

# THE DETERMINANTS OF JOB SATISFACTION IN PUBLIC SERVICE ORGANIZATION

***Muhammad Ashraf***

Research Scholar, Indus University, Karachi

***Nawaz Ahmad***

Head of Research, Indus University, Karachi

***Omer Ahmed Shaikh***

Assistant Professor, Indus University, Karachi

***Saleem Raza Bhatti***

Research Scholar, Indus University, Karachi

***Abdul Hakeem Soomro***

Faculty Member, Indus University, Karachi

---

## **Abstract**

The aim of this study is to identify the impact of demographic, working environment and managerial control determinants on job satisfaction. Job satisfaction has been a major course of study long time ago. However, in Pakistani context, little focus has been made on job satisfaction of public service employees. Pakistan is country whereby working in public service organization is deemed attractive. The organizational objective behind public owned sectors is to serve the community; hence identifying the determinants of job satisfaction of public sector officials has been the major focus of this study. Data was obtained from the employees of Karachi Water Sewerage Board through structured questionnaire. Hence, beside secondary sources of data, this paper mainly depends upon primary source of data. The study find out that 95% of variance is explained by demographic, working environment and managerial control for the level of job satisfaction among employees of Karachi Water & Sewerage Board.

---

**Keywords:** Determinants, job satisfaction, service sector, Pakistan

## **Introduction:**

Job satisfaction is a psychological, behavioral and occupational response by employees' towards fulfillment at their job. Indeed, it is an exhibition and expression of an employee pertaining to a particular segment of the work (For instance, reward, authority, peers) which can be associated

with particular outcomes. Pakistan economic system is heavily dominated by public sector organizations. Mostly, the nature of organizational structures is Mechanistic; hence, culture in public sector organization has a strong impact on the employee behavior, which is translated into organizational productivity and job satisfaction. Therefore, the basic purpose of this paper is to find out and analyze the determinants of job satisfaction prevailing in public services employees. Job satisfaction among service sector employees is being considered as a highly researched and studied topic owing to its affect on firms' performance and efficiency (Chongho Lee, yungsook An, Yonghwi Noh 2012). Also, job satisfaction among other service providing organizations has been studied extensively (B. J. Babin and J. S. Boles, 1996).

Since the emergence of job satisfaction, a large number of studies have been conducted to determine the factor that plays a crucial role in employee's job satisfaction. The determinants of job satisfaction have also drawn great amount of attentions from research scholars (Oshagbemi 2003; Lu et al. 2005; Horton 2006; Chen et al. 2006). The researchers came up with different factor pertaining to the job satisfaction of employees of manufacturing and services sector. Hence, from that time, the subject of employee satisfaction has been the major focus of studies by researchers. It is no more surprising that today, most of the research journal on management contains at least one study that pertains to job satisfaction (James Abugre & Shagufta Sarwar, 2012), and it has become a universal reality in the human capital studies, that satisfaction and productivity are significantly related. Besides that, there are ample evidences in the arena of management sciences, that worker satisfaction is adversely related to absenteeism and employee turnover rate (Day & Hamblin, 1964; Student, 1968; Baum & Youngblood, 1975). A straightforward statement is that, pleased worker loves to get nearer to work, and finds it difficult to leave their respective perk (Wright & Bonett 2007). However, Herzberg, Mausner & Snyderman (1959) in their opinion which is not much simple as it seems to be, further suggested two-factor theory of job satisfaction which has two distinct points, i.e. satisfaction and dissatisfaction. This two-factor theory further stresses that a worker can be satisfied and dissatisfied simultaneously due to distinct components in the working environment. Therefore, an employee who lost modesty in working and stick with same benefit may be or may not be fully satisfied. Workers may be in a state of happiness with the directions from supervisor, but in a state of anxiety because of physical infrastructure or vice versa. Thus, workers' satisfaction is composed of numerous facets, and each facet has distinct level of satisfaction and dissatisfaction (Smith, Kendall, & Hulin (1969)).

## Literature Review

Job satisfaction has been considered a significant area of study in human resources management, and it is associated with optimistic employee performance and organizational outcomes (Sledge, Miles & Coppage, 2008; Thomas & Au, 2002; Thierry, 1998; Locke & Latham, 2000). Positive and enviable employee productivity was ascribed to pleased and satisfied personnel including working environment and job security (Anker & Ritter, 2002), and meritorious organizational achievements linked with satisfied employees in terms of organizational productivity and capacity enhancement (Chi & Hwang, 2005). In most cases, job satisfaction is coupled with motivation (Thierry, 1998). Moreover, scholars Chi & Hwang (2005); Wang & Feng (2003); Eunkook, Oishi, & Diener (1999) have augmented the belief that pleased workers are probable to be motivated workers and that their job satisfaction is an essential element of every day survival satisfaction. Therefore, the components which determine job satisfaction can be categorized into segments like Demographic, Organizational and Personality of each worker (Halepota Javed, 2011).

