). The most popular content theories are Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's motivation hygiene theory (also known as two-factor theory), McClelland's need of achievement theory and McGregor's XY theory (Pardee R.L., 1990) .

Process theories focus on the process of motivation and how employees' behavior is affected by their needs and desires. The aim of process theories is to identify the link between the variables that affect motivation and the actions needed to affect the behaviors and actions at the workplace. Also, they try to figure out the link between individuals' expectations, values and needs with job tasks and outcomes (Kian, Yussof & Rajah, 2014). The major process theories are Vroom's expectancy theory, Adam's Equity theory and Goal Setting.

### **2.3.1 Content Theories**

#### **Maslow's Hierarchy of needs theory**

According to Maslow's Hierarchy of needs theory, the needs of an individual have a hierarchical order. Based on this theory, there are 5 basic needs that are categorized based on their necessity. The first category of needs which is at the bottom of the hierarchical pyramid, is physiological needs which consists of the need for shelter, hunger, thirst, and sex (Robbins & Judge, 2013).

The next level of needs is safety needs which includes the need for protection against any danger, threat and emotional harm (Robbins & Judge, 2013). The third category is social needs which is related to the need for affection, acceptance, belonging, association and friendship (Robbins & Judge, 2013).

The fourth category, Esteem, is subdivided into internal and external factors. Internal factors are referring to self-respect, autonomy, independence and achievement while external factors include recognition, prestige, attention and appreciation (Robbins & Judge, 2013).

Last but not least, at the top of the hierarchical pyramid is the self-actualization needs which are the need for self-growth and self-improvement (Pardee R.L., 1990).

According to Maslow, once people meet one of their needs, they no longer feel satisfied with that goal and in order to maintain motivation they should attempt to satisfy their needs that are included in the next level in the hierarchical order (Pardee R.L., 1990).

### **ERG theory**

Clayton Paul Alderfer, an American psychiatrist, has created the ERG theory which has some differences from Maslow's hierarchical theory. According to Alderfer, there are three groups of needs; Existence, Relatedness and Growth and his theory is named after the initials of each group category (Alderfer, 1969).

Existence needs are the necessary needs for living and this group consists of all the needs that were included in Maslow's physiological needs such as the needs for food, shelter, water, air, safety and health. Salary and working conditions are also included in this category (Alderfer, 1969).

Relatedness needs are referring to the social interactions of a person with other significant people such as family, friends, colleagues, managers etc. The need for acceptance and understanding are also included in this category. Satisfaction in this category can only be achieved by sharing feelings, thoughts and ideas with others while sharing is not suggested for the fulfillment of existence needs (Alderfer, 1969).

The last group of needs in ERG theory is Growth and it is related to the need for the personal development. This category is linked to the needs for creativity, productivity, achievement, self-esteem and self-confidence.

Apart from the categorization of needs, there is another difference between Maslow's and Alderfer's theories. In contrast with Maslow, Alderfer suggests that an individual can try to meet more than one need at the same time regardless of the level of the need (Alderfer, 1969).

### **Herzberg's Motivation Hygiene Theory / Two- Factor theory**

Frederick Herzberg argues that the term dissatisfaction is not the opposite of satisfaction, since the deprivation of job characteristics that make an employee dissatisfied with his job does not guarantee that the employee will be satisfied. Therefore Herzberg's theory suggests that the opposite of satisfaction is no satisfaction and the same corresponds to dissatisfaction.

There are various factors that can make people motivated such as salary, recognition, self-growth etc. (Sanjeev & Surya, 2016). As per Herzberg's theory, there are two categories of job attitudes that have an impact on job satisfaction and dissatisfaction; motivating factors and hygiene factors (Pardee R.L., 1990).

Motivating factors include the need for achievement, recognition, self-growth responsibility and are closely related to job satisfaction, while working conditions, salary, company policy and supervision are hygiene factors.

According to Herzberg, people tend to feel satisfied when they fulfill motivating factors. Even if the hygiene factors are adequate the employee will not necessarily feel satisfied if motivating factors are absent (Robbins & Judge, 2013).

### **McClelland's Achievement Motivation Theory**

In early 1960, David McClelland has developed a new theory that divides personnel motives into three categories; Achievement, Power and Affiliative motives (Acquah et al., 2021).

Achievement motives refer to the high desire of some people to reach personal achievement through their work. They do not expect any rewards for their job performance. As soon as they accomplish their goals they feel motivated and satisfied. People with a high need for achievement tend to choose tasks that have a good probability to achieve them and they take "calculated risks" (Pardee R.L., 1990). They try to avoid too easy or too difficult tasks and they would like to receive feedback on their performance in order to improve their skills and subsequently to achieve their goals (Dinibutun, 2012).

The need for power defines the need to control the work of others. People that have a high-need for power would like to influence other people their ideas and suggestions (Dinibutun, 2012). They also would like to lead their department / organization in such a way in order to succeed. They are looking to increase their personal status and prestige. For instance, managers can be an example of people with a high need for power. They usually try to influence the organization's staff in order to keep them motivated, satisfied and productive (Dinibutun, 2012).

The need for affiliation refers to the need for love, relatedness and belonging (Acquah et al., 2021). People with a high need for affiliation would like to be part of a social group and be liked by others. They seek to develop strong bonds with other people and they would like to have close, warm and strong relationships with friends and family members (Dinibutun, 2012).

## **McGregor's Theories X and Y**

Douglas McGregor supports that managers' beliefs have a direct impact on Organizations' evolution and that managers' assumptions regarding people's behavior play a crucial role in it. In 1960, McGregor categorized managers' assumptions into two categories; theory X and theory Y (McGregor D., 1960).

According to theory X, people dislike work and responsibilities and therefore they try to avoid them. Due to the fact that people in this category have less or no ambition and are more resistant to change, managers need to direct, control, reward or even threaten them in order to make them fit the organization's needs and be more productive.

On the other hand, as per theory Y people are not passive by nature, they seek to undertake responsibilities and are not resistant to changes (McGregor D., 1960). Employees seek growth and development and managers encourage it. Managers strive to support employees in achieving their goals and recognize employees' efforts and performance (McGregor D., 1960).

### **2.3.2 Process Theories**

#### **Vroom's expectancy theory**

Expectancy theory supports that the strength that people tend to behave in a specific way is subject to the strength of expectation of an outcome and its attractiveness. In other words, employees' motivation and effort depend on employees' expectation regarding their work outcome and the reward that they expect to receive. (Robbins & Judge, 2013).

This theory emphasizes in three relationships; effort-performance relationship, performance-reward relationship and rewards-personal goals relationship.

Effort-performance relationship refers to the link between the employees' belief that if they exert a certain amount of effort they will reach high performance (Robbins & Judge, 2013).

Performance-reward relationship describes the relationship between the level of performance that employees believe they perform and the achievement of the desired outcome (Robbins & Judge, 2013).

Last but not least, rewards-personal goals relationship focuses on the relationship between the level that a reward provided by the organization meets the employees' personal goals and the attractiveness of the reward to the personnel (Robbins & Judge, 2013).



## **Adam's Equity theory**

Adam's equity theory posits that employees feel motivated and satisfied if they feel that they are treated fairly. To be able to understand if they are treated fairly and to calculate the level of inequity, employees used to compare their inputs with their outcomes and the rewards they received. In addition, they use other people as references and compare them to themselves (Dinibutun, 2012).

Inputs refer to the factors an employee uses to contribute to the organization's goals such as work effort, education, skills, training, experience, time, loyalty, flexibility, intelligence, commitment and support of coworkers (Dinibutun, 2012).

Outputs refer to the benefits that an employee receives from the organization for his/her contribution to the organization's goals. Some examples of outputs are salary, rewards, recognition, job security, benefits and growth (Dinibutun, 2012).

As mentioned earlier, the third factor involved in the assessment made by employees regarding the level of fair treatment is the comparison with a reference person. The reference person is often a colleague, relative, friend, neighbor etc. (Dinibutun, 2012).

People feel distressed when they feel that they are not treated fairly. The higher the level of inequity, the higher the levels of distress (Badubi, 2017). People can feel distressed if they are overtreated or undertreated (Dinibutun, 2012).

## **Locke's Goal-Setting Theory**

Edwin Locke's goal-setting theory (1960) proposes that goals can motivate employees to reach high performance and attain their goals (Locke & Latham, 2006).

According to the goal-setting theory, the more challenging a goal is, the higher the employee's job performance. Specifically, challenging goals that are within employees' capabilities tend to motivate employees to increase their job performance. Employees' confidence can also be increased when one of the employees' goals is achieved. Too hard or too easy goals are preferable to be avoided as they do not energize employees to work harder in order to achieve them. By achieving a challenging goal, employees' confidence increases and they feel more capable to attain more challenging goals (Locke & Latham, 2006).

It is important for the employees to have the right to accept or reject a goal. In this way, employees will be involved in goal-setting procedure and therefore they will have a better

understanding of the goal and the reason behind it. Consequently, the employees will be committed to the goals they accept and their performance will increase (Robbins & Judge, 2013).

Except from commitment and high performance, goal-setting can also lead to a number of other organizational benefits such as the elimination of employees turnover and absenteeism.

To achieve higher performance and better outcomes, it is important for the employees to receive feedback either from their managers, supervisors and/ or other colleagues. Through feedback, employees understand how well the progress is going and also they can find out possible adjustments that can be made in order to improve their performance and achieve their goals (Robbins & Judge, 2013).

Last but not least, deadline is also an important aspect of goal-setting procedure. A timeframe should be determined for the completion of the tasks. However, the deadline should not be long as the employees will become complacent and they will not put enough effort into finalizing their goals (Robbins & Judge, 2013).

## **2.4 Job satisfaction in the public sector**

Despite that job satisfaction is an interesting field to be studied, it seems that there are limited publications regarding job satisfaction in the semi-governmental companies and/or public sector in Cyprus.

In the research study of Makris M., Theodorou M. and Middleton N. (2011) on job satisfaction in the public hospitals in Cyprus, in which 770 healthcare professionals from 4 public hospitals participated, it has been observed that the majority of the employees were overall satisfied with their job. However, they declared their dissatisfaction with specific job aspects such as growth and development opportunities, promotion opportunities and employee evaluation system (Makris, Theodorou & Middleton, 2011).

Also, the participants stated that they do not feel motivated and they do not feel that they receive recognition. In addition, they do not seem to feel satisfied with the organization of the hospitals in which they worked (Makris, Theodorou & Middleton, 2011).

In the study of Zembylas M and Papanastasiou E. (2003), where 461 teachers employed in public schools in Cyprus took part, was indicated that the level of satisfaction was influenced

by the job itself, working conditions and the job position. In addition, age seems to have a positive link to job satisfaction (Zembylas M. & Papanastasiou E., 2003).

Specifically, according to the findings of the aforementioned study, as the job position of the teachers is increased, the levels of job satisfaction also increase. Moreover, working hours, salary and holidays seem to play a fundamental role in participants' decision to become teachers rather than the job itself (Zembylas M. & Papanastasiou E., 2003).

According to the study of Droussiotis A. and Austin J. (2007) independence, job environment and self-fulfillment seem to be the main factors that positively influence job satisfaction. In contrast, it was reported that part of the participants were not satisfied with the personal growth and development opportunities and promotional opportunities provided to them (Droussiotis A., & Austin J., 2007). Furthermore, as per the findings of the study participants working in the private sector seem to feel more satisfied in terms of self-fulfillment compared to the public sector employees (Droussiotis A., & Austin J., 2007).

The study by Petasis A., and Economides O. (2020) were assessed the relationship among five personality characteristics (neuroticism, extraversion, openness to experience, agreeableness and conscientiousness), stress and job satisfaction in Cyprus Police (Petasis A. & Economides O., 2020). 133 police officers participated in the study. According to the findings of the study, the personality characteristics influence job satisfaction. Moreover, occupational stress seem to has a greater impact on job satisfaction compared to personality traits. In particular, occupational stress has a significant negative influence on job satisfaction (Petasis A. & Economides O., 2020).

Occupational stress in Police officers appears to derives from both internal and external factors such as criminal and violent incidents (Petasis A. & Economides O., 2020). It is also possible the economical crisis in Cyprus contributed to the occupational stress as it decreased salaries, put promotion and new recruitments on hold resulting in increased workload and working hours (not including relevant compensation) of the existent staff (Petasis A. & Economides O., 2020).

Raudeliūnienė, J. and Meidutė-Kavaliauskienė, I. (2014.). have examined which motivational factors have a better effect on employees' motivation in Lithuania (Raudeliūnienė, J. & Meidutė-Kavaliauskienė, I., 2014). 218 participants were asked to evaluate the motivation factors and according to the outcome of the study, the extrinsic factor that has the greatest effect on employees' motivation is remuneration while the main intrinsic factor is social security (Raudeliūnienė, J. & Meidutė-Kavaliauskienė, I., 2014). In general, the factors that appeared to

most affect employees motivation, in order of priority, are social security, working conditions, growth and development opportunities and working environment/ interrelationships. As per the findings of this study, intrinsic factors seem to have a better influence on motivation compared to extrinsic factors (Raudeliūnienė, J. & Meidutė-Kavaliauskienė, I., 2014).

The study of Turkeyilmaz A., Akman G., Ozkan C. and Pastuszak Z. (2011) evaluated the factors that affect job satisfaction and loyalty in the public sector (Turkeyilmaz A. et al., 2011). In the survey, 220 employees of the social security institution, Istanbul branch have been participated. The research results indicate that there is a strong and positive link among job satisfaction and loyalty (Turkeyilmaz A. et al., 2011). Personal growth and development and trainings have been found to be the most important factor that influence job satisfaction and employees' loyalty while working conditions appear to be the second most significant factor (Turkeyilmaz A. et al., 2011).

## **2.5 Measurement of Job Satisfaction**

Since job satisfaction can lead to engaged and productive employees, it is fundamental for the managers and organizations to measure employees' job satisfaction levels in order to better understand the needs of their employees and also to improve work conditions to keep their employees satisfied and motivated. This will not only contribute to organization's performance but it will also help to improve the quality of employees' life.

For the measurement and the evaluation of employees' job satisfaction ,there are two well-known approaches; the single global rating and the summation of job facets.

In single global rating method the participants are requested to rate their job satisfaction level on 1-5 scale (Oshagbemi, T., 1999). Global rating approach is usually preferable as it consists of short length surveys with limited costs and are less time-consuming and monotonous for the participants.

On the other hand, in the summation of job facet method, the participants are requested to rate how satisfied they feel with specific aspects of their job such as supervision, interrelationships, compensation, promotion and development opportunities (Oshagbemi, T., 1999).

Some studies support that single-global rating method is not as reliable as summation of facet and that facet method contributes to more accurate job satisfaction evaluation since it studies multiple job aspects (Oshagbemi, T., 1999).

Although there are few studies on job satisfaction measurement, it seems that both techniques are important and it is suggested to use both techniques, if possible, at the same studies for better and more accurate research outcomes (Oshagbemi, T., 1999). In the case that only one technique is to be used then it is suggested the choice of the method to depends on research objectives (Oshagbemi, T., 1999).

## **2.6 Job Performance**

Job performance is define as a set of behaviors that organizations expect the employees to carry out in order to contribute to organizations' efficiency and effectiveness.

Job performance can also be described as a set of activities performed from employees in order to accomplish organizations' objectives and goals.

There are two subdivisions of job performance; task performance and contextual performance (Kahya E., 2009).

Task performance refers to the set of employees' behaviors that are directly involved in good's production and/or to the supply of services. Task performance has an impact on organisaiton's effectiveness, for instance, through the transformation of raw materials to finish products and/or through the supply of services such as maintenance, planning, storing, distributing and supervising (Kahya E., 2009).

On the other hand, contextual performance, also known as citizenship performance, defines the set of employees' behaviours that have an indirect involvement in organizational, social and psychological context (Kahya E., 2009). Contextual performance can also contribute to organization effectiveness through employees' recommendations on improving organization's procedures or by the collaborating with other colleagues and/or supervisors in order to accomplish a task or a goal.

