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(Project Management)
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**IMPACT OF WORKING CONDITIONS ON JOB
SATISFACTION OF EMPLOYEES IN PAINT INDUSTRY IN
LAHORE**

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Table of Contents

Dedication:	ix
Acknowledgement	x
Declaration	xi
1. INTRODUCTION	1
2. OVERVIEW OF PAINT INDUSTRY IN PAKISTAN	4
2.1 Competitor Analysis.....	4
3. LITERATURE REVIEW	6
3.1 Job Satisfaction	6
3.1.1. Extrinsic and intrinsic features.....	7
3.1.2. Hygiene features.....	8
3.1.3. Factors which effect the job satisfaction	9
3.1.4. Individual approach to job satisfaction.....	9
3.1.5. Motivation of employees.....	10
3.1.6. Nature of job.....	11
3.1.7. Career growth	12
3.1.8. Theories of Motivations.....	12
3.1.8.1. Maslow’s Need Hierarchy Theory	12
3.1.8.2. Herzberg’s Motivation Hygiene Theory	13
3.1.8.3. McGregor’s Participation Theory	13
3.2. Compensation/ Salary and Job Satisfaction.....	14
3.2.1. Compensation/ salary as promoter	15
3.2.2. Loyalty of workers.....	15
3.2.3. Expectation of workers/employees	16
3.2.4. Absentees of workers/employees	16
3.2.5. Compensation impact on life of employees	17
3.2.6. Theories of Compensation.....	18
3.2.6.1. Reinforcement and Expectancy Theory	18
3.2.6.2. Equity Theory	18
3.2.6.3. Agency Theory	19
3.2.7. Overall analysis of compensation/salary factor impact on satisfaction... 19	19

3.3.	Working Environment and Job Satisfaction.....	21
3.3.1.	Causes of dissatisfaction of employees	22
3.3.2.	Long term stay of employees.....	22
3.3.4.	Productivity/ performance of employees.....	24
3.3.5.	Comparison of safe and unsafe working conditions with financial facility.....	25
3.3.6.	Categories of working environment	26
3.3.7.	Durable culture and learning of organization.....	26
3.3.8.	Divisions of organizational culture	27
3.3.9.	Analysis	28
3.4.	Supervisor Support and Job Satisfaction	29
3.4.1.	Development of skills of employees	30
3.4.2.	Characteristics of supervisors/ managers.....	30
3.4.3.	Relationship between supervisors and subordinates.....	31
3.4.4.	Stress/ pressure effects on job	32
3.4.5.	Effects of Supervisor’s attitude on employees	33
3.4.6.	Effect of leadership style on culture and learning of organization	34
3.4.7.	Types of leadership style	35
3.4.8.	Elements of transformational leadership	36
3.4.8.1.	Inspirational motivation	36
3.4.8.2.	Idealized influence	36
3.4.8.3.	Individualized consideration	37
3.4.8.4.	Intellectual stimulation.....	37
3.4.9.	Elements of transactional leadership	37
3.4.10.	Effects of types of leadership styles on satisfaction	38
3.4.11.	Analysis	39
3.5.	Job Security and Job Satisfaction.....	41
3.5.1.	Basic factor of job satisfaction.....	41
3.5.2.	Job Security and growth of organization	41
3.5.3.	Job security effects on productivity of employees	42
3.5.4.	Analysis	43
4.	RESEARCH DESIGN.....	45
4.1.	Theoretical Framework.....	45

4.2.	Hypothesis	46
4.2.1.	Types of hypothesis:	46
4.2.1.1.	Null Hypotheses.....	46
4.2.1.2.	Alternative hypotheses.....	47
4.2.1.3.	`Causal hypotheses.....	47
4.2.1.4.	Directional hypotheses.....	48
4.2.1.5.	Non-directional hypotheses	48
4.2.2.	Research hypotheses for this study	48
4.3.	Mathematical Representation	49
4.4.	Sampling and Data Collection	50
4.4.1.	Sample	50
4.4.2.	Sampling.....	50
4.4.3.	Types of sampling	50
4.4.3.1.	Probability Sampling	51
	Techniques of Probability sampling	51
4.4.3.2.	Simple Random Sampling	51
4.4.3.3.	Cluster Sampling.....	51
4.4.3.4.	Systematic Sampling.....	52
4.4.4.	Techniques of Non-Probability Sampling.....	52
4.4.5.	Sampling Technique of This Study	52
4.5.	Statistical Analyses.....	53
4.5.1.	Analysis and reliability test (Cronbach's alpha value)	53
4.5.2.	Correlation analysis.....	53
4.5.3.	Regression analysis	54
5.	RESULTS AND INTERPRETATIONS.....	55
5.1.	Overall Reliability SPSS Output:	55
5.1.1.	Job satisfaction reliability status.....	56
5.1.2.	Compensation reliability status	57
5.1.3.	Job security reliability status.....	58
5.1.4.	Supervisory support reliability status	59
5.1.5.	Working environment reliability status	60
5.2.	Correlation Analysis	61