Extensive studies pertaining to job satisfaction have been carried out; in this regard, satisfaction with job in the working environment and performance related behavior is no exceptional (Locke & Latham, 2000). Job satisfaction is associated with an employee's perception and assessment of his/her work, which in turn is affected by situations, desires, needs, priorities, expectations and values (Buitendach & de Witte, 2005). Satisfaction with job is an emotional outcome towards job situation, which is assessed by the extent of performance. Thus, the treatment towards the employees with regard to their performance is unfairly evaluated and rewarded, they will exhibit unenthusiastic attitude towards their job, supervisor, or colleagues and the end result would be dissatisfaction. Contrary to that, empathetic and considerate state of mind as a result of equitable and fair treatment on job will materialize (Luthans, 2005). Hence, satisfaction with job exhibits how pleased is an employee with his/her works (Wikipedia, 2009). Across the academic context, frequently studied constructs as determinants of job satisfaction are compensation, work-setting, counterpart, promotion, supervision, and motivation (Sokoya, 2000). Regardless of the theoretical perspective pertaining to the research of satisfaction with job, most of the studies have turned up with types of determinants: personal peculiarities and environmental factors (Logsdon & Ellickson 2001). Whereas for evaluating of performance or outcomes of satisfaction with job and discontent, workers' engagement, commitment (affirmative-results) and burnout, turnover intention, work exhaustion (unconstructive outcomes) are used as measures. Satisfaction with job proposes several allied behaviors. Therefore, years of research have depicted five factors pertaining to satisfaction with job for

which people have emotional reactions: task, compensation, growth, colleagues and supervision (Luthans, 2005)

Generally, management researchers have focused on two parallel determinants of job Satisfaction.

### **Demographic variables**

Various studies have investigated the demographic attribute by applying them as determinants of managerial behaviors, for instance, age, sex, perk, education, job experience and marital status (Saiyadain, 1998; Naval and Srivastva, 2004). An employee's individual attributes and demographic peculiarities are preserved by most scholars on satisfaction with job. Hence, majority of researchers have explored "demographic" as change agents, which ultimately adapt worker's behavior towards various features of his/her work (Bas and Ardic, 2002; DeVane and Sandy, 2003).

Demographics have also impact on employees behavior pertaining to performance, participation and dedication in one way; and in the other way, the extent of exhaustion, burnout, turnover intention and absenteeism (Shamil and Jalees; 2004). Besides that, a great number of scholars came up with findings that sex, job experience, age, department, overseas academic record or interaction with diverse cultures and hi-tech challenges constantly influences job satisfaction as a whole.

### **Gender and Job Satisfaction**

A large number of studies have been carried out regarding association between satisfaction with job and gender (Patrick et al, 2006; Peccei and Lee, 2005; Hoonakker et al, 2004; Smith et al., 1998; Clark, 1996,1997; Mason, 1995; Goh et al., 1991; Smith and Plant, 1982; Mottaz, 1986). Also, various numbers of researches has concluded that women have propensity to attach more significance to some segments of their assignment than their male co-workers do (Sangmook, 2005). On the other hand, the conclusions of various studies depicted contradictory results (Schuler, 1975). At the International Social Survey Program, Sousa-Poza (2000) concluded that in most cultures, women were indeed not as much satisfied as their male counterpart, while in America and British Cultures, the situation is vice versa. Hence, they found that gender and job-satisfaction disparity is not a global phenomenon but rather an Anglo-Saxon occurrence.

Besides that, some of the researches have concluded that there is no any momentous association between workers' gender and satisfaction with job (Barbash, 1976; Arcy et al., 1984; Murray and Atkinson, 1981; smith et al., 1998 Oshagbemi, 2000). The study of Donohue and Heywood went unsuccessful in finding gender-based distinction in job satisfaction among immature British and American workers. The study titled: "Role of Gender

Differences in Iranian Context” have also concluded there is no prominent dissimilarity between female and male respondents towards satisfaction with job (Sadegh Rast & Azadeh Tourani; 2012).