Based on previous studies, job satisfaction seems to influence job performance and job performance has a significant impact on job satisfaction.

Given to that, it is fundamental for the organizations to regularly measure the level of job performance by measuring the levels to which employees' behavior contributes to organization's goals.

Organizations can enhance job performance by providing training programs, feedback and necessary tools to employees to achieve their tasks and subsequently to achieve organizations' goals.

## **2.7 Electricity Authority of Cyprus (EAC)**

The Electricity Authority of Cyprus (EAC) is a semi-governmental corporation in Cyprus which means that it is governed by a council that is appointed by the council of ministers (EAC, 2022). EAC has been established in 1952 and its main activities are the generation, transmission, the distribution and supply of electric energy (EAC, 2022).

After the accession of the Republic of Cyprus to the European Union in 2004 and following the European Directive 2019/944 which aims to liberalize the electricity market, the monopoly of EAC has come to an end. Private companies such as Bioland Promithea Ltd have already entered the sector while other private companies are expected to enter the market in the near future.

Based on the above, the competition of the EAC is expected to be increased in the future and in order the EAC to continue to have the majority of the market share in the electricity provision industry, they need to increase organization's performance.

The last few years EAC employees have performed a number of strikes to declare their concern regarding the organization's strategy and how this is going to affect organization's viability and subsequently their jobs (Offsite Team, 2022) (Stockwatch, 2022).

In addition, EAC employees are asking the increase of their benefits such as health insurance, salaries and rewards.

To be able to increase organization's performance and profitability, EAC will need to enhance personnel job satisfaction and motivation.

# Chapter 3

## Research Design and Methodology

### 3.1 Introduction

The current research aims to evaluate employee's satisfaction and motivation in the EAC and also to investigate the factors that have an impact on job satisfaction.

To evaluate the aforementioned objectives, quantitative research has been conducted. Quantitative research aims to assess the relationship between variables by using instruments such as surveys and questionnaires.

In quantitative research, researchers use statistics to analyze the data that they obtained through the instruments such as questionnaires and surveys. Researchers rely on the data analysis in order to result to a conclusion (Elkatawneh, 2016).

### 3.2 Research Tool / Instrument

The questionnaire is an instrument that is used to collect data from a sample of a population in a fast and inexpensive way. The questionnaire is an easy way to obtain data from a large number of participants who can keep their anonymity and can fill out the questionnaire in their own free time without feeling anxious or pressure about the answers provided (Gillham, 2008).

In the current research, a questionnaire has been designed in the Google Forms application and it has been distributed in a link format to the employees of the EAC via email from the HR department of the Company (convenient sampling). The questionnaire has been provided to both permanent and non-permanent staff of the EAC with different sex, age, work experience, marital status and education. The questionnaire consists of 28 close-type questions, which

means that the participants were able to select one of the predetermined answers provided, and 1 open question in which the participants had the opportunity to answer the question with their own words (Gillham, 2008). 23 out of 28 close questions are in 5-Likert scale format (Strongly agree, Agree, Neutral, Disagree, Strongly Disagree / Excellent, Very Good, Good, Fair, Poor). The first four questions of the questionnaire are related to demographics while the remaining are correlated to job satisfaction and motivation. Overall, it takes approximately 5 to 7 minutes for the participant to complete the whole questionnaire.

### **3.3 Likert-scale**

Likert-scale was first developed by Rensis Likert, an American social psychologist, in 1932 as a tool to measure attitudes, traits and characteristics (Chyung *et al.*, 2017) (Boone H. & Boone D., 2012). Likert-scale consists a number of statements which are provided to participants in order to determine their level of agreement on a metric scale (Joshi *et al.*, 2015). The original Likert-scale includes 5 predetermined responses; Strongly approve, Approve, Undecided, Disapprove and Strongly disapprove (Boone H. & Boone D., 2012). With the passage of time, the responses have been changed to Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. The Likert-scale is a well-known way to measure attitudes/characteristics and it is commonly used for marketing research, employee performance and political-opinion research etc. (Chyung *et al.*, 2017).

Likert-scale is a universal method that can be easily understood by everyone. It is an easy, efficient, fast and low-cost way to collect data. Likert-scale questionnaires are easy to be developed and they are also easy to be answered by responders as they need only to select the level of their agreement on a given statement. Last but not least, the data obtained throughout a Likert-scale questionnaire can be easily analyzed.

### **3.4 Ethics**

The current study is following the ethical standards. On the first page of the questionnaire, there is a statement through which the participants are informed regarding the main objective of the research, that their anonymity will be preserved and that the data collected from this research will be used for academic research purposes only.

Participants who do not give their consent regarding the above, have the right not participate in the research.



### 3.5 Analysis of the data

The data collected from the research was analyzed through excel and SPSS program. For the analysis of the data, descriptive statistics, crosstabulation and multiple regression were used. Also, bar and pie charts have been developed in excel to present the data obtained from the questionnaire.

In multiple regression analysis, job satisfaction was considered as the dependent variable (Y) while factors were considered as independent/explanatory variables ( $X_1, X_2, X_3$ , etc).  $\beta_0$  is a constant while  $\beta_1, \beta_2, \beta_3$  are the regression coefficients which signify the amount of change in Y for a change in unit in X (predictor variable). In the regression equation,  $\epsilon$  indicates possible errors.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \epsilon$$

Multicollinearity test has also been conducted prior the regression analysis in order to evaluate if there is a multicollinearity among two or more independent variables. To test multicollinearity presence, tolerance and variable inflation factors (VIF) have been used.

# Chapter 4

## Results

The data obtained from the quantitative research were analyzed and presented in the current chapter of the study. The results are expected to reveal the job satisfaction levels of EAC employees and also indicate the factors that influence job satisfaction the most.

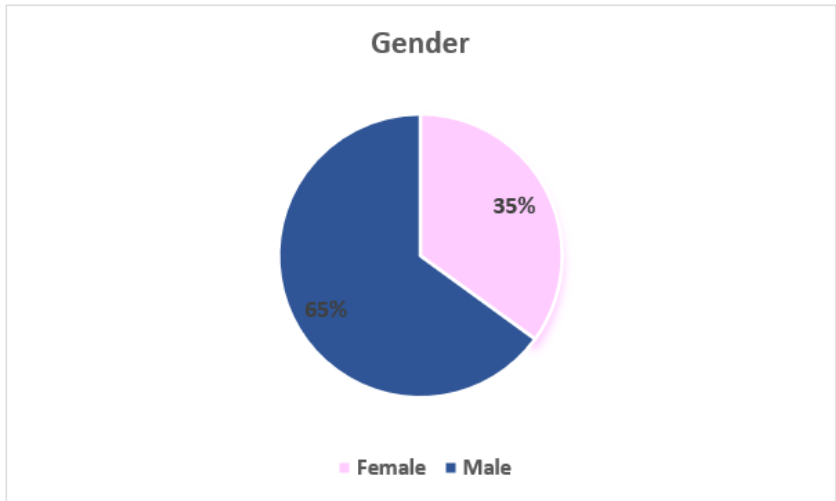
The chapter has been divided into four sections. The first section presents the results obtained from questions related to demographics while the second section presents results from the questions related to employees' satisfaction on job aspects such as working conditions, salary and relationships between colleagues and supervisors. The third and fourth sections present the results from crosstabulation and multiple regression analysis respectively.

### 4.1 Demographics

The first part of the questionnaire that had been provided to the EAC employees consisted of demographics questions. Due to convenience sampling (questionnaire distributed to all employees via email from the HR department), only 119 out of 2131 EAC employees participated in the current quantitative research of which 35% are women and 65% are men.

<b>Gender</b>	<b>Frequency</b>	<b>Percentage(%)</b>
<b>Female</b>	42	35%
<b>Male</b>	77	65%
<b>Total</b>	119	100%

Table 1: Gender of participants



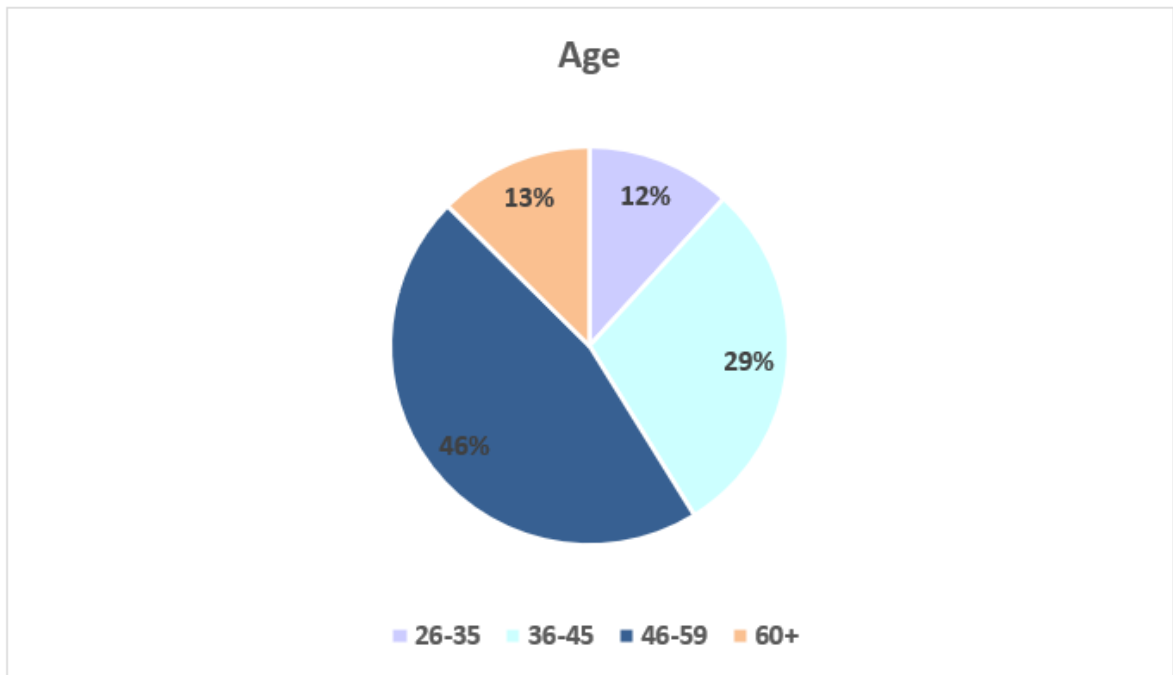
Graph 1: Gender of participants

### Age

Almost half of the participants (46%) are between 46-59 years old while 29% are within the range of 36 to 45 years old. 13% of the participants are over 60 years old and 12 % are within the age range of 26-35.

Age	Frequency	Percentage
26-35	14	12%
36-45	35	29%
46-59	55	46%
60+	15	13%
<b>Total</b>	119	100%

Table 2: Age of participants



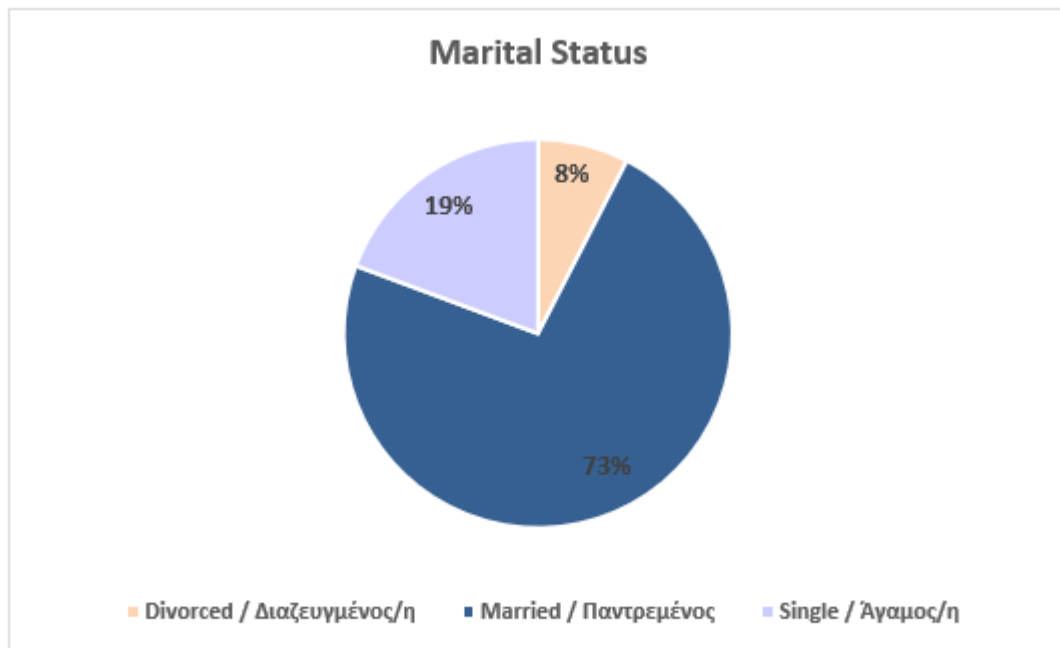
Graph 2: Age of participants

### Marital Status

Participants were also requested to indicate their marital status. According to the data obtained, the majority of the participants are married (73%), 19% are single and 8% are divorced.

Marital status	Frequency	Percentage
Divorced/Διαζευγμένος/η	9	8%
Married / Παντρεμένος	87	73%
Single / Άγαμος/η	23	19%
<b>Total</b>	119	100%

Table 3: Marital status of participants



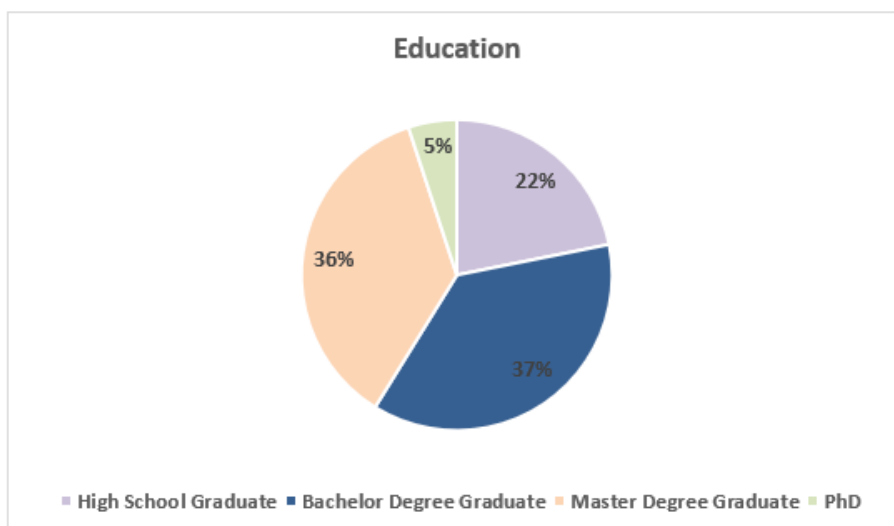
Graph 3: Marital status of participants

### Education

With regards to the educational status of the employees, 37% of the participants hold a bachelor degree and 36% are master degree graduates. 22% of the participants are high school graduates and only 5% of the participants have a PhD.