5.3.	Multiple Linear Regression Analysis:	62
5.4.	Model Summary.....	68
5.5.	Significance of Overall Model – ANOVA	69
5.6.	Residuals Statistics.....	71
6.	RESEARCH FINDINGS.....	72
6.1.	Hypothesis Testing.....	72
7.	CONCLUSION & RECOMMENDATIONS	76
7.1.	Conclusion.....	76
7.2.	Recommendations.....	79
	References.....	81
	Web References.....	92

List of Tables

Table 4.1. Employee job satisfaction (EJS)	49
Table 5.1. Case processing summary	55
Table 5.2 Case processing summary of job satisfaction	56
Table 5.3 Case processing summary of compensation reliability.....	57
Table 5.4. Case Processing Summary of Job security reliability.....	58
Table 5.5. Case Processing Summary of Supervisory support reliability.....	59
Table 5.6. Case Processing Summary of Working environment reliability.....	60
Table 5.7. Correlation Analysis	61
Table 5.8. Model summary	68
Table 5.9. Significance of overall Anova model	69
Table 5.10. Coefficient table.....	70
Table 5.11. Residual statistics.....	71

List of Figures

Figure 4.1. Theoretical Framework	45
Figure 5.1. Linear relationship between compensation and job satisfaction	63
Figure 5.2. Linear relationship between job security and job satisfaction.....	64
Figure 5.3. Linear relationship between supervisory support and job satisfaction	65
Figure 5.4. Linear relationship between working environment and job satisfaction	65
Figure 5.5. Histogram of standardized residual	67
Figure 5.6. Histogram of residual statistics	71

Dedication:

This is my proud privilege to dedicate this thesis to our beloved Dr. Hasan Sohaib Murad (Late) being a role model on all manifestation of personal and professional spheres. We have learned a lot from his transformational leadership model. He has remained finest representative of humanity and humbleness throughout his life. He has always been an inspiration that has lead from the front and set benchmark for the world to follow his innovative and creative approach. He has achieved those milestones that were next to impossible and done all that on the face of adversity with meager resources. He has burnt his life to flame the beacons of knowledge and launched the projects that reflect his vision towards the better tomorrow of Pakistan and Muslim Ummah through dissemination of knowledge, information, high tech program and by practicing the divine message of Islam to serve the humanity without expecting anything in return. He has led a life that was adored by the contemporaneous world and shall remain inspiration for all those who wish to rise new horizons of excellence on the basis of their merit.



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Hafiz Muhammad Atif Ilyas

Declaration

I, Hafiz Muhammad Atif Ilyas a student of MS (Project Management), SPA at University of Management Technology, Lahore, solemnly declare that research work on the title “Impact of working conditions on job satisfaction of employees in paint industry in Lahore” is purely based upon my self-working and efforts. I have cited proper references from journals, books, handouts and unpublished manuscripts. I am conscious of the fact that stating someone else research work in my study without quoting reference is illegal and is considered plagiarism. I declare that if it is found plagiarism beyond the limit specified by the competent authority, my thesis may be rejected.

Lahore, December, 2018

Hafiz Muhammad Atif Ilyas

Abstract

Paint industry is one of the core industries of Pakistan which is playing its pivotal role in the economic growth of the country.

The key purpose of this study was to evaluate the reasons which are liable for manipulating the job satisfaction of employees in the paint industry. In this study, the researcher evaluated the relationship among various factors associated with job satisfaction of the employees. For instance, the relationship between salary and job satisfaction; working environment and job satisfaction; security of job and job satisfaction; and supervisory support and job satisfaction of employees working in paint industry in Lahore.