### **Education and Job Satisfaction**

Moreover, the second most crucial and important demographic variable which has been researched is the educational level. In fact, majority of researchers have concluded that their results were reliable in their studies of the relationship between education level and job satisfaction. The work of Griffin, Dunbar & McGill (1978) in this regard is being widely quoted. Besides these, the findings of numerous scholars have also drawn conclusions from various results (Gordon & Avey, 1975); hence, it seems that when job factors are sufficiently managed, education can depict a contradictory impact on satisfaction with job (Arvey et. Al, 1991). Hence, for instance, Burris (1983) and Tsang, Rumberger and Levin (1991) concluded on a negative impact of Education on job content. The study concluded by Groot & Maassen Van den Brink (2000) identified no noteworthy impact of education on job satisfaction; therefore, according to his results, under-educated people can be added satisfactorily than the academically qualified. An empirical study concluded that university graduates were in a state of great satisfaction when their jobs were in alignment with university majors. (Vandenberg & Lance, 1992).

### **Age and Job Satisfaction**

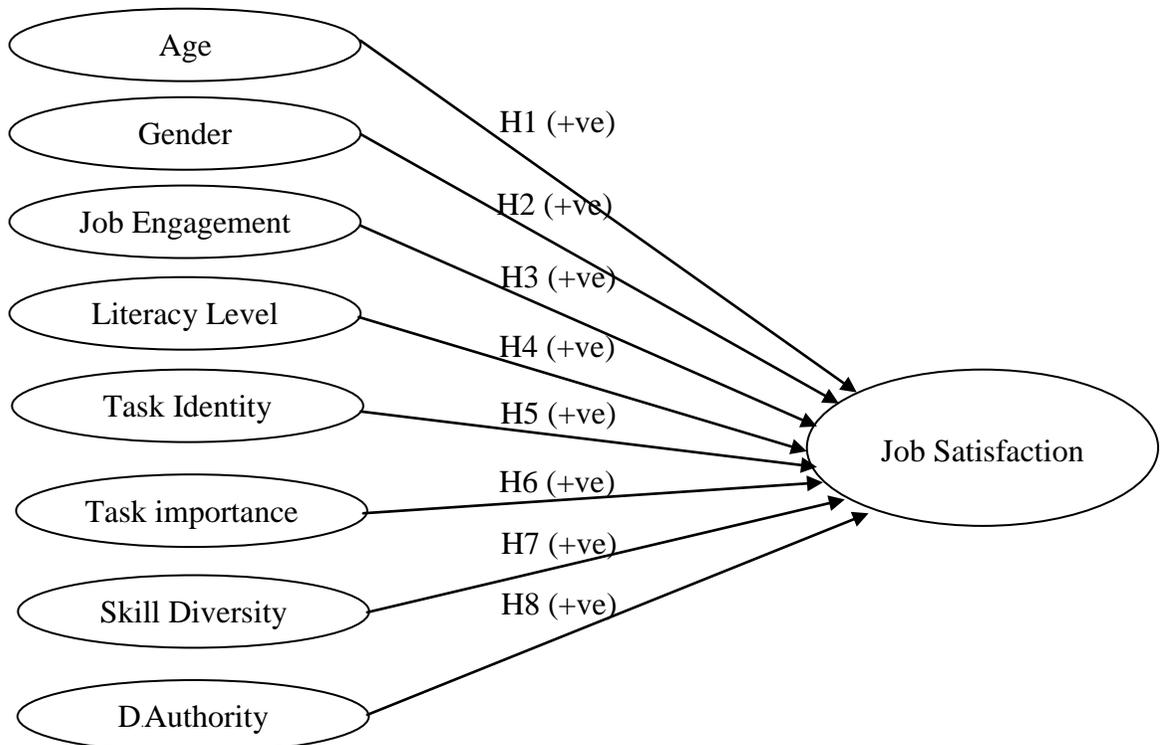
Besides this, age is one demographic variable which has been placed and studied as the third most important variable of job satisfaction. Buzawa, (1984), identified that an employee’s age has a negative implication on his/her job satisfaction. The study concluded by Debra Hunter (2007) states that the level of satisfaction on job among older employees is more than younger co-workers. (Hunter, 2007) argues that senior workers exhibit more regard on extrinsic and intrinsic rewards than their younger fellows.

### **Work environment variables**

The pioneer of two-factor theory of job satisfaction: motivation and hygiene (Herzberg 1959; 1966) provide evidences that, hygiene issue is least concerned with the motivation of workers, and thus it can curtail dissatisfaction. This is because hygiene constitutes variables of working environment such as managerial control, organizational policies, compensation, employee relations and conditions of work. On the other hand, the factors which have soaring impact on employee’s job satisfaction is appended with the task itself or the consequences of the nature of job, accomplishment in job, opportunities of growth, and recognition of services.