Education	Frequency	Percentage
High School Graduate	26	22%
Bachelor Degree Graduate	44	37%
Master Degree Graduate	43	36%
PhD	6	5%
<b>Total</b>	<b>119</b>	<b>100%</b>

Table 4: Educational level of participants



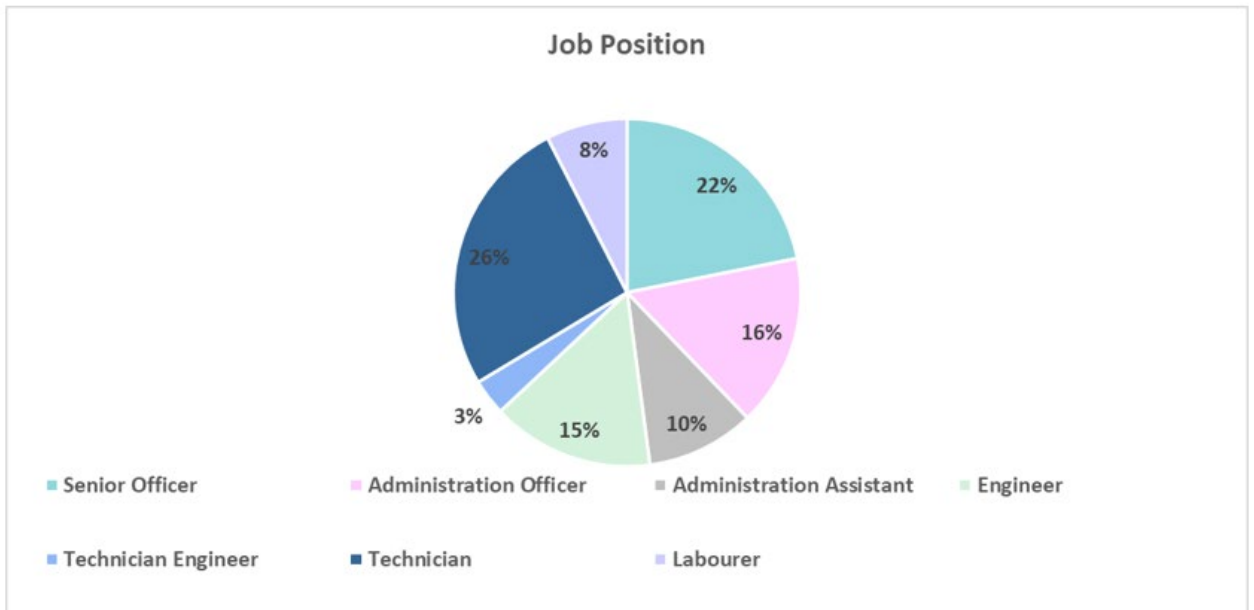
Graph 4: Educational level of participants

For research purposes, participants' job positions have been categorized into 7 groups; Senior officer, Administration Officer, Administration Assistant, Engineer, Technical Engineer, Technician and Labourer.

According to the results obtained, 26% of the participants worked in the EAC as Technicians, 22% reported that they are senior officers within the Organisation while 16% of the participants are administration officers. 15% of the respondents declared that they work as engineers, 10% are administration assistants, 8% reported working as labourers and the remaining 3% work as technical engineers.

Job Position	Frequency	Percentage
Senior Officer	26	22%
Administration Officer	19	16%
Administration Assistant	12	10%
Engineer	18	15%
Technician Engineer	4	3%
Technician	31	26%
Labourer	9	8%
<b>Total</b>	<b>119</b>	<b>100%</b>

Table 5: Job position of participants



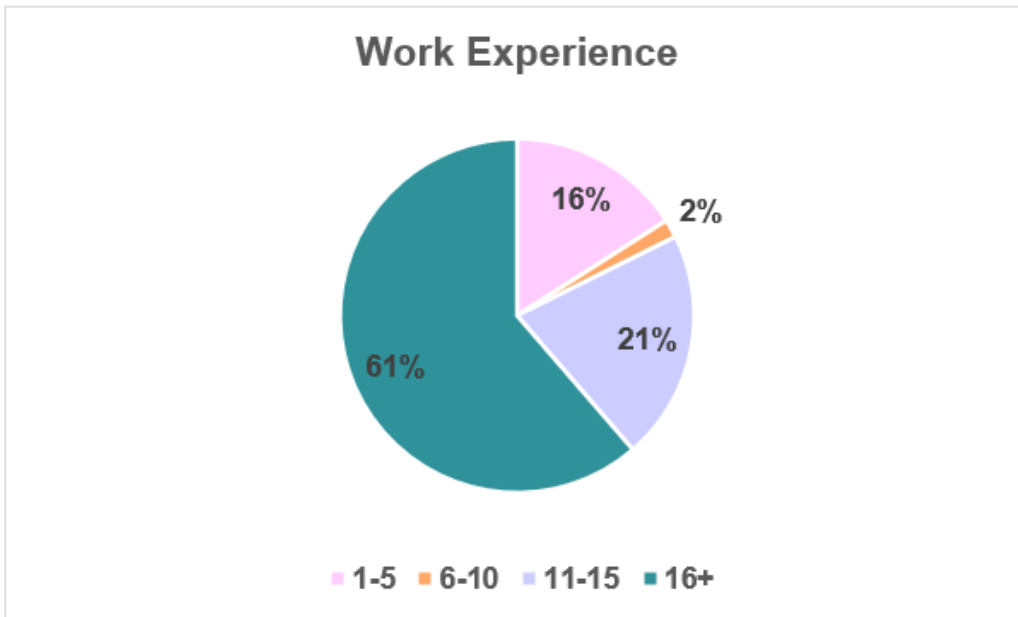
Graph 5: Job position of participants

### Work Experience

More than half of the participants have more than 16 years experience in EAC (61%). The working experience within the EAC for 21% of the participants are between 11-15 years while 16% have been working in the EAC for 1 to 5 years. Finally, 2% of the participants have 6 to 10 years work experience in the Organization.

Work Experience	Frequency	Percentage
1-5	19	16%
6-10	2	2%
11-15	25	21%
16+	73	61%
<b>Total</b>	119	100%

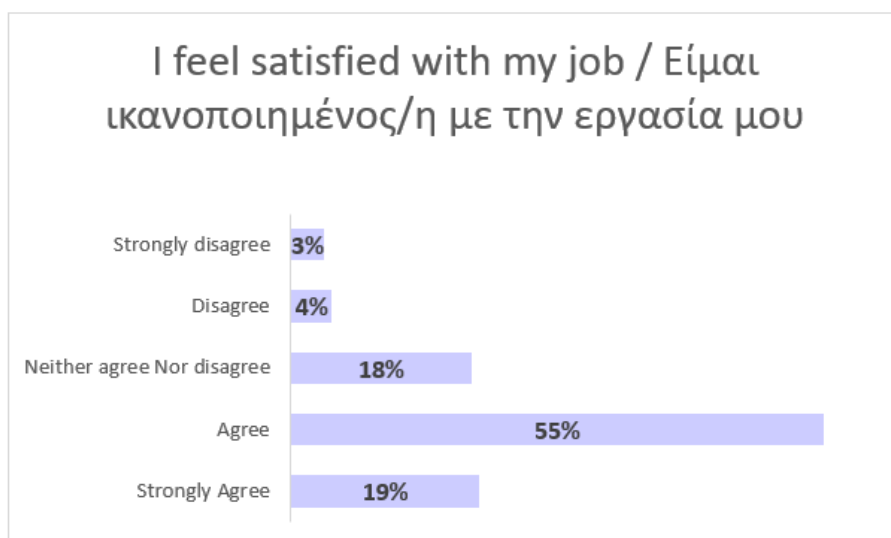
Table 6: Work experience of participants



Graph 6: Work experience of participants

## 4.2 Job Satisfaction

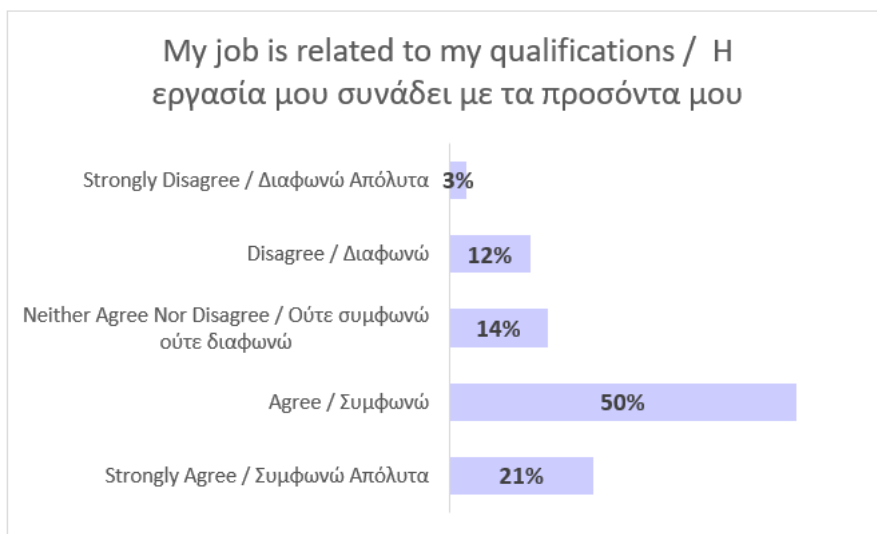
In the second section of the questionnaire, the participants were asked to state the level of their agreement with statements related to job satisfaction. The second section of the questionnaire aims to identify the factors that affect job satisfaction and the level that influence it.



Graph 7: Job satisfaction level of participants

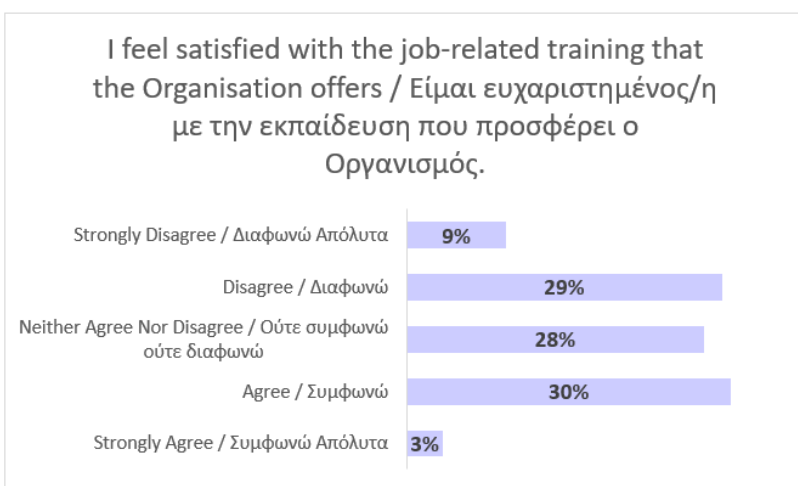


74% of participants feel satisfied with their job (19% strongly agree, 55% agree) while 7% do not feel satisfied (3% strongly disagree 5% disagree). The remaining 18% neither agree nor disagree with the statement.



Graph 8: Correlation of participants qualifications with their job.

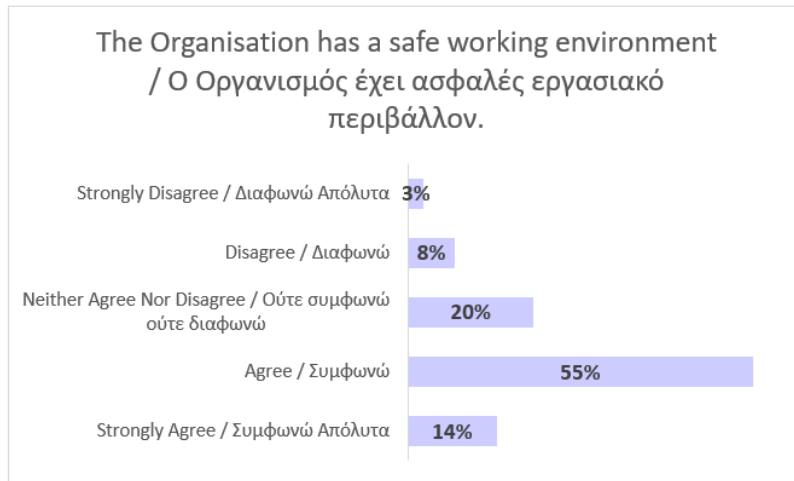
Participants were asked to state if they agree with the statement “my job is related to my qualifications”. Half of the participants agree and 21% of the participants strongly support the above statement. 14% neither agree nor disagree while the remaining 15% disagree (12% disagree and 3% strongly disagree).



Graph 9: Level of participants' satisfaction with job-related trainings provided.

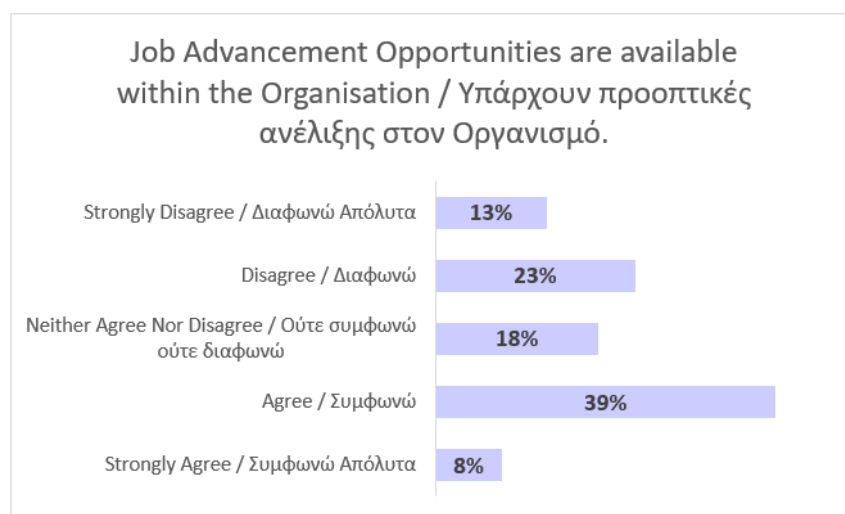
The next question was related to the job-related trainings provided by the Organization. The participants were requested to indicate whether they agreed with the following statement “I

feel satisfied with the job-related training that the organization offers”. 30% of the responders agree while 29% disagree. 28% of participants neither agree nor disagree with the statement, 9% strongly disagree and only 3% strongly agree with it.



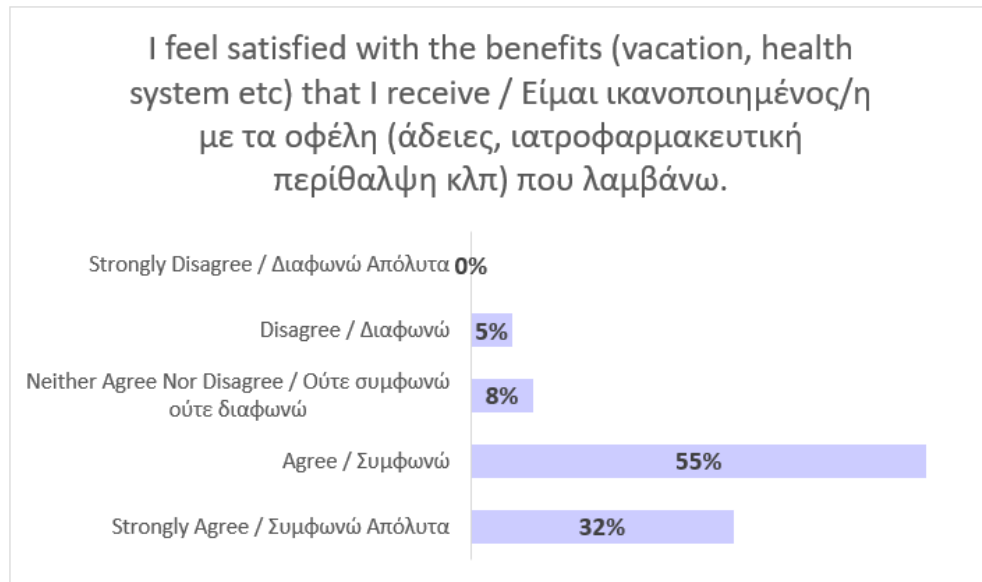
Graph 10: Level of participants' satisfaction with the safety of their working environment

In the next question, participants were asked whether they feel satisfied with the safety of their working environment. 69% of the participants feel that they are working at a safe working environment (55% agree and 14% strongly agree) while 11% of the responders declared that they are not satisfied (3% strongly disagree and 8% disagree). The remaining 20% of the participants were undecided.