In this study, convenience sampling was taken from four major paint industries of Pakistan which included AKZONOBEL, KANSAI, NIPPON and BERGER. Data was collected from 150 respondents from the above mentioned industries and different tests were applied for the reliability and validity of the instrument. Afterwards, all necessary assumptions were checked before applying multiple regression analysis. Multiple regression analysis was applied to evaluate the strength of relationship among different factors.

The results of this study depicted that working environment and compensation/ salary have significant impact on the job satisfaction of employees working in paint industry. Whereas, the results also presented that security of job and supervisory support have no significant influence on the satisfaction of employees in the paint industry.

Therefore, it is recommended that paint industry should concentrate on the better working environment and compensation structure of their employees because paint industry has very hard working environment with respect to its operations. The facilitation in the working

environment will undeniably enhance the level of satisfaction of the employees. In the same way, good salary and additional financial benefits will attract the employees, amplify their satisfaction and decline the turnout, which ultimately grounds the financial growth of industry.

Keywords: Paint Industry, Compensation/Salary, Employee, Job Satisfaction, Supervisor Support, Security of Job, Working Environment

1. INTRODUCTION

Paint industry has significant role in the economic growth of Pakistan and has direct impact on the social development of the country. Being an engineer, I have served almost 12 years in different construction industries and as well as in process industries. I have managed many projects which include paint sectors, Oil & Gas division, refineries FMCG sections etc... During my professional career I observed the turnover rate of employees working in the paint industries is more as compared to the other disciplines industries. This observation divert my attention to work on those factors which may cause for this unrest condition of the employees working in paint industries. So the key purpose of this study is to evaluate that factors which effect the satisfaction of employees working in the paint industry.

Top four paint industries namely AKZONOBEL, NIPPON, BERGER and KANSAI were selected for this study. Different variables having impact on the satisfaction of employees working in the paint industries have been studied in this research.

Employees are always considered the main stakeholder in any organization. It is pertinent to say that the employees are most valuable and vital strength of any organization as compared to all others stakeholders. Therefore, it is crucial to always take care of this factor which may cause disturbance and ultimately can affect the growth of the organization.

Different studies have described that the turnout ratio of employees can be reduced significantly by increasing the employee's satisfaction in the organizations which ultimately cuts the cost of new hiring and helps in the stability and growth of the

organizations in right direction. Satisfied employees always play vital role in the growth of companies and make them as brands in their specialize products. These studies are getting more importance with the passage of time because it has made the analysis very easy for any industries or organizations that how their employees can become more productive and more effective, so that organization growth can increase rapidly.

This study presents the impact of four factors (variables) namely salary/ compensation, working environment, job security and supervisory support on job satisfaction of employees working in the paint industry.

This thesis comprises of seven chapters including the chapter one which is about the introduction of my thesis and directs that why this type of study has been chosen by me. Chapter number two is about the overview of paint industry of Pakistan and discussed a brief introduction of types of industries with respect to implemented systems and their business strategies. Chapter number three is about the literature review. In this chapter I deeply discussed the variables like working environment, job security, supervisory support and compensation with the help of different articles, books and journals and try to understand the behavior of employees under these variables effect. Chapter number four is about research design, showing that what is the theoretical frame work, hypothesis sampling technique and statistical analysis will be used in this study and why I am going to use the specific techniques of sampling and analysis. Chapter number five is about results which I obtained from SPSS and what are the interpretation of these results with respect to the statistical analysis studies. Chapter number six is about research finding which indicates that what hypotheses are accepted and what are rejected by SPSS analysis. Chapter number seven is about the conclusion of my thesis and recommendation based upon the research findings and it is

very important because it guides the industries that how they can update their system to reduce the unrest approach of employees working in paint industries. At the end of this study I mentioned the references used for thus study

2. OVERVIEW OF PAINT INDUSTRY IN PAKISTAN

In Pakistan, there are mainly two types of paint companies with respect to their implemented systems. One type is that which are very well organized in their systems e.g. HR, Marketing, Sales, Production and Quality etc. while other type includes those industries which are not well organized. The ratio of organized industries is very less as compared to the unorganized companies in Pakistan. Approximately 94% companies are included in the second type of industry and only 6% are those which are playing well role as systemized organizations. As per general rule, these 6% companies are dominated in this sector.