As these factors are linked with levels of job satisfaction, therefore Herzberg termed such factors as motivation factors. In order to evaluate the working conditions, Hackman and Oldham (1975) coined five dimensions which were linked considerably with job satisfaction and the essence of employee’s motivation. In this study, Reiner, & Zhao, (1999) stated that working conditions are composed of four dimensions, i.e. work condition, skill diversity, task importance, and task identity. The significant peculiarity of Hackman and Oldham’s that draw the maximum attention of researchers is meaningfulness of task that makes the worker to believe the vitality of his / her contribution. Therefore, job meaningfulness can be deemed as an outcome of three dimensions: Skill diversity, task identity and task importance.

### Hypothetical Association between Constructs and Job Satisfaction



**Table No: 1 Conceptual Model Constructs and Item Sources**

Constructs	Sources
Age	Buzawa, (1984), Debra Hunter (2007), (Hunter 2007), Hlanganipai Ngirande (2013)
Gender	Tella, Ayeni and Popoola (2007), Asadi et al., (2008), Sattar et al., 2010; Malik et al., (2010), Patrick et al, (2006), Peccei and Lee, (2005), Hoonakker et al, (2004), Oshagbemi (2000), Smith et al., (1998), Clark (1996,1997), Mason, (1995), Goh et al., (1991), Smith and Plant (1982), Mottaz, (1986),
Education	Griffin, Dunbar & McGill (1978), Gordon & Avey (1975), Arvey et. al, (1991), Groot & Maassen Van den Brink (2000)
Job Engagement	Employee Engagement Survey (2013)
Task identity	(Hackman & Oldham, 1975), (Prof. Yunki KIM, Ph.D, Korea), Maryam Reyhani Tash (2013)
Task Importance	Dr. Naresh Kumar, Ms. Vandana Singh (2011), Grant, Adam M (2008)
Skill Diversity	Maryam Reyhani Tash (2013),
Delegation of Authority	Zhen Xiong Chen and Samuel Aryee (2007), Carrie R. Leana (1986)

## Hypothesis

Various studies have concluded on the association between satisfaction with job, age and gender (Pugliesi, 1995; Scherling and Cheung, 1999).

## Demographic Variables

Here, four demographic variables i.e. age, gender, job engagement and literacy level are being focused on pertaining to job satisfaction model.

### *The Age of Worker*

**Hypothesis 1** is: the age of employee will pose a negative impact on job satisfaction. The age of employee was predicted to have a negative impact on job satisfaction (Buzawa, 1984).

### *The Gender of Worker*

**Hypothesis 2** is: Gender of an employee will have a negative impact on job satisfaction. In other words, the sex of employee was assumed to be pessimistically correlated with job satisfaction (Buzawa, 1984).

### *Job engagement*

The phrase “Job Engagement” is referred to as distinct things to distinct firms and organizations. Some of them are associated with Job Contentment (Employee Engagement Survey, 2013)

**Hypothesis 3** is: the job task of employee will have an affirmative impact on job satisfaction. Employees normally accomplish their interests while on job, as they are highly satisfied when they are on jobs.

### *The Literacy Level*

**Hypothesis 4** is: The level of education will have an affirmative effect on job satisfaction. Hence, the level of education has been established to impact affirmatively on job satisfaction (Burk, 1985, Jayaratne, 1993; Crewson, 1997).

## **Work Environment Variables**

For Karachi Water and Sewerage Board (KW&S) workers' job satisfaction model, four work condition variables are being focused on, namely: work condition, skill diversity, task importance, and task identity

### ***Task Identity***

This denotes the extent to which the task needs accomplishment of the entire and particular piece of task; that is, executing the task from initiation to finishing (Hackman & Oldham, 1975).

**Hypothesis 5:** the work recognition will depict affirmative impact on KW&SB workers' job satisfaction. The extent to which the job requires completion and exclusive portion of task will emerge in higher level of job satisfaction out of the position held by the worker.

### ***Task importance***

Task importance refers to the extent to which work has a considerable impact on beings or doings of people around, or in people in external environment (Hackman & Oldham, 1975). Therefore, task importance is affirmatively related to job satisfaction (Peter Hoonakker, 1978).

**Hypothesis 6:** the meaning and worth of work to the employees of KW&SB will depict a positive impact on job satisfaction. This denotes that the more the worth and value of a job in organizational objectives, the more the extent of job satisfaction of an employee.

### ***Skill Diversity***

It can be referred to as the extent to which a work needs diversity of numerous actions during job execution, which is being undertaken by applying the numerous talents and skills of the individual (Hackman & Oldham, 1975). Skill diversity equips the entrepreneurs and workers, and a viable advantage uplifts the outcome (Regina Anaejionu)

**Hypothesis 7:** the Skill diversity will pose a significant impact on job satisfaction. Thus, performing mixture and variety of tasks is positively proportional to the extent of job satisfaction.