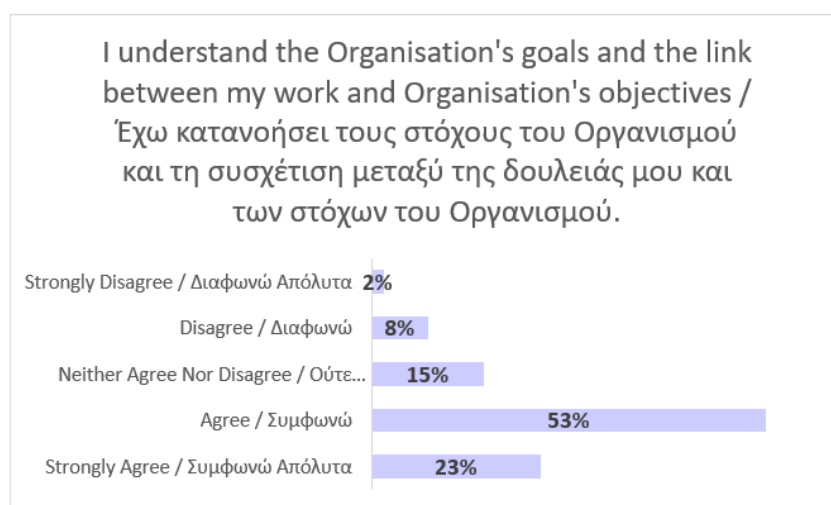
Graph 11: Availability of job advancement opportunities

With regards to job advancement opportunities, 47% of the responders have stated that there are available within the organization (8% strongly agree and 39% agree) 36% disagree (13% strongly disagree and 23% disagree) while 18% of the participants neither agree nor disagree.



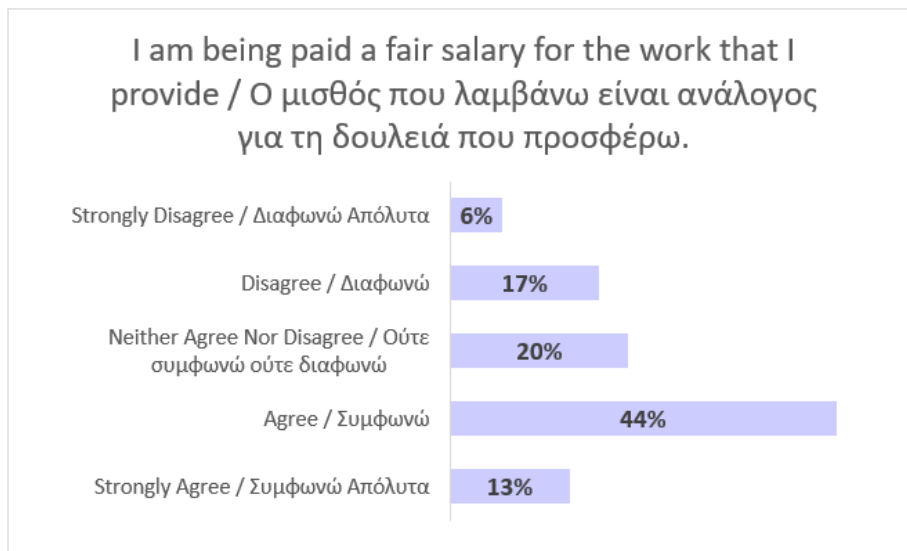
Graph 12: Participants' satisfaction with the benefits provided.

Participants were also asked to indicate whether they feel satisfied with the benefits (including vacation and health system) they received from the organization. The majority of them (i.e. 87%- of which 32% strongly agree and 55% agree) reported that they feel satisfied with the benefits obtained from the Organization while only 5% disagree. The remaining 8% of the participants neither agree nor disagree.



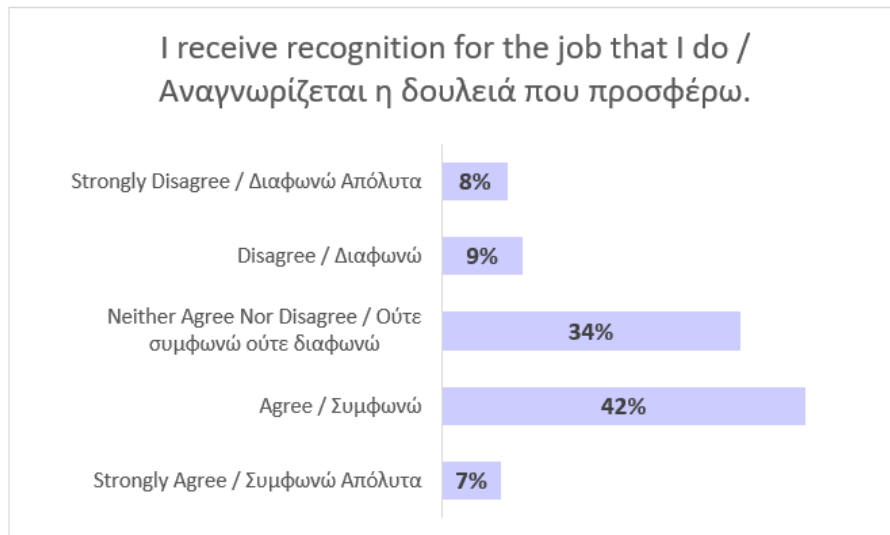
Graph 13: Organization goals and link between organisation objectives and participants' job

Another question included in the questionnaire was whether the participants feel that they understood the goals of the Organization and the link among their work and organization's objectives. 76% of the participants agree (23% strongly agree and 53% agree) while 10% disagree (8% disagree and 2% strongly disagree). The remaining 15% neither agree nor disagree.



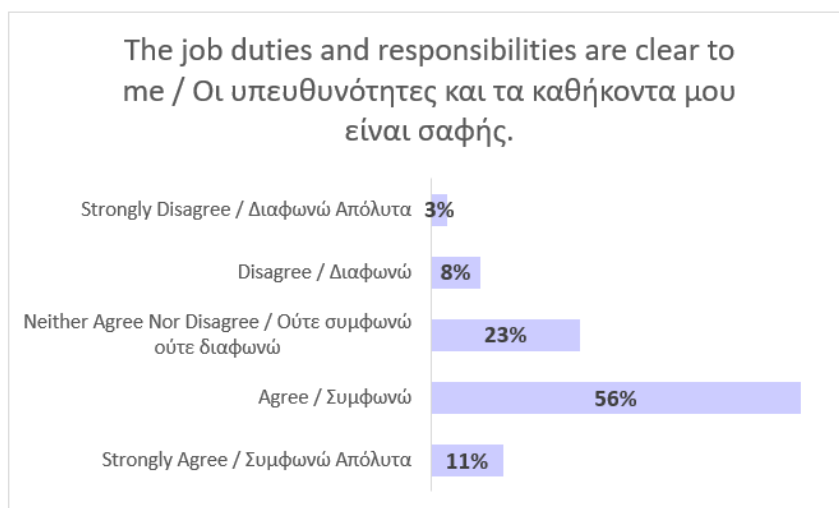
Graph 14: Participants' level of satisfaction with their salary.

In the next question of the questionnaire, the participants were asked to state whether they believe that they are paid a fair salary for the work they provide. 57% of them agree (13% strongly agree and 44% agree) while 23% disagree (6% strongly disagree and 17% disagree). The remaining 20% neither agree nor disagree.



Graph 15: Recognition for participants' work.

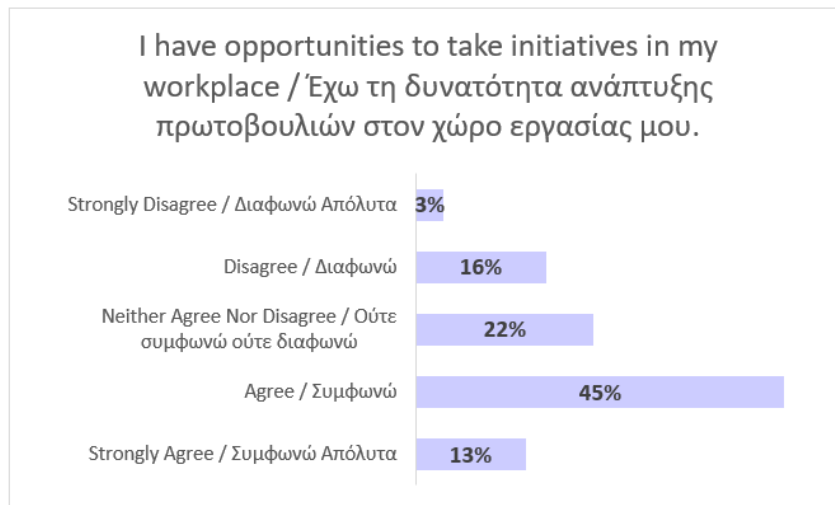
In order to evaluate whether recognition affects the job satisfaction of EAC employees, participants were asked to indicate whether they receive recognition for the work they provide. Almost half of the participants (49%- 7% strongly agree and 42% agree) agree and 34% neither agree nor disagree. 17% of the participants disagree (8% strongly disagree and 9% disagree).



Graph 16: Job duties and responsibilities

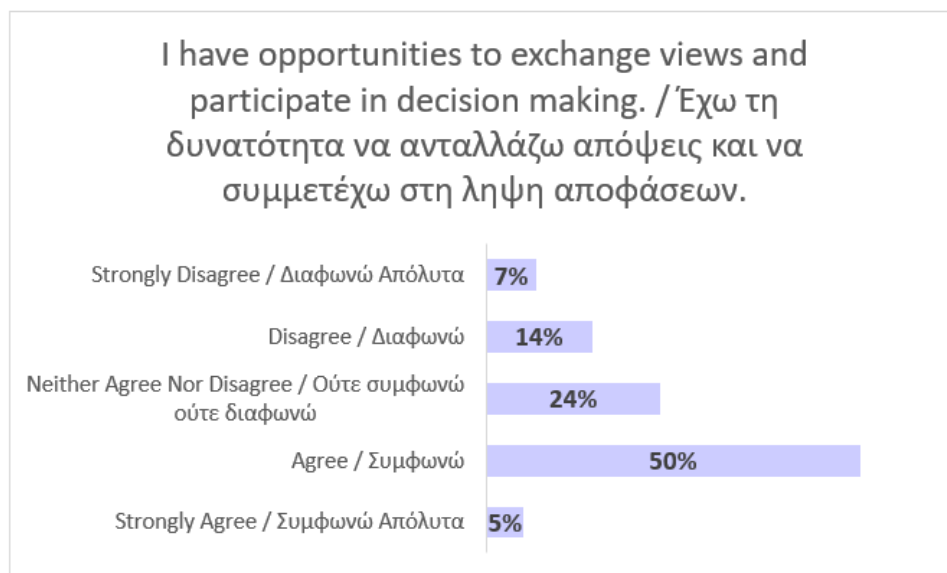
In the next question, the participants were asked to state whether their job duties and responsibilities are clear . 67% of the participants agree (11% strongly agree and 56% agree) while 11% do not support that their duties and responsibilities within the organization are

clear to them (3% strongly disagree and 8% disagree). 23% of the participants neither agree nor disagree.



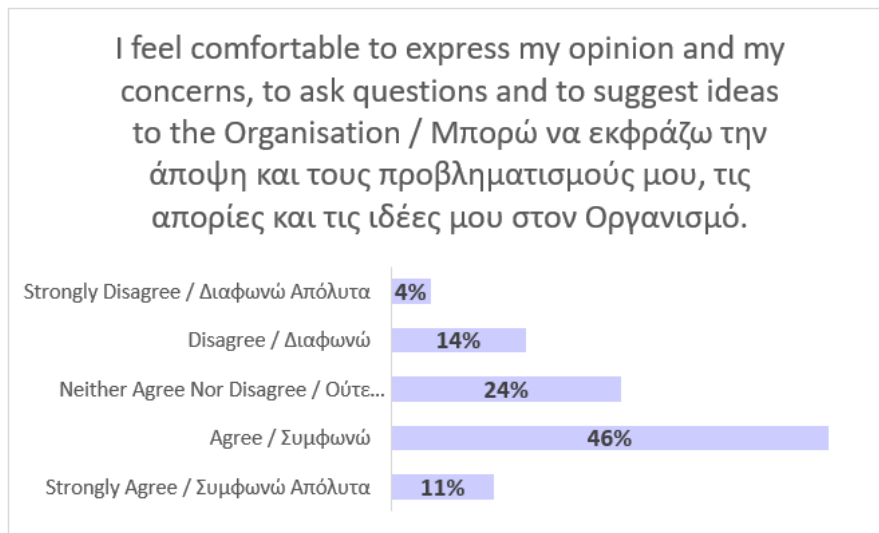
Graph 17: Opportunity to take initiatives within the workplace

58% of the participants believe that they have the opportunity to take initiatives in their workplace (13% strongly agree and 45% agree) while 19% do not agree (3% strongly disagree and 16% disagree). The remaining 22% neither agree nor disagree.



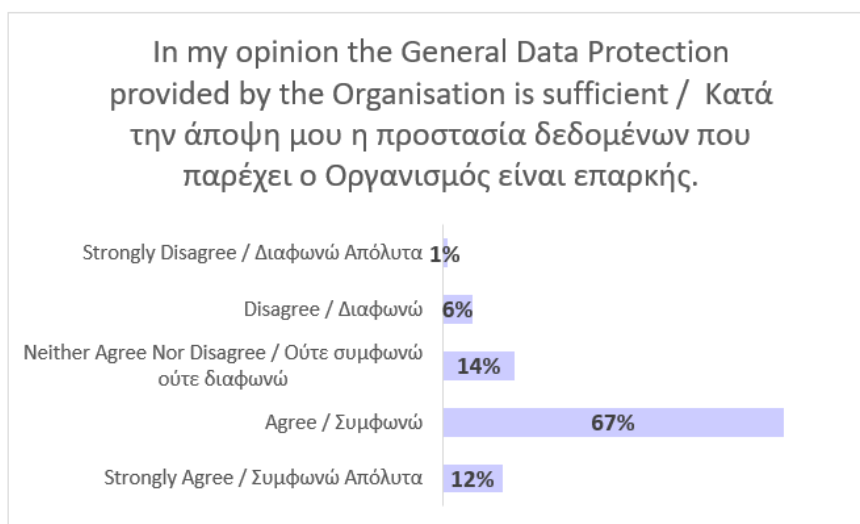
Graph 18: Opportunity to exchange views and participate in decision-making.

55% of the participants agree that they have the opportunity to exchange views and participate in the decision-making procedure while 21% of the participants do not agree. 24% neither agree nor disagree with the statement.



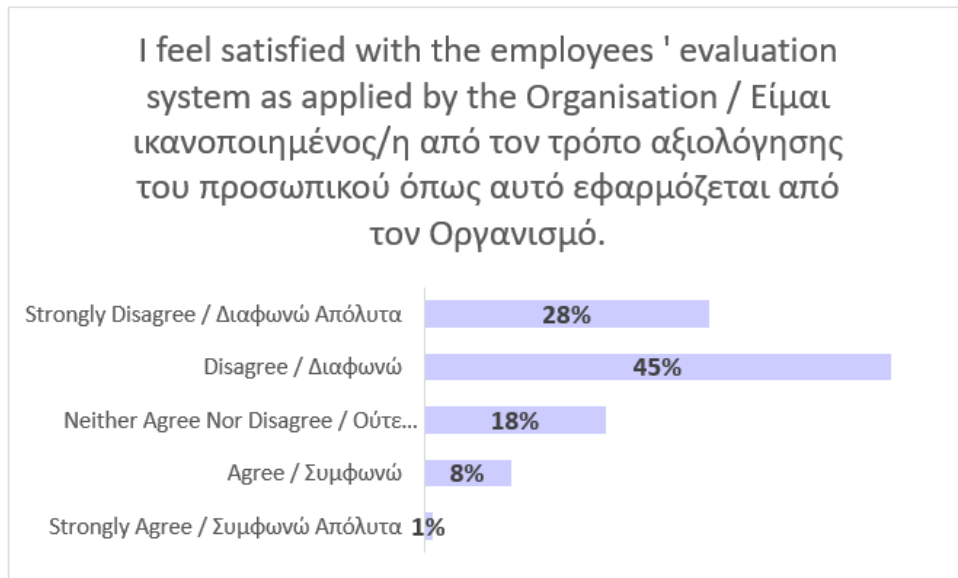
Graph 19: Opportunity to share opinions, concerns, questions and ideas within the organisation.