2.1 Competitor Analysis

In Pakistan, paint industry commonly uses two types of business strategies one is “Red Ocean Strategy” while the other is “Blue Ocean Strategy”. Red Ocean Strategy is most commonly used in the organized paint industry of Pakistan like AKZONOBEL, KANSAI, NIPPON & BERGER. In this type of strategy, the companies compete for the existing market, beat the competitors and capture more of existing demand. Master Paint is the only organized brand in Pakistan, which is using Blue Ocean strategy. In this type of strategy, company develops new market with low cost and tries to capture unconcealed market galaxy, thereby making the competition irrelevant.

There are following 6 factors also named as critical success factors (6 CSFs) to develop a scale for the success rate of any industry likewise paint industry. These factors include cost

of paint, quality of paint, timely availability in market, marketing of brands of paints, promotional ways and surface area covered/ liter of paint (coverage). AKZONOBEL is one of the companies in Pakistan, which is complying for all six success factors of organized system, as a result have high success rate in the market. Its employees are very satisfied, which a major cause of its success in the competition of market. Other brands of paint like KANSAI, NIPPON & BRIGHTO are also being included in the race of adopting 6 CSFs, that why they are also growing day by day. The employees of these companies are getting more satisfaction level, which eventually augments the economic growth of these organizations. Berger is a well-known paint brand, not only in Pakistan but also in other countries of the world. But if we analyze its growth progress then we can say that it is going down day by day due to its negligence behavior towards 6 CSFs. Employee dissatisfaction specially, un-availability of the required paint in time and less efforts for the branding are the main reasons which caused the decline in the growth of BERGER. Strikes have been done many times in BERGER from its employees due to late payment in salaries, less financial benefits etc. which has caused bad its reputation in the market. BERGER is not giving the much cushion in terms of profit to the buyer in the Market as compared to its competitors. Based upon these facts it has been concluded that if employees of any company are satisfied with their job then that company will definitely improve and cross the bridge of success rapidly.

3. LITERATURE REVIEW

3.1 Job Satisfaction

Employees of any organization are most valuable and important factor as compared to others factors, which takes part in the process of progress, goodwill and growth. Therefore, when employee will be happy with their jobs then it will directly effect on the efficiency of the organization. According to (S.H. Lease, 1998), the employees are more regular to office, extra efficient, eager to show their loyalty with the goals of organization, happy with their personal lives and are more pleased with their jobs. If the organization does not concentrate on the above mentioned factors then there will be a lot of openings available in market and every employee has the right to move forward for his satisfaction. Especially in private sectors, there is always a situation of competition between organizations with respect to employees retaining. So, it is vital for any organization to create a balance in working environment for their employees. If there is no satisfaction for the employees in their job, then they will definitely stay in the organization for short term. According to (D.C. & H.J., 1983) , job satisfaction is the productive spirit of employees with respect of their job.

It has been observed that productivity of any organization will be high, when its human resource is satisfied in terms of their jobs. So development of healthy operations of any organization is directly related to the job satisfaction of its employees. Salary is the most

significant feature for influencing job satisfaction of employees. It has been noticed that factors other than salary, such as supervisor support, strong working environment, job security level, proper work-life balance, career openings and promotion, precise training and development opportunities are also very vital aspects for employee's job satisfaction (Neog & Dr. Mukulesh, 2014).

According to (Spector, 1997) , job satisfaction is, how employees think about their jobs and various features of jobs. According to (M.C. Ellickson & K. Logsdon, 2002), the level of happiness of employees with their job is called job satisfaction. Therefore, it can be said that there are many factors, for instance, salary, rewards, appreciation of employees on work, justice between employees during rewards, up gradation, chances of career growth, style of leaderships, working environment and independency in job, which have positive or negative impact on the level of satisfaction of employees. In the current time period, the employees are more educated and well known about their constitutional rights. According to law these rights must be given to them by any organization, therefore the most challenging task for any organization is to maintain its employees. Hence, it is obligatory for any organization to be careful about the basic requirements and satisfaction of their worker. By doing this the organization can easily achieve its tasks and goals.