### ***Delegation of Authority***

**Hypothesis 8:** Delegation of authority will have affirmative effect on job satisfaction. Therefore, this signifies that the more freedom and authority to plan the work, formulating the course of action to carry out the tasks will cause a fair bit of job satisfaction.

## **Methodology**

### **Measurement**

An extensive literature review has raised procedural issues pertaining to satisfaction with job survey tools (Chi & Hwang, 2005). For example, Herzberg's Two-Factor theory Snyderman & Mauser (1959) have not been replaced with uniformity outside the original sample of accountants and

engineers in U.S.A. even though the Job Description Index (JDI) of Kendal, and Hulin (1969) is indeed most extensively used scales; however, it has been considered not appropriate for this research, as the focus of this study is based on service sector and JDI which is ideal for manufacturing concerns (Chi & Hwang, 2005). Although Job Satisfaction Survey (JSS) proposes various utilities regarding service sector, however it do not enjoy ample confirmatory results as JDS has in entrepreneur literature. The Job Diagnostic Survey (JDS) model proposed by Oldham and Hackman (1975; 1980) is being frequently and effectively put to practice in service based organizations (Gomes, 2003; Lee-Ross, 2005). Hence in this study, JDS which constitutes the required job productivity such as worker persuasion, extent of satisfaction with job and worker promotion and development has been opted to be employed.

### **Sampling**

The paper focuses on the outcomes of interviews from 50 KWB&S employees. The questionnaire administered to the employees was composed of four demographic based quarries. The outcome of such questionnaire revealed that 80% of KWB&S workers were male. The sample which has been made part of this study depicts that employees working in KWB&S were mostly graduate. Hence, the average age of the elements of sample was 40.1 with range from 25 to 58.

### **Procedure**

The data which was part of this study was gathered through the job diagnostic survey questionnaire (Hackman & Oldham, 1975)

Data for this study was gathered through structured interview questionnaire served to respondents in their offices. Since the questionnaire format was fairly structured, therefore it only took 10 minutes to respond to.

### **Study Variables**

#### **Independent Variables**

The variables of interest, which served our objective study and made part of this paper, were under:

*Age of worker*

The age of respondents of this study was quantified in years.

*The Gender of workers*

The respondents of this study were both male and female, and we coded both male and female with “M” and “F” respectively.

*Job engagement*

The respondents were questioned to determine their nature of job i.e. field related or office work. Hence, the field worker was coded with “1” and the officer worker was coded with “0”

*Literacy level*

In order to determine the education level, a scale was developed to enable the respondent chose one of them that best describes their education level.

*Working environment variables*

5 likert scales was used to evaluate the five working environment variables.

**Dependent Variable**

The following predictands were analyzed to evaluate the degree of job satisfaction.

*State of pleasure with job*

Various researches have concluded that work characteristics encompass a positive impact on workers’ welfare (For example, Job stress, work involvement and Job burnout). In order to evaluate the extent of job satisfaction, we have developed and administered questionnaire to measure the working characteristics; thus, it is this regard that likert scale was used.

**Analysis**

To analyze the impacts of all aforesaid variables on Karachi Water Board and Sewerage (KWB&S) employees’ job satisfaction, multiple regression analysis used.

**Results**

The reliability test is conducted to assess the internal consistency of the research instruments. Cronbach’s Alpha reliability statistics helps to evaluate whether the number of individual items contains the same characteristics to explain the characteristics of constructs. For higher reliability, 0.7 or higher is required for the data for further analysis. Therefore in our case, cronbach’s alpha shows that 77.6% data is reliable for further analysis.

**Table No: 2 Regression Analysis**

Model	Beta	T	Sig.
<b>Ind: Variables</b>			
Age_1	.068	2.567	.022
Gen_2	.069	1.991	.066
Education	-.081	-2.261	.040

Task	.512	13.115	.000
Task assignment	.088	2.588	.021
Skill diversity	.672	7.852	.000
Task Importance	.400	7.365	.000
Task identify	.504	7.050	.000
Empowerment	.112	2.222	.043
Employee Relation	.527	7.655	.000
Compensation	.170	3.328	.005
Org Policies	.267	7.379	.000
Job Rotation	.273	4.591	.000
Deleg: of authority.	.364	3.787	.002
Perform: appraisal.	-.182	-3.476	.004
<b>R-Square 0.95      F-Statistics 140.135      P. Value 0.05</b>			