The majority of the participants, 57%, declared that they feel comfortable expressing their opinion and concerns and proposing ideas in the Organization (11% strongly agree and 46% agree). 18% of the participants do not feel comfortable sharing their opinion, concerns or ideas in the Organization (4% strongly disagree and 14% disagree) while 24% neither agree nor disagree.



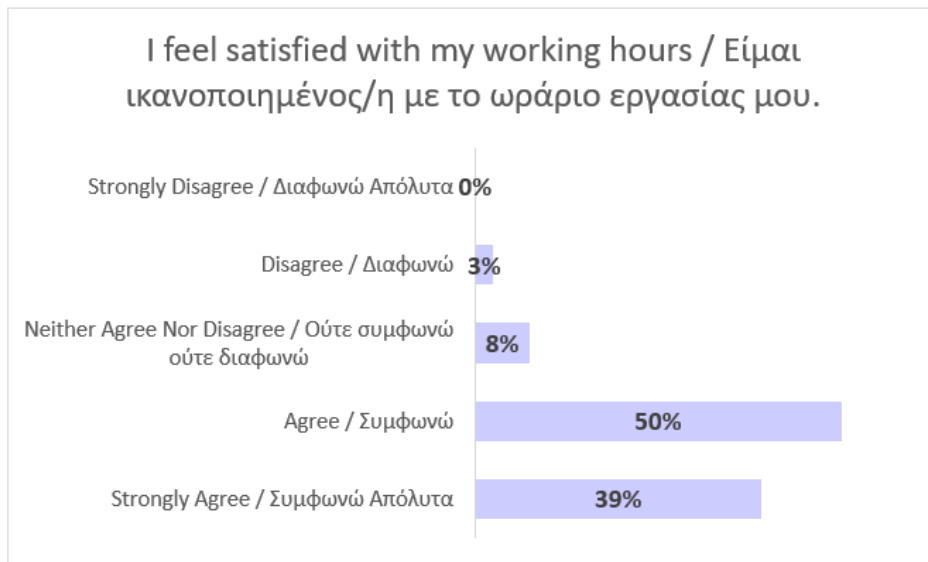
Graph 20: Participants' satisfaction with General Data Protection provided

79% of the participants believe that the General Data Protection provided by the EAC is adequate (12% strongly agree and 67% agree) and only 7% disagree with this statement (1% strongly disagree and 6% disagree). The remaining 14% neither agree nor disagree.



Graph 21: Participants satisfaction with employee evaluation system

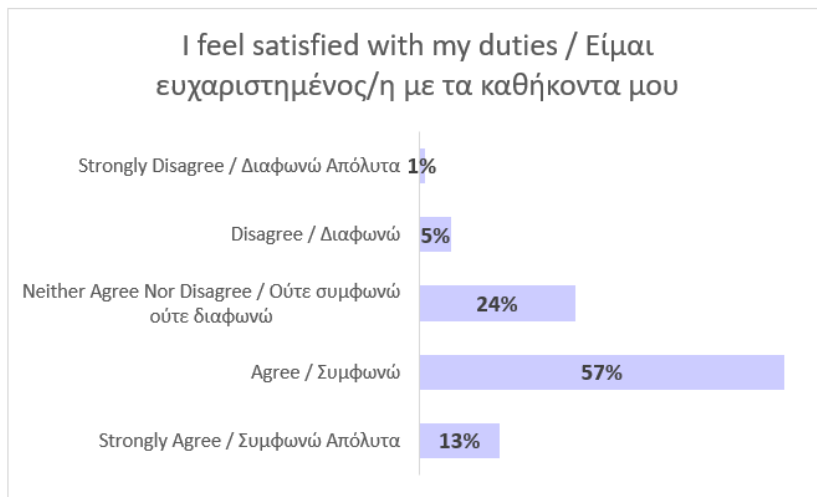
73% percent of the participants are not satisfied with the employee evaluation system used by the EAC (28% strongly disagree and 45% disagree) and 18 % neither agree nor disagree with the system. Only 9% of participants agree with the evaluation system (1% strongly agree and 8% agree).



Graph 22: Participants satisfaction with working hours.

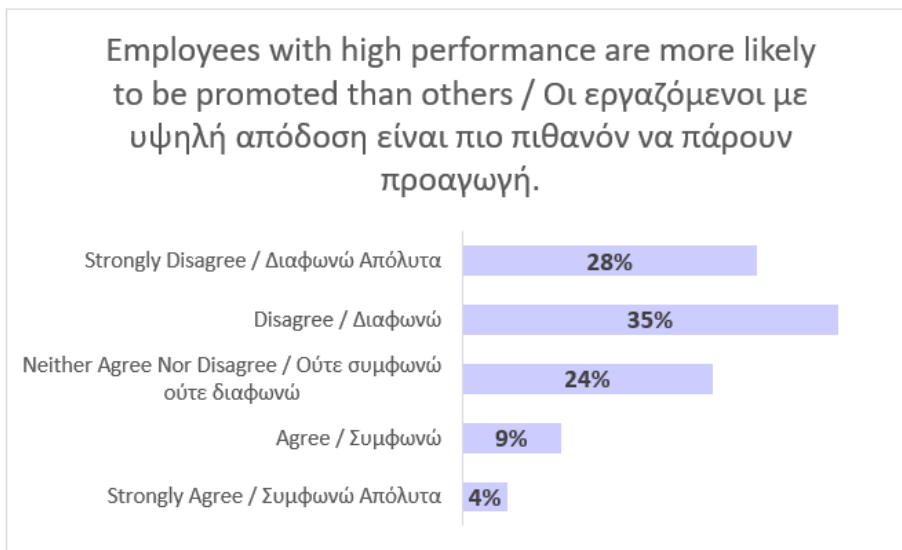
The majority of the participants, 89%, reported feeling satisfied with their working hours (39% strongly agree and 50% agree) and only 3% reported feeling dissatisfied. 8% were undecided.





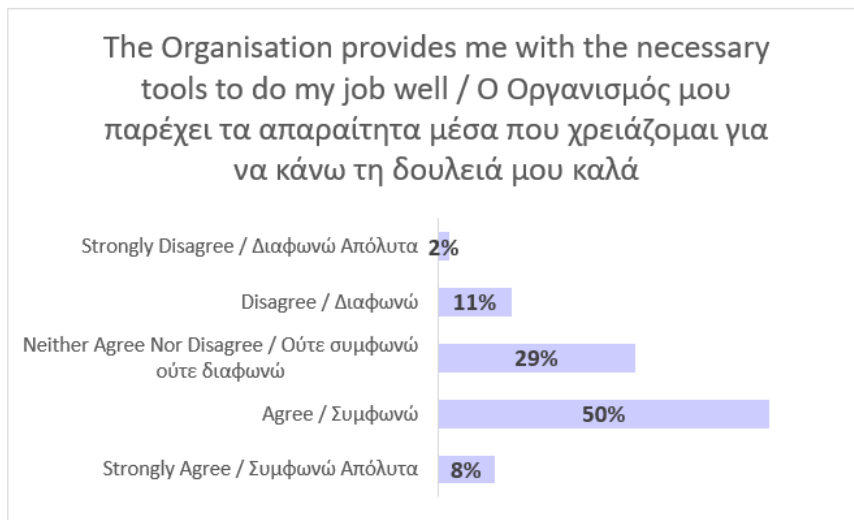
Graph 23: Participants satisfaction with their duties.

70% of the participants state that they are satisfied with their duties while 24% neither agree nor disagree. 6% of the participants reported feeling dissatisfied with their duties.



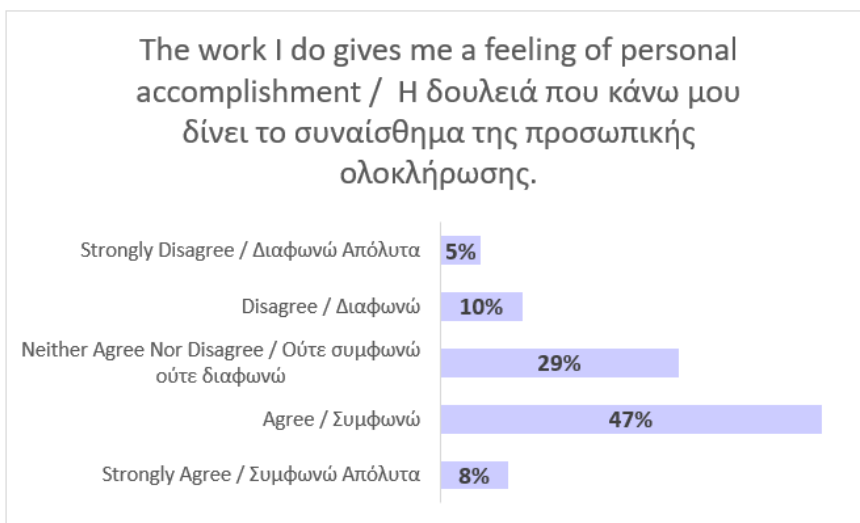
Graph 24: Promotions

63% of the participants believe that promotions are not related to high employee performance while 24% neither agree nor disagree. Only 13% believe that high-performing employees are more likely to get a promotion.



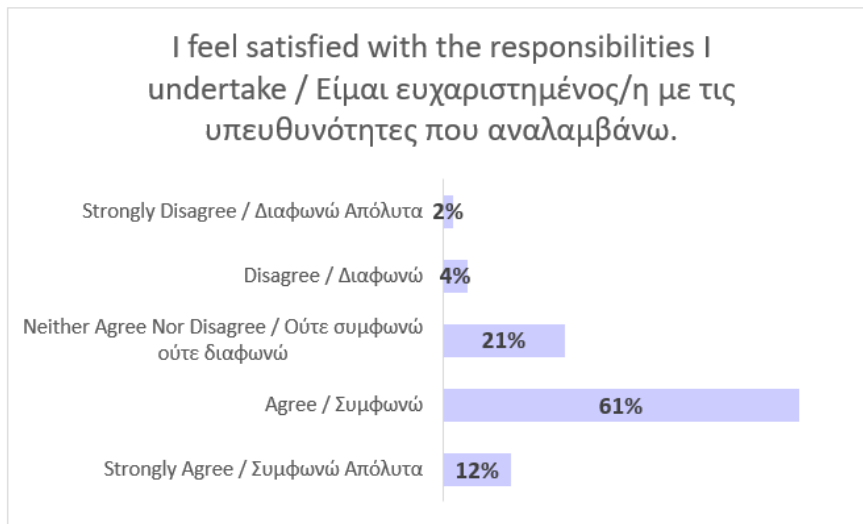
Graph 25: Tools

More than half of the participants, 58%, are satisfied with the tools/equipment provided by the Organization to do their jobs well. 29% neither agree nor disagree and 13% are not satisfied.



Graph 26: Personal Accomplishment

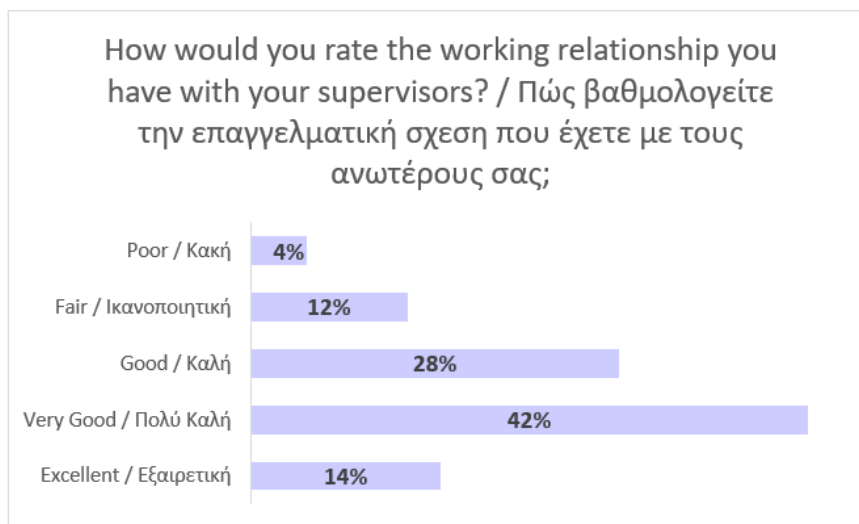
55% of participants feel fulfilled in their work (8% strongly agree and 47% agree) while 15% do not (5% strongly disagree and 10% disagree). 29% neither agree nor disagree with the statement of the question.



Graph 27: Participants' satisfaction with their responsibilities

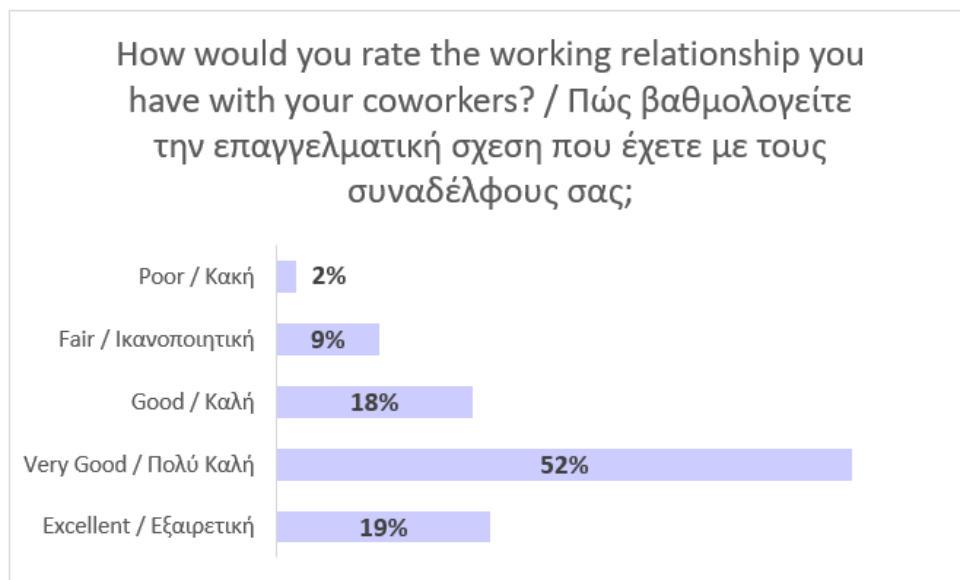
73% of the participants feel satisfied with their responsibilities (12% strongly agree and 61% agree) while 6% do not (2% strongly disagree and 4% disagree). The remaining 21% neither agree nor disagree.

The participants were also requested to rate their relationship with their supervisors and coworkers within the organization.



Graph 28: The relationship of participants with their supervisors.

14% state that the working relationship with their supervisors are excellent while 42% characterize it as very good. 28% of the participants stated that they have a good relationship with their supervisors. 12% of the participants have a fair relationship with their supervisors while 4% have a poor relationship with their supervisors.



Graph 29: The relationship of participants with their colleagues.

89% of participants stated that they have a good relationship with their coworkers (19% characterize their relationship with their coworkers as excellent, 52% very good and 18% good). 9% have a fair relationship with their coworkers while 2% have a poor relationship.

### 4.3 Cross Tabulation Analysis

Cross-tabulation analysis was performed to examine the relationship between the independent variables and job satisfaction.

<b>Gender – Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Gender</b>	Woman	1	0	10	20	11	42
	Man	3	5	12	45	12	77
Total		4	5	22	65	23	119

Table 7: The relationship between gender and job satisfaction.

73.8% of the women who participated in the current study stated that they feel satisfied with their job while 23.8% neither agree nor disagree. Only 2.4% of the female participants reported that they were not satisfied with their job overall.