3.1.1. Extrinsic and intrinsic features

According to the study of (Robbins, 2005), Job satisfaction of the employees is an overall approach towards one's job; the difference between the amount which workers receive on the achievement of some specific goals and the amount they hope they should receive. According to (J.S. Rain & Steiner, 1991), job satisfaction is related with satisfied life. It

reveals that people who are pleased with life will also tend to be satisfied with their job and vice versa. According to (Vidal, R.S., & B.M.I., 2007) and (Lane, J. Esser, B. Holte, & M.A. McCusker, 2010), job satisfaction is motivated by many reasons like income, working conditions, independence, communication, and commitments of the organization. The balance among above mentioned factors regulates the level of job satisfaction. Therefore, an employee will be happy when his basic needs are fulfilled.

An American Behavioral scientist named (Herzberg, 1966) stated that job satisfaction is related to intrinsic aspects like work itself concern and success and extrinsic features like management, salary, company rules and working environments. As per theory, intrinsic aspects related to job satisfaction are distinct and isolated from extrinsic features that are related to dissatisfaction, both play vital role in the growth of any organization.

3.1.2. Hygiene features

Frederick Herzberg nominated hygiene features like organizational rules, administration, management, pay, recognition, success and development. He further elaborated that these hygiene features might be helpful to increase the satisfaction in employees of organization. (Luthans, 1998) stated that there are three main aspects of job satisfaction: (a) an emotional reaction to the condition of job, it is not possible to observe it and it may be felt; (b) the achievements of expected results or more; and (c) an overall attitudes towards work itself, chances of up gradation in rank, salary, supervisor and associates which are most significant dimensions of job satisfaction.

3.1.3. Factors which effect the job satisfaction

The concept forwarded by (Moser, 1997)) that the importance of job satisfaction is very high and if it does not exist then it may generate tiredness and reduce initiative towards organization. According to Yuan Ting (1997), there are three sets of characteristics which have considerable effect on job satisfaction of Government employees (a) job characteristics (such as chances of up gradation in rank, task understanding and its importance, application of abilities and salary happiness); (b) organizational characteristics (such as promises from organization and association with supervisors and associates) and (c) a person himself characteristics. It has been observed that (a) & (b) are most important characteristics (Naresh & Singh, 2011). In (R., S., & M., 2012) it is noticed that as per statement of (M. Mulinge & C.W. Muller, 1998), rewards which includes both social & intrinsic from organization, lesser convenience budgets will increase the satisfaction regarding job.

3.1.4. Individual approach to job satisfaction

Each individual has his / her own experience about the satisfaction of job. In a study of (Rab Nawaz Lodhi, Rashid Saeed, & Anam Iqbal , 2014) on 200 employees of Pakistan Telecom Sector, it was observed that the main aspects that are playing a major rule in the satisfaction of job are up gradation in rank, salary, justice and working environment. Money and reward are the most significant factors for the job satisfaction of employees. In working environment, the sitting arrangements and other physical facilities also have impact on job satisfaction up to some extent. According to (Al-Hussami, 2008), nature of job has no impact on satisfaction and dissatisfaction of job, but these all depend upon how

job will fulfill employee's expectations. As per (Mosammod Mahamuda Parvin & M M Nurul Kabir, 2011), employee's job satisfaction depends on a number of aspects, such as salary and emoluments, the system of up gradation in organization based upon real justice, the value of the working environment, management and societal relations, the diversity in job responsibilities and the clear knowledge that what job required from him.

3.1.5. Motivation of employees

Organizations must get their fixed objectives. Therefore, company develops an atmosphere of assurance and teamwork for its personnel through strategies that enhance the satisfaction level of its employees. Employee's satisfaction is directly linked to the motivational level. Highly Motivated workforce plays a vital role to increase the productivity and long stay of employees, which ultimately aid to achieve the fixed goals of the organization. According to (Sowmya K R & Panchanatham, N, 2011), the satisfaction term has been formulated through different ways. Satisfaction of job is dependent upon many thoughts. It has been observed in research on organizational behavior that the employees who are most satisfied with their job is more beneficial, more loyal and will stay in organization for longer time as compared to those who are less satisfied. It has been cited by (Aslan, A.K., 2001) that incentives like the salary received against the job, encouragement prizes, up-gradation, appraising, and chances for the growth of careers are those factors which may increase the level of job satisfaction. A lot of research work has been done on the job satisfaction. According to (Wiener, Y., 1982), satisfaction of employees is an approach related to the nature of work, working environment towards work-related conditions and feature of the job.