The output of full model exhibited that adjusted R-Square 0.95 for job satisfaction therefore that over 95% of variance in job satisfaction of KW&SB employees is explained by 15 variables under the headings of Demographic Variables, Working Environment Variables. (Table No. 2). Most of the tentative/ Hypothetical statements given above pertaining to the relation between independent variables and dependent variable are substantiated. Most of the standardized parameters are depicted in table No. 2. The result shows there is statistically significant impact among job satisfaction of KW&SB employees with regard to Demographic variables, and working environment variables. The age determinant for job satisfaction ( $\beta=.068$ ,  $p < .05$ ) exhibits a significant relationship, therefore H1 is substantiated. Table No. 1 show that gender determinant of job contentment ( $\beta=.069$ ,  $p < .05$ ) shows significant association between gender and job satisfaction, hence H2 is also substantiated. The education determinant for satisfaction with job ( $\beta=-.081$ ,  $p < .05$ ) shows the consequential relationship between education and job satisfaction. The Job task variable of job satisfaction ( $\beta=.512$ ,  $p < .05$ ) shows the indicative association between task identity and job satisfaction. The impact of task assignment variable on job satisfaction ( $\beta=.088$ ,  $p < .05$ ), depicts the significant association. The skill diversity determinant for job satisfaction ( $\beta=.672$ ,  $p < .05$ ) exhibits a significant relationship, therefore H6 is substantiated. The task importance variable ( $\beta=.672$ ,  $p < .05$ ) also shows significant relationship between task importance and job satisfaction, hence H7 is also a competitive evidence. The variable task identity ( $\beta=.504$ ,  $p < .05$ ), depicts a significant association between job satisfaction and task identity. Furthermore, the employees of KWSB believe that the complete involvement in the task and its accomplishment shows a high level of job satisfaction. The empowerment

determinant of job satisfaction ( $\beta=.112$ ,  $p< .05$ ) establishes a significant relationship, as an inference from the fact that H8 stands true. The compensation variable ( $\beta=.170$ ,  $p< .05$ ) exhibits a positive association between compensation and job satisfaction, and consequently H9 stands true. The employee relation among KWSB employee and its impact on job satisfaction ( $\beta=.527$ ,  $p< .05$ ) crop up with a significant association, hence H9 is also substantiated. The variable organization policy ( $\beta=.267$ ,  $p< .05$ ) shows significant relationship between organization and job satisfaction, therefore, it can be deduced that H10 is also substantiated. The job rotation variable ( $\beta=.273$ ,  $p< .05$ ), indicates a positive association between job satisfaction and job rotation. If job rotation is properly executed, the satisfaction level among employee of KWSB can be increased. The variable delegation of authority ( $\beta=.364$ ,  $p< .05$ ) indicates a positive association between job satisfaction and delegation of authority. The employees of KWSB are fully authorized to carry out the tasks; thus their level of satisfaction with job can be accelerated. The performance appraisal ( $\beta=-.182$ ,  $p< .05$ ) also shows a negative and significant association with job satisfaction.

**Table No. 3 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Age_1	.332	.129	.068	2.567	.022
Gen_2	.460	.231	.069	1.991	.066
Education	-.334	.148	-.081	-2.261	.040
Job task	2.932	.224	.512	13.115	.000
Task assignment	.632	.244	.088	2.588	.021
Skill diversity	2.637	.336	.672	7.852	.000
Task Importance	1.724	.234	.400	7.365	.000
Task identity	2.195	.311	.504	7.050	.000
Empowerment	.424	.191	.112	2.222	.043
Employee Relation	2.437	.318	.527	7.655	.000
Compensation	1.331	.400	.170	3.328	.005
Org Policies	1.645	.223	.267	7.379	.000
Job Rotation	1.201	.262	.273	4.591	.000
Deleg: of authority.	1.912	.505	.364	3.787	.002
Perform: appraisal.	-1.166	.336	-.182	-3.476	.004

a. Dependent Variable: Job Satisfaction

On the basis of analysis, a regression equation for the model can be:

$$\hat{y} = 0.332 + 0.460 \cdot 0.0334 + 2.932 + 0.632 + 2.673 + 1.724 + 2.195 + 0.424 + 2.437 + 1.331 + 1.645 + 1.201 + 1.912 - 1.166 + E$$