Regarding the men who participated in the study, 74% reported that they were satisfied with their job, 15.6% neither agree nor disagree and the remaining 10.4% were not satisfied with their job.

<b>Age – Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
<b>Age</b>	26-35	0	1	1	9	3	14
	36-45	1	2	10	16	6	35
	46-59	3	1	11	31	9	55
	60+	0	1	0	9	5	15
Total		4	5	22	65	23	119

Table 8: The relationship between age and job satisfaction.

Based on the crosstabulation analysis among job satisfaction and age, it was observed that 85.72% of the participants aged 26-35 years old feel satisfied with their job while 7.14% of the same age group neither agree nor disagree. The remaining 7.14% of the group do not feel satisfied with their job in general.

Regarding the age group of 36-45 years old, 62.86 % feel satisfied with their job, 8.57% do not feel satisfied with their job and 28.57% were undecided.

72.73% of the participants aged 46-59 years old reported that they feel satisfied overall with their job while 20% were undecided and 7.27 % feel dissatisfied.

93.3% of the participants over the age of 60 years old have stated that they feel satisfied with their job while only 6.7% do not feel satisfied with their job.

<b>Marital Status – Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Marital Status</b>	Married	3	3	15	50	16	87
	Single	1	1	5	9	7	23
	Divorced	0	1	2	6	0	9
<b>Total</b>		4	5	22	65	23	119

Table 9: The relationship between marital status and job satisfaction.

75.86% of participants who are married have reported that they are satisfied in general with their job. 17.24% neither agree nor disagree while 6.90% of married participants stated that they do not feel satisfied with their job.

69.56% of single participants feel satisfied with their job, 21.74 % neither agree nor disagree and 8.7 % do not feel satisfied with their job.

More than half of the participants who are divorced (66.67%) stated that are satisfied with their job while 22.22% neither agree nor disagree. 11.11% have reported that they are not satisfied.

<b>Education – Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Education</b>	High School Graduate	0	1	7	12	6	26
	Bachelor Degree	1	3	9	25	6	44
	Master Degree	3	1	5	23	11	43
	PhD	0	0	1	5	0	6
<b>Total</b>		4	5	22	65	23	119

Table 10: The relationship between educational level and job satisfaction.

69.23% of high school graduates employed in the EAC have declared that they feel satisfied with their job in general, 26.92% were neutral and 3.85% have stated that they do not feel satisfied.

Moreover, 70.45% of the participants who hold a bachelor’s degree have reported feeling satisfied with their job. 20.45% did not specify their job satisfaction levels and the remaining 9.1% do not feel satisfied with their job.

79.07% of the participants with a master’s degree are satisfied with their job, 11.63% are neutral and 9.3% do not feel satisfied with their job overall.

Last but not least the majority of the participants who hold a PhD (83.33%) feel satisfied with their job while the remaining 16.67% did not state their levels of job satisfaction.



<b>Job Position-Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Job Position</b>	Senior officer	1	0	3	16	6	26
	Administration Officer	0	1	3	11	4	19
	Administration Assistant	1	0	5	5	1	12
	Engineer	1	1	3	10	3	18
	Technician Engineer	0	0	0	4	0	4
	Technician	0	3	6	15	7	31
	Labourer	1	0	2	4	2	9
<b>Total</b>		4	5	22	65	23	119

Table 11: The relationship between job position and job satisfaction.

84.61% of senior officers reported being satisfied with their job overall while 11.54% were neutral and 3.85% were not satisfied.

The majority of the administration officers (78.95%) mentioned that are satisfied with their job while 5.26% were not and 15.79% did not determine their job satisfaction levels.

Half of the administration assistants reported feeling satisfied with their job, 41.67% were neutral and 8.33% declared that they are not satisfied.

Regarding engineers, 72.22% are satisfied with their job, 16.67% were undecided and 11.11% reported not feeling fulfilled from their work.

All technical engineers participated in the current study reported feeling satisfied with their job.

70.97% of the technicians mentioned that they feel satisfied with their job overall, 19.35% were neutral and 9.68% reported being dissatisfied.

With regards to laborers, the majority (66.67%) reported feeling satisfied, 22.22% were neutral and 11.11% did not feel satisfied with their job overall.

<b>Experience – Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Experience</b>	1-5	0	1	2	9	7	19
	6-10	0	0	0	2	0	2
	11-15	1	2	6	14	2	25
	16+	3	2	14	40	14	73
Total		4	5	22	65	23	119

Table 12: The relationship between working experience and job satisfaction.

84.21% of the participants who have 1-5 years of work experience within the organization feel fulfilled with their job, 10.53% were neutral and 5.26% do not feel satisfied with their job.

All the participants who have 6 to 10 years of work experience in the EAC have stated that they feel satisfied with their job.

64% of the participants who have 11-15 years of work experience within the organization reported that they feel satisfied with their job, 12% do not feel satisfied and 24% were neutral regarding their job satisfaction.

With regards to the participants with more than 16 years of work experience 73.97% have stated that they feel satisfied with their job 19.18% were neutral and 6.85% have reported to be dissatisfied.

Training – Job Satisfaction Crosstabulation							
Count							
		Job Satisfaction					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
Training	Strongly Disagree	1	2	6	1	1	11
	Disagree	1	3	8	22	1	35
	Neither Agree Nor Disagree	1	0	4	22	6	33
	Agree	1	0	4	18	13	36
	Strongly Agree	0	0	0	2	2	4
Total		4	5	22	65	23	119

Table 13: The relationship between participants satisfaction on job-related trainings provided by the organization and job satisfaction.

54.35% of the participants who do not feel satisfied with the job-related training offered by the organization have stated that they feel satisfied with their job in general. 15.22% do not feel satisfied and the remaining 30.43% were neutral regarding their job satisfaction levels.

Regarding the participants who did not specify if they are satisfied with the trainings provided by the organization 84.85% feel satisfied with their job 12.12% were neutral and only 3.03% do not feel satisfied with their job.

The vast majority of the participants who feel satisfied with the trainings provided by EAC (87.5%) have mentioned that they feel fulfilled with their job, 10% did not state their levels of job satisfaction and 2.5% have reported to not feel satisfied.

<b>Safe Environment- Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagreed	Disagree	Neither Agree Nor Disagreed	Agree	Strongly Agree	
<b>Safe Environment</b>	Strongly Disagree	1	1	0	1	0	3
	Disagree	0	1	3	4	1	9
	Neither Agree Nor Disagree	1	2	6	14	1	24
	Agree	2	1	12	41	10	66
	Strongly Agree	0	0	1	5	11	17
Total		4	5	22	65	23	119

Table 14: The relationship between safe workplace and job satisfaction.

80.72% of the people that have stated that their working environment is safe have reported that they feel fulfilled from their work. 15.66% did not determine if they feel satisfied with their job and 3.61% did not feel satisfied.

Regarding the participants who did not indicate their opinion about the safety of their working environment, 62.5% feel satisfied with their job, 25% neither feel satisfied nor dissatisfied and 12.5% reported that they do not feel satisfied.

Of the participants who believe that their work environment is not safe, 50% reported to feel satisfied with their job overall, 25% were neutral and the remaining 25% have stated that they do not feel satisfied with their job.

<b>Advancement Opportunities-Job Satisfaction Crosstabulation</b>							
Count							
		Job Satisfaction					Total
		Strongly Disagreed	Disagree	Neither Agree Nor Disagreed	Agree	Strongly Agree	
<b>Advancement Opportunities</b>	Strongly Disagree	2	2	5	5	1	15
	Disagree	0	1	6	17	3	27
	Neither Agree Nor Disagree	0	1	7	12	2	22
	Agree	1	1	4	29	11	46
	Strongly Agree	1	0	0	2	6	9
Total		4	5	22	65	23	119

Table 15: The relationship between advancement opportunities and job satisfaction.

87.27% of the participants who stated that there are job advancement opportunities available in the organization stated that they feel satisfied with their job, 7.27% were neutral about their job satisfaction and 5.45% did not feel satisfied.

61.90% of the participants who did not determine whether they agree that there are advancement opportunities within the EAC stated that they feel satisfied with their job, 26.19% were neutral and 11.90% have mentioned that they do not feel satisfied.

Of the participants who have declared that there are no job advancement opportunities available within the organization 63.64% reported feeling satisfied with their job 31.82% were neutral and only 4.54% reported feeling dissatisfied with their job.

<b>Benefits- Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Benefits</b>	Disagree	2	0	2	2	0	6
	Neither Agree Nor Disagree	0	0	5	4	0	9
	Agree	1	3	12	39	11	66
	Strongly Agree	1	2	3	20	12	38
Total		4	5	22	65	23	119

Table 16: The relationship between benefits and job satisfaction.

33.33% of the participants who stated that they do not feel satisfied with the benefits they receive from the Organization reported that they feel satisfied with their job, 33.33% were neutral and the remaining 33.33% did not feel satisfied with their job.

Of the participants who feel satisfied with the benefits that they receive from EAC 78.85% stated that they are satisfied with their job 14.42% were neutral and 6.73% declared they were dissatisfied with their job.

44.44% of the participants who did not determine their satisfaction levels regarding the benefits they receive from the organization said that they feel satisfied with their job while the remaining 55.56% were neutral.

Salary – Job Satisfaction Crosstabulation							
Count							
		Job Satisfaction					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
Salary	Strongly Disagree	0	1	1	5	0	7
	Disagree	2	1	5	10	2	20
	Neither Agree Nor Disagree	1	1	9	12	1	24
	Agree	0	1	7	34	10	52
	Strongly Agree	1	1	0	4	10	16
Total		4	5	22	65	23	119

Table 17: The relationship between salary and job satisfaction.

Of the participants who declared that the salary they receive is not fair for the work that they provide 62.96% said that they feel satisfied with their job overall 22.22% were neutral and 14.81% did not feel satisfied with their job.

54.17% of the participants who did not specify whether they believe that their salary is reasonable for the work they provide, stated that they feel fulfilled from their work. 37.5% were neutral and 8.33% have reported to not feel satisfied.

With regards to the participants who are satisfied with the salary they receive the majority (85.29%) said that they feel satisfied with their job generally, 10.29% were neutral and 4.41% have mentioned that they do not feel satisfied.

<b>Recognition- Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Recognition</b>	Strongly Disagree	1	1	4	3	0	9
	Disagree	1	1	2	6	1	11
	Neither Agree Nor Disagree	1	3	14	21	2	41
	Agree	1	0	2	32	15	50
	Strongly Agree	0	0	0	3	5	8
Total		4	5	22	65	23	119

Table 18: The relationship between recognition and job satisfaction.

Half of the participants who reported not receiving recognition for their work reported feeling satisfied with their job overall. 30% did not state their job satisfaction levels and 20% said to not feel satisfied with their job.

Of the participants who did not to specify whether they receive recognition for their work 56.09% said that they feel satisfied with their job overall, 34.15% were neutral and 9.76% reported feeling dissatisfied with their job.

The vast majority of the participants that declare that they receive recognition for the work they provide (94.83%) said that they feel satisfied with their job while 3.45% were neutral and only 1.72% said that they do not feel satisfied.



<b>Initiatives- Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Initiatives</b>	Strongly Disagree	1	2	1	0	0	4
	Disagree	1	1	10	5	2	19
	Neither Agree Nor Disagree	0	0	8	15	3	26
	Agree	2	1	3	35	13	54
	Strongly Agree	0	1	0	10	5	16
Total		4	5	22	65	23	119

Table 19: The relationship between the opportunity to take initiatives and job satisfaction.

Of those who do not believe that they have the opportunity to take initiatives in their workplace 30.43% said that they feel satisfied with their job overall 47.83% were neutral and 21.74% stated that they are not satisfied with their work.

The majority of the participants who did not specify whether they have the chance to take initiatives at work (69.23%) said that they feel satisfied with their work while the remaining 30.77% were neutral.

90% of the participants who have the opportunity to take initiatives at work reported feeling fulfilled with their job, 4.29% were neutral and 5.71% said that they are not satisfied with their work overall.

Decision Making – Job Satisfaction Crosstabulation							
Count							
		Job Satisfaction					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
Decision Making	Strongly Disagree	1	1	5	1	0	8
	Disagree	1	2	5	8	1	17
	Neither Agree Nor Disagree	1	1	9	14	3	28
	Agree	1	1	3	38	17	60
	Strongly Agree	0	0	0	4	2	6
Total		4	5	22	65	23	119

Table 20: The relationship between the opportunity to participate in decision making and job satisfaction.

Of the participants who believe that they do not have the opportunity to exchange views and participate in the decision-making 40% said they feel satisfied with their work, 40% were neutral and 20% said that they do not feel satisfied with their job.

60.71% of those who did not determine if they have the opportunity to participate in decision making procedure reported feeling satisfy with their job, while 32.14% were neutral and 7.14% said that they are not satisfied with their job.

92.42% of the participants who have the chance to be involved in the decision making process said that they feel satisfied with their job while 4.55% were neutral and 3.03% stated that they do not feel satisfied with their job.

<b>Share Opinions, Ideas, concerns- Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Opinion</b>	Strongly Disagree	1	1	3	0	0	5
	Disagree	1	2	4	9	1	17
	Neither Agree Nor Disagree	0	2	10	11	6	29
	Agree	2	0	5	37	11	55
	Strongly Agree	0	0	0	8	5	13
<b>Total</b>		4	5	22	65	23	119

Table 21: The relationship between the opportunity to share opinions, ideas and concerns within the organisation and job satisfaction.

Of the participants who have stated that they do feel comfortable to share their opinion, concerns and ideas within the organization 45.45% said they feel satisfied with their job 31.82% were neutral and 22.73% reported feeling dissatisfied with their work.

58.62% of the participants who did not specify if they feel comfortable to exchange their opinion within the organization stated that they feel fulfilled with their job while 34.48% were neutral and 6.90% said that they do not feel satisfied.

Regarding the participants who feel comfortable to express their opinion within the organization 89.71% feel satisfied with their job, 7.35% were neutral and 2.94% said that they do not feel satisfied with their job.

<b>Evaluation System- Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Evaluation system</b>	Strongly Disagree	2	4	10	14	3	33
	Disagree	2	1	8	36	7	54
	Neither Agree Nor Disagree	0	0	4	10	7	21
	Agree	0	0	0	5	5	10
	Strongly Agree	0	0	0	0	1	1
Total		4	5	22	65	23	119

Table 22: The relationship between participants' satisfaction with the employee evaluation system and job satisfaction.

All the participants who feel satisfied with the employee evaluation system as implemented by the Organization have stated that they also feel satisfied with their work.

Of those who did not specify if they feel satisfied with the evaluation system implemented by the EAC 80.95% stated that they feel satisfied with their job while the remaining 19.05% were neutral.

68.97% of the participants who are not satisfied with the EAC evaluation system stated that they feel satisfied with their job, 20.69% were neutral and 10.34% reported that they do not feel satisfied with their job.

<b>Working Hours – Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Working Hours</b>	Disagree	0	0	2	1	0	3
	Neither Agree Nor Disagree	1	0	2	6	0	9
	Agree	2	1	11	38	8	60
	Strongly Agree	1	4	7	20	15	47
Total		4	5	22	65	23	119

Table 23: The relationship between participants' satisfaction with working hours and job satisfaction.

75.70% of participants who feel satisfied with their working hours stated that they also feel satisfied with their job, 16.82% did not specify their job satisfaction levels while 7.48% reported that they do not feel satisfied with their job.

The majority of the participants (66.67%) who did not determine their satisfaction level regarding their working hours stated that they feel satisfied with their job overall, 22.22 % were neutral and the remaining 11.11% did not feel satisfied with their job.

Of the participants who are not satisfied with their working hours 33.33% stated that they feel satisfied with their job overall while the remaining 66.67% were undecided.

<b>Duties- Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Duties</b>	Strongly Disagree	1	0	0	0	0	1
	Disagree	0	1	5	0	0	6
	Neither Agree Nor Disagree	1	3	14	10	1	29
	Agree	2	0	3	51	12	68
	Strongly Agree	0	1	0	4	10	15
Total		4	5	22	65	23	119

Table 24: The relationship between participants' satisfaction with their duties and job satisfaction.

92.77% of the participants who are satisfied with their duties stated that they are also satisfied with their job, 3.61% were neutral and 3.61% do not feel satisfied with their job.

37.93% of participants who did not determine their satisfaction with their duties stated that they are satisfied with their job, 48.27% were neutral while 13.79% reported feeling dissatisfied with their work.

None of the participants who stated that they are not satisfied with their duties have stated that they feel satisfied with their job. 71.43% were neutral while the remaining 28.57% reported that they do not feel satisfied with their job.

<b>Promotion – Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Promotion</b>	Strongly Disagree	3	4	9	15	2	33
	Disagree	1	1	7	25	8	42
	Neither Agree Nor Disagree	0	0	4	20	4	28
	Agree	0	0	1	5	5	11
	Strongly Agree	0	0	1	0	4	5
Total		4	5	22	65	23	119

Table 25: The relationship between promotion opportunities and job satisfaction.

87.5% of the participants who believe that high-performing employees are more likely to be promoted stated they feel satisfied with their job while the remaining 12.5% were neutral.

85.71% of the responders who did not specify whether they believe that it is more possible for high-performing employees to be promoted stated that they are satisfied with their job while 14.29% were neutral.

66.67% of the participants who do not believe that employees with high performance are more likely to receive a promotion stated that they feel satisfied with their job. 21.33% did not state their levels of job satisfaction while 12% reported feeling dissatisfied.

<b>Personal Accomplishment- Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Personal Accomplishment</b>	Strongly Disagree	1	1	4	0	0	6
	Disagree	1	1	7	3	0	12
	Neither Agree Nor Disagree	1	2	10	19	3	35
	Agree	1	1	1	41	12	56
	Strongly Agree	0	0	0	2	8	10
Total		4	5	22	65	23	119

Table 26: The relationship between personal accomplishment and job satisfaction.

95.45% of the participants that feel personal accomplishment with their work have reported feeling satisfied with their job. 3.03% have stated that they do not feel satisfied with their job and the remaining 1.52% were undecided.

62.85% of the responders who did not specify whether they feel accomplished with their work, said they feel satisfied with their work overall, 28.57% were neutral and 8.57% stated that they are not satisfied with their job.

16.66% of the participants who do not feel personal accomplishment from their work stated that they feel satisfied with their work, 61.11% were neutral and 22.22% reported that they do not feel satisfied with their job.



<b>Responsibilities- Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagreed	Agree	Strongly Agree	
<b>Responsibilities</b>	Strongly Disagree	1	0	1	0	0	2
	Disagree	0	0	5	0	0	5
	Neither Agree Nor Disagree	0	3	12	8	2	25
	Agree	3	1	4	53	12	73
	Strongly Agree	0	1	0	4	9	14
Total		4	5	22	65	23	119

Table 27: The relationship between participants' satisfaction with their responsibilities and job satisfaction.

89.65% of the participants who feel satisfied with the responsibilities they undertake in the organization stated that they feel satisfied with their job overall while 5.75% stated that they are not satisfied with their job. The remaining 4.59% were undecided.

None of the participants who stated that they are not satisfied with their responsibilities reported feeling satisfied with their job. 14.28% stated that they are not satisfied while the remaining 85.71% were neutral.

40% of the participants who did not determine their satisfaction levels regarding their responsibilities within the EAC stated that they feel satisfied with their job. 48% were neutral regarding their job satisfaction while 12% stated that they are not satisfied with their job.

<b>Relationship with Supervisors- Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Relationship with Supervisors</b>	Poor	1	1	2	0	1	5
	Fair	1	3	2	6	2	14
	Good	1	0	8	20	4	33
	Very Good	1	0	9	31	9	50
	Excellent	0	1	1	8	7	17
<b>Total</b>		4	5	22	65	23	119

Table 28: The relationship between participants' relationship with their supervisors and job satisfaction.

20% of the participants who describes their relationship with their supervisors as poor have reported feeling satisfied with their job. 40% do not feel satisfied and the remaining 40% were neutral.

More than half of the participants who have fair relationships (57.14%) with their supervisors mentioned that they feel satisfied with their job. 14.29% did not specify their job satisfaction levels while 28.57% were not satisfied with their job.

79% of the participants who have good relationships (good, very good and excellent) with their supervisors said they feel satisfied with their job, 18% were neutral and the remaining 3% feel dissatisfied with their job.

<b>Relationship with Coworkers – Job Satisfaction Crosstabulation</b>							
Count							
		<b>Job Satisfaction</b>					Total
		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
<b>Relationship with Coworkers</b>	Poor	0	0	0	0	2	2
	Fair	1	2	3	5	0	11
	Good	0	2	6	12	1	21
	Very Good	3	0	11	37	11	62
	Excellent	0	1	2	11	9	23
Total		4	5	22	65	23	119

Table 29: The relationship between participants' relationship with their colleagues and job satisfaction.

All the participants who stated that they have poor relationship with their coworkers reported feeling satisfied with their job.

45.45% of the participants that described their relationship with their coworkers as fair said they feel satisfied with their job while 27.27 % feel dissatisfied. The remaining 27.27% were neutral.

61.19% of the participants who have good relationship (good, very good, excellent) with their colleagues have stated that they feel satisfied with their job, 17.92% were neutral and the remaining 2.83% do not feel satisfied with their job.

## 4.4 Multiple Regression Analysis

Multiple regression analysis was performed to evaluate if there is a relationship between the dependent variable, job satisfaction and one or more of independent variables.

In particular, through multiple regression analysis, it was sought to examine the influence of the independent variables on the job satisfaction of EAC employees.

Collinearity tests have also been performed to assess whether there is a collinearity among two or more independent variables. According to the multiple regression analysis and specifically based on the coefficients table represented in Table 32 all the Variance Inflation Factor (VIF) values are within the range of 1.425 to 4.298. Since VIF values are lower than 10 and tolerance values are greater than 0.2 then there is no significant evidence of collinearity between two or more independent variables (Ott R.L & Longnecker M.T., 2010) (Field A., 2013).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804 <sup>a</sup>	.646	.535	.619

a. Predictors: (Constant), coworkers, education, workinghours, gender, maritalstatus, promotion, qualifications, age, GDPR, goals, dutiesandresponsibilities, recognition, salary, tools, position, opinion, benefits, responsabilites, evaluationsystem, training, advancement, environment, supervisors, decision, personalaccomplishment, initiatives, experience, duties

Table 30: Model Summary

According to Model Summary in Table 30 the value of adjusted R square is equal to 0.535 which indicates that the independent variables considered in the multiple regression analysis influence job satisfaction by 53.5%. The remaining 46.5% is explained by other variables not examined in the regression analysis.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.820	28	2.244	5.857	<.001 <sup>b</sup>
	Residual	34.474	90	.383		
	Total	97.294	118			

a. Dependent Variable: jobsatisfaction

b. Predictors: (Constant), coworkers, education, workinghours, gender, maritalstatus, promotion, qualifications, age, GDPR, goals, dutiesandresponsibilities, recognition, salary, tools, position, opinion, benefits, responsabilites, evaluationsystem, training, advancement, environment, supervisors, decision, personalaccomplishment, initiatives, experience, duties

Table 31: Anova.

Anova analysis has been performed to examine whether there is a linear relationship between the dependent variable and at least one of the independent variables. According to Anova in Table 31 the significance value of the model is lower than 0.001. Since significance value is lower than 0.05 there is a linear relationship between job satisfaction and at least one of the independent variables.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.125	.653		1.723	.088		
	gender	-.540	.158	-.285	-3.411	<.001	.562	1.779
	age	.085	.125	.081	.686	.495	.285	3.511
	maritalstatus	.030	.112	.021	.272	.786	.685	1.459
	education	-.035	.101	-.032	-.343	.733	.440	2.273
	position	.014	.038	.033	.372	.711	.513	1.949
	experience	-.076	.100	-.092	-.755	.452	.267	3.739
	qualifications	.177	.080	.195	2.212	.029	.509	1.966
	training	.069	.081	.079	.853	.396	.454	2.203
	environment	.211	.106	.208	1.987	.050	.360	2.779
	advancement	-.036	.073	-.048	-.496	.621	.421	2.377
	benefits	.112	.106	.094	1.057	.293	.500	1.999
	goals	.048	.099	.048	.484	.629	.402	2.486
	salary	-.012	.077	-.014	-.152	.879	.457	2.189
	recognition	.016	.086	.017	.184	.854	.439	2.278
	dutiesandresponsibilities	.002	.092	.002	.025	.980	.514	1.945
	initiatives	-.212	.104	-.239	-2.038	.045	.285	3.507
	decision	.035	.106	.039	.334	.739	.285	3.509
	opinion	.107	.096	.118	1.114	.268	.349	2.865
	GDPR	-.075	.105	-.061	-.713	.478	.532	1.878
	evaluationsystem	.031	.089	.031	.343	.732	.473	2.116
	workinghours	-.125	.105	-.098	-1.194	.236	.588	1.701
	duties	.320	.153	.271	2.084	.040	.233	4.298
	promotion	.143	.079	.173	1.803	.075	.430	2.328
	tools	-.111	.099	-.106	-1.126	.263	.446	2.243
	personalaccomplishment	.299	.109	.317	2.734	.008	.294	3.404
	responsabilites	-.039	.152	-.033	-.256	.798	.234	4.278
	supervisors	.151	.091	.169	1.664	.100	.383	2.614
coworkers	-.040	.085	-.040	-.471	.638	.535	1.871	

a. Dependent Variable: jobsatisfaction

Table 32: Multiple Regression Coefficients

According to the results of the multiple regression analysis the estimated regression equation is :

$$Y = 1.125 - 0.540X_1 + 0.085X_2 + 0.030X_3 - 0.035X_4 + 0.014X_5 - 0.076X_6 + 0.177X_7 + 0.069X_8 + 0.211X_9 - 0.036X_{10} + 0.112X_{11} + 0.048X_{12} - 0.012X_{13} + 0.016X_{14} + 0.002X_{15} - 0.212X_{16} + 0.035X_{17} + 0.107X_{18} - 0.075X_{19} + 0.031X_{20} - 0.125X_{21} + 0.320X_{22} + 0.143X_{23} - 0.111X_{24} + 0.299X_{25} - 0.039X_{26} + 0.151X_{27} - 0.040X_{28} \dots + \varepsilon$$

Constant ( $\beta_0$ ) is equal to 1.125 which indicates that in the event that the values of all the independent variables are equal to zero then the value of job satisfaction will be 1.125.

According to the results of the multiple regression analysis gender, qualifications, safe environment, initiatives, duties and personal accomplishment are the only variables that have a significant relationship with job satisfaction. This has been inferred based on the significant value of each independent variable.

Specifically,  $\beta_1$  is -0.540 which shows that in case a unit is increased in gender then the job satisfaction value will be decreased by 0.540. According to the results, the p-values is <0.001 which is lower than 0.05 and hence indicates that there is a significant relationship between gender and job satisfaction.

The regression value of qualifications is 0.177 which indicates that if the qualification value increases by one unit then the job satisfaction value will increase by 0.177. Since the p-value is 0.029 and it is lower than 0.05 it can be observed that there is a significant positive relationship between job satisfaction and the belief of employees that their work is related to their qualifications.

The safe environment regression coefficient equals 0.211 while the P-value is 0.050 which indicates that the safe environment influences job satisfaction significantly positively. In the case that the safe environment value increases by one unit then the job satisfaction value will be increased by 0.211.

Initiatives, based on the regression results, seem to have a negative significant relationship with job satisfaction. Specifically, if the initiative value increases by one unit then job satisfaction will be decreased by 0.212. Furthermore, the relationship is characterized as significant as the p-value (0.045) is lower than 0.05.

In contrast, duties seem to have positive impact on job satisfaction. In case the duties value increases by one unit then the value of job satisfaction will increase by 0.320. Since the significant value (0.040) is lower than 0.05 then the relationship between duties and job satisfaction is significant.

According to the regression results the coefficient value for personal accomplishment is 0.299 while the p-value is 0.008 which indicates that personal accomplishment has a significant positive relationship with job satisfaction.

With regards to the remaining independent variables, based on multiple regression analysis, age, marital status, job position, training, benefits, goals, recognition, participation in decision-making, expression of opinion, evaluation system, promotion opportunities and relationship with coworkers seem to have a positive insignificant relationship with job satisfaction.

On the other hand, education, working experience, advancement opportunities, salary, understanding of duties and responsibilities, sufficient GDPR protection, working hours, tools, responsibilities and relationship with coworkers seem to have a negative insignificant relationship with job satisfaction.

According to the regression analysis, these relationships cannot be considered significant due to the fact that the significant values of the aforementioned independent variables were greater than 0.05.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 <sup>a</sup>	.572	.549	.610

a. Predictors: (Constant), initiatives, gender, environment, qualifications, personal accomplishment, duties

Table 33: Model Summary- 2

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Coefficients Beta			Tolerance	VIF
1	(Constant)	.759	.317		2.393	.018		
	gender	-.434	.123	-.230	-3.531	<.001	.905	1.105
	qualifications	.161	.071	.177	2.272	.025	.630	1.587
	environment	.301	.072	.297	4.160	<.001	.752	1.329
	duties	.336	.105	.285	3.192	.002	.480	2.082
	personal accomplishment	.391	.082	.414	4.742	<.001	.501	1.994
	initiatives	-.144	.082	-.162	-1.749	.083	.444	2.250

a. Dependent Variable: jobsatisfaction

Table 34: Multiple Regression Coefficients- 2

Multiple regression analysis has been re-performed taking into account only the variables that have a significant relationship with job satisfaction.

According to the results, gender, qualifications, safe environment, duties and personal accomplishment explained the job satisfaction at 54.9% (Table33) . Furthermore, the variable that has the greatest impact on job satisfaction is personal accomplishment as it has the highest coefficient value.



# Chapter 5

## Discussion

Organizations seem to face a challenging period where they need to increase their job performance in order to accomplish their goals and also to be competitive. Many managers declare that employees are the “asset” of the organizations as employees’ performance is directly correlated to the organizations’ performance. Employees are considered to be the main part of every company as they play a decisive role in the productivity, profitability and reputation of the Company they represent.

Since employees have such an important role in organizations, managers should focus on how to make or keep their employees satisfied. The current study examines if the employees at the EAC are overall satisfied with their job and what factors influence their job satisfaction.

According to the data obtained through the questionnaire, the majority of the responders stated that they feel satisfied with their work overall.

Based on the results of the current study, a high percentage of the participants are 45 to 59 years old and have more than 16 years of working experience in the EAC. This indicates that the majority of the participants started working at a young age in the EAC and stay in the organization for a long time period which may mean that they feel satisfied with their job and/or job’s aspects. This can also be observed from the results of the cross-tabulation analysis where the age group with the highest percentage of job satisfaction is 60+.

The percentage of male participants reported feeling satisfied with their job overall is almost the same as the percentage of satisfied female participants indicating that gender has no impact on job satisfaction. This finding is consistent with the results of previous studies such as the

studies of Andrade, M.S., Westover, J.H. & Peterson, J.( 2019), Kroupis, I. et al., (2017) and Moyes, G.D., Owusu-Ansah, S. & Ganguli, G.( 2006).

With regards to marital status, the rate of satisfied married participants was slightly greater than the percentage of satisfied single and divorced participants which indicates that marital status might have no impact on job satisfaction. In addition to that, multiple regression analysis indicates that there is no significant correlation between marital status and job satisfaction.

Furthermore, through the data analysis, it has been observed that as the education level of the participants increases the job satisfaction rate increases as well which shows that education level is likely to have a positive effect on job satisfaction. However, based on the multiple regression analysis, education seems to have no significant relationship with job satisfaction.