Considering the Table No. 3, we have the variable age ( $\beta=0.332$ ,  $p<.05$ ); therefore for each unit, increase in age causes **0.332** unit increase in job satisfaction holding other variable indifferent. The coefficient of Gender Variable is ( $\beta 0.460$ ,  $p>.05$ ) Hence, each unit increase in Gender variable causes a **0.460** increase in job satisfaction in KW&SB employees (predicted), holding all other variable unchanged. The coefficient for Education is ( $\beta-0.334$ ,  $p<.05$ ), therefore for every unit change in task education, a **-0.334** unit change in job satisfaction is predicted holding other variable unchanged. Moreover, the coefficient of job task is ( $\beta 2.932$ ,  $p<.05$ ); hence for every unit increase in job task, an increase in Job satisfaction by **2.932** is predicted, holding other variables constant. The coefficient of Job Assignment access Variable is ( $\beta 0.632$ ,  $p<.05$ ); hence, for each unit increases in Job Assignment access variable causes a **0.632** unit increase in job satisfaction. The coefficient of Skill Diversity is ( $\beta 2.673$ ,  $p<.05$ ) Hence for each unit increases in skill diversity variable causes a **2.673** units increase in job satisfaction holding other variables constant. The coefficient of task importance is ( $\beta 1.724$ ,  $p<.05$ ), therefore for each unit increases in task importance variable causes a **1.724** units increase in job satisfaction. The coefficient for task identity is ( $\beta 2.195$ ,  $p<.05$ ); hence for each unit increases in task identity variable causes a **2.195** units increase in job satisfaction holding other variables constant. The coefficient for empowerment is ( $\beta 0.424$ ,  $p<.05$ ) consequently for each unit increases in empowerment causes the **0.424** unit increase in job satisfaction holding other variables unchanged. In table No. 3 the coefficient of employee relation is ( $\beta 2.437$ ,  $p<.05$ ) Therefore for each unit increase in pay scale brings **2.437** units raise in employee relation holding other variable constant. Consequently, table No. 3 cited above depicts that the coefficient of compensation is ( $\beta 1.331$ ,  $p<.05$ ); hence for each unit increase in compensation causes **1.331** units increase in job satisfaction retaining other variables unchanged. The coefficient for organization policy is ( $\beta 1.645$ ,  $p<.05$ ); therefore for each unit increase in organization policy causes **1.645** units increase in job satisfaction holding other variables constant. The coefficient of Job rotation is ( $\beta 1.201$ ,  $p<.05$ ); hence for each unit increase in Job rotation causes **1.201** units raise in job satisfaction holding other variable constant. The coefficient of Delegation of authority is ( $\beta 1.912$ ,  $p<.05$ ); therefore for each unit increase in delegation of authority enhances **1.912** units increase in job satisfaction holding other variables unmoved. The coefficient for performance appraisal is ( $\beta -1.166$   $p<.05$ ), which means

that every unit change in performance appraisal causes a **-1.166** units change in job satisfaction, holding rest of the variable insensitive.

### **Conclusion:**

To investigate the impact of demographic variable, working environment variable and managerial control variable on job satisfaction of Karachi Water & Sewerage Board employees, a statistical tool multiple regression analyses was applied. Study outcome depicted that overall job satisfaction among employees Karachi water and sewerage board pertaining to demographic variable (age, gender, education and Job task) working environment variable (Task identity, task importance, skill diversity, and working condition), and Managerial control variable (organization policy, compensation, employee relation and empowerment) was high. All the tentative statements were substantiated. Most of the variable in this study exhibited that all of them are statistically significant predictors to predict the job satisfaction level among Karachi water & sewerage board. Hence, significant results depicts that we fail to reject null hypothesis. The study find out that 95% of variance is explained by demographic, working environment and managerial control for the level of job satisfaction among the employees of Karachi Water & Sewerage Board.

### **References:**

- Mehran Nejati, Mostafa Nejati, Azadeh Shafaei (2007), "Using SERVQUAL to Measure Employee Satisfaction: An Iranian Case Study. Proceedings of the 13th Asia Pacific Management Conference, Melbourne, Australia, 371-375.
- Prof. Yunki KIM, Ph.D., Korea (2001), "Determinants of public official job satisfaction: A case study of Korea"
- Jamshed Halepota (2009), "Predictors of Job Satisfaction of Public Employees". PhD. Dissertation
- Muhammad Rafiq, Muhammad Javed, Mujtaba Khan, Maqsood Ahmed, (2012), "Effect Of Rewards On Job Satisfaction Evidence From Pakistan". Interdisciplinary journal of contemporary research in business Institute of Interdisciplinary Business Research 337 MAY 2012 VOL 4, NO 1
- Emmert, M.A., W.A. Taher (1992), "Public Sector Professionals: The Effects of Public Sector Jobs on Motivation, Job Satisfaction and Work Involvement' American Review of Public Administration, Vol. 22, No. 1.
- Kumar, K. Gopi & B. Achamamba, (1993), "A Comparative Study of Job Satisfaction and Job Involvement among Public and Private Sector Employees" Psychological Studies, Vol. 38, No. 2.