Regarding job position, based on the data analysis there is no evidence that there is a relationship between job satisfaction and job position. In addition, according to the multiple regression analysis, job position has no significant impact on job satisfaction.

Based on the results of the quantitative research the majority of the participants feel that their job is related to their qualifications. Multiple regression analysis indicates that the association of qualifications with work has a significant positive effect on job satisfaction.

Moreover, according to the results, a high percentage of the respondents seem to feel satisfied with many of their job aspects. Specifically, a high proportion of participants reported feeling satisfied with the working conditions, such as the working hours, the duties and responsibilities that they undertake and the tools that they receive from the organization to perform their work well.

A vast percentage of the participants have reported feeling satisfied with the safety provided by the EAC and also they believe that the data protection provided by the organization is adequate. Therefore, it can be concluded that the employees feel safe in their workplace and are confident that their personal information is treated as confidential and protected to prevent access by unauthorized personnel. Through regression analysis, it has been shown that safe environment has a significant positive influence on job satisfaction of EAC employees.

One of the most important aspects of successful organizations is for the employees to share the same values, mission and goals with the Company. Therefore it is important for each member of the staff to understand the company's goals and how their work is linked to these goals in order the organization to be successful. As per Chapter 4 of the present thesis, the majority of

the responders stated that they understand the organization's goals and know how their work contributes to the achievement of these goals. However, according to multiple regression results, there is no significant evidence that sharing the same values with the organization and understanding the organization's goals has an impact on job satisfaction.

Another important factor that has been studied in the current study as a factor that influences job satisfaction is recognition. According to the results, it has been reported that a high percentage of the participants feel that their work is recognized by the organization indicating that the organization can fulfill employees' need for self-esteem. According to Herzberg's motivation-hygiene theory, recognition is a motivating factor and has a high impact on job satisfaction. Specifically, employees are more likely to feel non-satisfied in the absence of motivating factors (Robbins & Judge, 2013). In addition to that, a large number of employees that participated in this study declared to feel accomplished and fulfilled by the work they perform. According to the multiple regression analysis, personal accomplishment has been shown to have a significant positive impact on job satisfaction.

Good relationships between colleagues and supervisors are likely to increase employees' job performance and job satisfaction (Yang & Wang, 2013). According to the results, the majority of the participants have reported having good relationships with both their supervisors and coworkers. They feel free to share their ideas, opinions, concerns and views and also they have the opportunity to be involved in the decision-making procedure. Furthermore, they also feel free to take initiatives in their workplace. This indicates that employees feel free to communicate their thoughts with their supervisors, coworkers and/or management without feeling anxious or pressure. This contributes to the positive development of the organization, to employees' personal development in terms of feeling important and necessary and subsequently to more capable employees and competitive organizations.

Although it is not significantly approved whether extrinsic rewards, such as salary and benefits, can have a long-lasting effect on employees' job satisfaction, they could not be excluded from the current quantitative research (Tessema, Ready & Embaye, 2013). According to the results of the survey, a high rate of the participants reported feeling satisfied with the salary and benefits they receive. However, based on the multiple regression analysis, both benefits and salary do not seem to have a significant relationship with job satisfaction.

Through the current quantitative research, it has been observed that the major job aspects reported to cause dissatisfaction to the participants are employee evaluation system as it is applied by the EAC and the job-related trainings provided by the organization.

Specifically, a high proportion of the respondents do not feel satisfied with the way that the organization evaluates the staff and also they do not believe that the organization promotes employees based on their job performance. Moreover, according to the cross-tabulation, 100% of the participants who have reported not feeling satisfied with their job overall stated that they do not feel satisfied with the evaluation system and they did not agree that the employees with high performance are more likely to receive promotion.

Additionally, from cross-tabulation analysis, it can be observed that more than half of job-dissatisfied participants stated that they do not believe that there are job advancement opportunities available within the organization. However, multiple regression analysis indicates that there is no significant evidence that job advancement opportunities affect job satisfaction.

The dissatisfaction of participants with the employee evaluation system and promotion opportunities might be caused because the evaluation system in the public and semi-governmental sectors in Cyprus is based on years of experience and not necessarily on individual skills and knowledge. This can cause employee dissatisfaction as it makes them believe that they are not being treated fairly and can subsequently lead to employee absenteeism and resignation.

Another job aspect that seems to dissatisfy a high percentage of the participants is the job-related trainings provided by the organization. Moreover, about 78% of the participants who do not feel satisfied with their job overall have stated that they are not satisfied with the job-related trainings provided by EAC. This might mean that the absence of trainings might contribute to employee no-satisfaction.

Despite the fact that the majority of the employees who participated in this study feel satisfied with their job overall they reported not feeling satisfied with some job aspects such as the implementation of the evaluation system in the organization, the advancement opportunities and the trainings provided by the EAC.

# Chapter 6

## Conclusion

Job satisfaction is an interesting field and it has been studied by multiple studies in the last decades. Job satisfaction is a significant aspect of an organization as it is closely related to employees' motivation, performance, loyalty and commitment. It plays a fundamental role in the reputation of an organization and in the overall organization's performance.

As it is mentioned in Chapter 2 of the current paper, job satisfaction is a complex term and although there is no specific definition regarding job satisfaction, it is known to be important to both employees and organizations.

Employees have their own needs and desires that fulfilling them will make them feel satisfied. Satisfied employees tend to contribute to increasing organizations' profits and enhancing organizations' performance and reputation. Since there is no one way to make all employees satisfied with their jobs, managers should try to discover the aspects of work that make each employee satisfied.

Given that in the last few years the EAC employees have held several strikes and the competition of EAC, a semi-governmental company in Cyprus which currently has the monopoly of the electricity supply sector, is expected to be increased in the coming years, the current study attempts to investigate whether the employees of EAC feel satisfied with their work and what factors affect their job satisfaction.

Through the current research, it can be observed that the majority of the participants are generally satisfied with their job and with most of the job aspects considered in this study.

However, a high proportion of the participants reported being dissatisfied with the job-related trainings provided by the organization, the advancement opportunities and the employee

evaluation system. This indicate that the employees may feel that the organization does not invest in their' growth and development and that they are not important and necessary for the Organization. In addition, the participants seem to believe that the Organization does not treat their employees fairly as the majority of the participants do not believe that those with high performance are more likely to receive a promotion and also they have reported being dissatisfied with the evaluation system of the Organization. This can lead to a decrease of employee commitment, loyalty and subsequently to the increase in absenteeism and employees turnover.

Multiple regression analysis indicates that personal accomplishment is the variable that significantly influence job satisfaction the most. Moreover, safe environment, duties and qualifications have also been found to have a significant positive impact on job satisfaction.

Although not all employees can feel satisfied with the same aspects of work, managers can improve certain areas in their organization in order to increase job satisfaction levels. In the case of the EAC, managers are advised to provide job-related trainings to their employees in order to help them improve their current knowledge and skills and also to acquire new skills. In this way, the organization will invest on their employees and the employees will feel more necessary to the Organization. Employees who participate in trainings tend to be more self-confident, have increased job performance and are highly satisfied with their job. Also, organization's management can improve the employee evaluation system and assess the promotion opportunities based on employees' performance and not based on their working years within the Organization.

The EAC can also conduct regular evaluation tests in order to be able to assess employees' performance and provide promotions or bonuses to those who have the highest performance. Likewise, the Organization can also perform regular job satisfaction surveys to better understand the job aspects that need improvement and make the necessary adjustments within the Company to keep their personnel satisfied and motivated.

In addition, future studies are recommended to replicate the current study with a larger sample in order to have more objective outcomes and also to assess the contribution of more variables to job satisfaction.

## **6.1 Limitations**

Difficulties have been encountered in researching previous similar studies in Cyprus and Greece, in which the public sector system is similar to the system in Cyprus. Few research studies on job satisfaction in the public sector in Cyprus and/or Greece have been observed taking into account the size of the public sector. Furthermore, the majority of the studies found regarding job satisfaction in the public sector of Cyprus and in Greece were limited to the health and education fields.

In the current research, only 5% of the organization's employees have participated. This may have occurred as high percentage of EAC employees are engaged in technical activities outdoors and therefore they could not participate in the study. Moreover, due to Covid-19, the researcher could not have direct contact with the participants in order to better understand the factors affecting job satisfaction in the organization. Therefore, the questionnaires were distributed to EAC employees via email which may also contributes to the low response rate.

## **6.2 Significance of the Study**

Besides the limitations, the current study indicates useful information regarding the factors that contribute to employees' job satisfaction and job dissatisfaction.

The outcome of this thesis could be used as reference for the EAC, which can improve certain aspects of their system in order to increase the job satisfaction of the employees and hence the performance and profitability of the organization.

This study can also be used as a reference for future studies regarding the job satisfaction in semi-governmental/ public sector companies in Cyprus.

# Annex A

## Questionnaire

The current study will focus on the human resources management of an organization and how it can be improved in order to operate ideally.

Quantitative research will help us to understand the rate of current job satisfaction, whether the organization's staff feels motivated, and what actions could be taken, in order to improve the HR methods.

Please note that the current questionnaire has been designed as part of a University project. Your anonymity will be preserved.

To help protect your confidentiality, the questionnaire will not contain information that will personally identify you. The results of this study will be used for academic purposes.

Η παρούσα έρευνα θα επικεντρωθεί στη διαχείριση ανθρώπινου δυναμικού ενός οργανισμού και πώς μπορεί να βελτιωθεί προκειμένου να λειτουργήσει ιδανικά.

Η ποσοτική έρευνα θα μας βοηθήσει να κατανοήσουμε το ποσοστό της τρέχουσας εργασιακής ικανοποίησης, εάν το προσωπικό του οργανισμού αισθάνεται ότι του προσφέρονται κίνητρα και ποιες ενέργειες θα μπορούσαν να γίνουν, προκειμένου να βελτιωθούν οι πρακτικές που ακολουθούνται από τον Οργανισμό σχετικά με τη διοίκηση του ανθρώπινου δυναμικού.

Λάβετε υπόψη ότι το ερωτηματολόγιο έχει σχεδιαστεί για τις ανάγκες πανεπιστημιακής έρευνας. Η ανωνυμία σας θα διατηρηθεί.

Για την προστασία του απορρήτου σας, το ερωτηματολόγιο δεν θα περιέχει πληροφορίες που θα σας αναγνωρίζουν προσωπικά. Τα αποτελέσματα αυτής της μελέτης θα χρησιμοποιηθούν για ακαδημαϊκούς σκοπούς.

Με εκτίμηση,

Χαραλαμπία Ελευθερίου

Φοιτήτρια Ανοικτού Πανεπιστημίου Κύπρου



Mark only one box.

Gender/Φύλο

- Woman/ Γυναίκα
- Man/ Άνδρας
- Other/ Άλλο

Age/ Ηλικία

- 18-25
- 26-35
- 36-45
- 46-59
- 60+

Marital Status/ Οικογενειακή Κατάσταση

- Married/ Παντρεμένος
- Single/ Άγαμος/η
- Divorced/ Διαζευγμένος/η
- Widow/ Χήρος

Education/ Εκπαίδευση

- High School Graduate/ Απόφοιτος Μεσης Εκπαίδευσης
- Bachelor Degree Graduate/ Απόφοιτος Προπτυχιακού τίτλου σπουδών
- Master Degree/ Μεταπτυχιακό
- PhD/ Διδακτορικό

What is your current job position in the Organization? / Ποιά είναι η θέση εργασίας σας στον Οργανισμό;.....

How long have you worked at the Organization?/ Πόσα χρόνια εργάζεστε στον Οργανισμό;

- 1-5
- 6-10
- 11-15
- 16+

I feel satisfied with my job/ Είμαι ικανοποιημένος/η με την εργασία μου

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

My job is related to my qualifications/ Η εργασία μου συνάδει με τα προσόντα μου

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

I feel satisfied with the job-related training that the organization offers/ Είμαι ευχαριστημένος/η με την εκπαίδευση που προσφέρει ο Οργανισμός.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

The Organization has a safe working environment/ Ο Οργανισμός έχει ασφαλές εργασιακό περιβάλλον.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

Job Advancement Opportunities are available within the Organization/ Υπάρχουν προοπτικές ανέλιξης στον Οργανισμό.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

I feel satisfied with the benefits (vacation, health system etc) that I receive/ Είμαι ικανοποιημένος/η με τα οφέλη (άδειες, ιατροφαρμακευτική περίθαλψη κλπ) που λαμβάνω.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

I understand the Organization's goals and the link between my work and Organization's objectives/ Έχω κατανοήσει τους στόχους του Οργανισμού και τη συσχέτιση μεταξύ της δουλειάς μου και των στόχων του Οργανισμού.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

I am being paid a fair salary for the work that I provide/ Ο μισθός που λαμβάνω είναι ανάλογος για τη δουλειά που προσφέρω.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

I receive recognition for the job that I do/ Αναγνωρίζεται η δουλειά που προσφέρω

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

The job duties and responsibilities are clear to me/ Οι υπευθυνότητες και τα καθήκοντα μου είναι σαφής

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ

- Strongly Agree/ Συμφωνώ Απόλυτα

I have opportunities to take initiatives in my workplace/ Έχω την δυνατότητα ανάπτυξης πρωτοβουλιών στον χώρο εργασίας μου.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

I have opportunities to exchange views and participate in decision making/ Έχω τη δυνατότητα να ανταλλάζω απόψεις και να συμμετέχω στη λήψη αποφάσεων.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

I feel comfortable to express my opinion and my concerns, to ask questions and to suggest ideas to the Organization/Μπορώ να εκφράζω την απόψη και τους προβληματισμούς μου, τις απορίες και τις ιδέες μου στον Οργανισμό.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

In my opinion the General Data Protection provided by the Organization is sufficient/ Κατά την άποψη μου η προστασία δεδομένων που παρέχει ο Οργανισμός είναι επαρκής.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

I feel satisfied with the employee evaluation system as applied by the Organization/ Είμαι ικανοποιημένος/η από τον τρόπο αξιολόγησης του προσωπικού όπως αυτό εφαρμόζεται απο τον Οργανισμό.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

I feel satisfied with my working hours./Είμαι ευχαριστημένος/η με το ωράριο εργασίας μου.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

I feel satisfied with my duties/ Είμαι ευχαριστημένος/η με τα καθήκοντα μου

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

Employees with high performance are more likely to be promoted than others/Οι εργαζόμενοι με υψηλή απόδοση είναι πιο πιθανόν να πάρουν προαγωγή.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

The Organization provides me with the necessary tools to do my job well./Ο Οργανισμός μου παρέχει τα απαραίτητα μέσα που χρειάζομαι για να κάνω τη δουλειά μου καλά.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

The work I do gives me a feeling of personal accomplishment/ Η δουλειά που κάνω μου δίνει το συναίσθημα της προσωπικής ολοκλήρωσης.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

I feel satisfied with the responsibilities I undertake/ Είμαι ευχαριστημένος/η με τις υπευθυνότητες που αναλαμβάνω.

- Strongly Disagree/ Διαφωνώ απόλυτα
- Disagree/ Διαφωνώ
- Neither Agree Nor Disagree/ Ούτε συμφωνώ ούτε διαφωνώ
- Agree/ Συμφωνώ
- Strongly Agree/ Συμφωνώ Απόλυτα

How would you rate the working relationship you have with your supervisors/ Πώς βαθμολογείτε την επαγγελματική σχέση που έχετε με τους ανωτέρους σας;

- Excellent/ Εξαιρετική
- Very Good/ Πολύ Καλή
- Good/ Καλή
- Fair/ Ικανοποιητική
- Poor/ Κακή

How would you rate the working relationship you have with your colleagues/ Πώς βαθμολογείτε την επαγγελματική σχέση που έχετε με τους συναδέλφους σας;

- Excellent/ Εξαιρετική
- Very Good/ Πολύ Καλή
- Good/ Καλή
- Fair/ Ικανοποιητική
- Poor/ Κακή

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