- Ramesh Kumar, Jamil Ahmed, Babar Tasneem Shaikh, Rehan Hafeez and Assad Hafeez (2013), “Job satisfaction among public health professionals working in public sector: A cross sectional study from Pakistan, conference proceedings in Department of Health Systems & Policy, Health Services Academy, Government of Pakistan, Chak Shahzad, Park Road, Opposite NIH, Islamabad 44000, Pakistan.
- Samina Qasim, Farooq-E-Azam Cheema, Nadeem A Syed (2012), “Exploring Factors Affecting Employees' Job Satisfaction at Work, journal of management and social sciences, Vol. 8, No. 1, (Spring 2012) 31-39.
- Sadegh Rast, Azadeh Tourani (2012), “Evaluation of Employees’ Job Satisfaction and Role of Gender Difference: An Empirical Study at Airline Industry in Iran, International Journal of Business and Social Science Vol. 3 No. 7; April 2012
- Aliya Bushra (2012), “Job Satisfaction and Women’s Turnover Intentions in Pakistan’s Public Universities”, The Lahore Journal of Business 1:1 (Summer 2012): pp. 59–77.
- Abdul Sattar Khan, Shadiullah Khan, Allah Nawaz and Najeebullah khan, “Demographic Impacts on the Job-Satisfaction of the District Executive officers in Local Government of NWFP Pakistan.
- Khalid Latif, Muhammad Naeem Shahid, Dr.Nadeem Sohail, Muhammad Shahbaz, (2011) “Job Satisfaction among Public and Private College Teachers of District Faisalabad, Pakistan: A Comparative Analysis”. Institute of Interdisciplinary Business Research 235 DECEMBER 2011 VOL 3,NO 8.
- Boltes. B.V., Lippke, L.A, and Gregory. E (1995), “Employee satisfaction in Extension: a Texas study”, Journal of Extension, [online], 33 (5).
- Locke, E. A. (1970), “Job Satisfaction and Performance: A Theoretical Analysis, Organizational Behavior and Human Performance”. Academic press inc, 5(5), pp. 484-500.
- Masud, I.R (2008), Job Satisfaction among Public and Private College Teachers of Dhaka City: A Comparative Analysis. Available at SSRN: <http://ssrn.com/abstract=1737285>.
- Ahmed Imran Hunjra, Muhammad Irfan Chani, Sher Aslam, Muhammad Azam, Dr.Kashif-Ur-Rehman, “Factors Affecting Job Satisfaction of Employees in Pakistani Banking Sector”.
- Garrido JM, Perez P, Anton C (2005).“Determinants of Sales Manager Job Satisfaction: An Analysis of Spanish Industrial Firms, Int. J. Human Reso. Manage. 1934 -1954.
- Alex Edmans (2012), “The Link Between Job Satisfaction and Firm Value, With Implications for Corporate Social Responsibility”. Edmans 2012.
- Alex Edmans (2012), “The Link Between Job Satisfaction and Firm Value, With Implications for Corporate Social Responsibility”. Edmans 2012.

Lise M. Saari and Timothy A. Judge (2004), “Employee attitudes and Job satisfaction”, Wiley Periodicals, Inc, 2004.

Hui, C. H (1990) Work attitudes, leadership styles and managerial behavior indifferent cultures. In R. W. Brislin (Ed.), Applied cross-cultural psychology (pp. 186–208). Newbury Park, CA: Sage.

R Vijesh, V Vijayanand, Dr N.Panchanatham, Dr B.Rajasekaran (2011), “Job Satisfaction And Work Environment – An Pragmatic Study In Software Industry” Research Journal of commerce and Behavioral Sciences. ISSN 2251-1547.

Thomas J. De Stefano, Henry Clark, Megan Gavin & Thomas Potter, “The Relationship between Work Environment Factors and Job Satisfaction among Rural Behavioral Health Professionals”.

John C Crawford, Sarath Nonis (1996), “Relationship between boundary spanners’ Job Satisfaction and the management control system” Journal of Managerial Issues, vol VIII No. 1, 1996.

Aysit Tansel, Saziye Gazioglu (2013), “Management Employee Relation, firm size and Job Satisfaction”. Forschungsinstitut zur Zukunft der Arbeit Institute for the Study of Labor.

Hlanganipai Ngirande (2013), “The Impact of Job Satisfaction and Some Demographic Variables on Employee Turnover Intentions”.

David Pitts (2009), “Diversity Management, Job Satisfaction, and Performance”: Evidence from U.S. Federal Agencies.

Maryam Reyhani Tash and Aliakbar Shahri Mejarshin (2013), “Investigate Relationship between Job Characteristics and Job Satisfaction of Bank Sepah Employees in East Azarbaijan Province”.

Dr. Naresh Kumar and Ms. Vandana Singh (2011), “Job Satisfaction and its Correlates”.

Grant, Adam M (2008), “The Significance of Task Significance”: Job Performance Effects, Relational Mechanisms, and Boundary