It has been reported by (K. Davis & J.W. Nestrom, 1985) that permutation of productive and destructive feelings of any employee with his job is called job satisfaction. Model presented by (C.L. Hulin, M. Roznowski, & D. Hachiya, 1985) proposed that satisfaction of any employee with his job is actually related to the equilibrium in between the requirement of employer which includes good education and spending of time on work and requirements of employee which includes salary, respect, compensation, reward, working environment and many other factors. This concept was supported by (Alfonso Sousa-Poza & Andrés A. Sousa-Poza, 2000), who said that the balance between the employer and employees requirements is the satisfaction of job. So, when the basis/ necessary requirements are covered by job then it is called job satisfaction.

3.1.6. Nature of job

(Feinstein, A. H., 2000), reported that the major factor involved in the job satisfaction is nature or features of job. According to (Feinstein, A. H., 2000) and (Mosadeghard, 2000), satisfaction of employees is a vital factor with respect to any organization, as it increases the loyalty of employees with company. Loyalty is a major factor for the overall goodwill and growth of the organization as well as it also has positive effect on the productivity and long term stay of employees. As per (Feinstein, A. H., 2000) and (Sonmezer, M. G & Eryaman, M. Y., 2008), the employees which are not satisfied with their job and they have a short term stay in the organization. This decreases enthusiasm which results the decrease in productivity and effectiveness of the employees and ultimately employees resign from their job.

3.1.7. Career growth

According to (Penn M., Romano J. L., & Foat D., 1988), the chances of career growth of any organization decide about satisfaction or dissatisfaction of employees. As per (Sirin, A. F., 2009), positive feelings are developed in any employee for the organization and it make more loyal when he has the chance of career growth to get his professional goals. (Bender, K. A. & Heywood, J. S., 2006), explained that by increasing relaxation and litheness of employees in education sector has a positive impact on the level of satisfaction of employees.

3.1.8. Theories of Motivations

3.1.8.1. Maslow's Need Hierarchy Theory

Maslow's theory is constructed on the understanding of the needs required by any human needs. Maslow categorized all the needs of human into such a graded way from lower to higher order. Principally, when a human gets first level of his achievement, then he is not remained motivated and then it's natural to move for the next higher level to achieve that target and motive the human. Similarly human nature moves to get the five levels of motivation in the following given order:

1- Physiological needs (Lower End)

2-Safety Needs

3-Social Needs

4- Esteem Needs

5-Self Actualization (Upper End)

(www.yourarticlelibrary.com/motivation/motivation-theories-top-8-theories-of-motivation-explained/35377, n.d.)

3.1.8.2. Herzberg's Motivation Hygiene Theory

As per Herzberg, the reverse of satisfaction does not mean the dissatisfaction. He said that it is not true to make the job satisfy by removing the factors which cause the job dissatisfaction. He explained that the reverse of dissatisfaction is named as no dissatisfaction and similarly for the satisfaction he used the word no satisfaction instead of dissatisfaction. According to his theory, the factors which are today called motivators may become hygiene tomorrow, because it is the nature of the human that once he gets at specific stage, it does not influence him more and similarly any hygiene for the one may be a cause of motivation of other. (www.yourarticlelibrary.com/motivation/motivation-theories-top-8-theories-of-motivation-explained/35377, n.d.)

3.1.8.3. McGregor's Participation Theory

On the basis of participation of people in work, Douglas McGregor divided the workers into two categories. One is considered as negative with the identification of X and other is considered as positive with the identification of Y.

X labeled worker has the following characteristics:

1. Workers are lazy and want to do the less work as possible.
2. Workers are lack determination, displeasure duty, and wish to be engaged by others.

3. Workers are fundamentally selfish and have no concerns with the need of the organization.
4. These types of workers are not very intelligent and bright.

Y labeled worker has the following characteristics:

1. Workers are positive by nature and focus on the goals of organization.
2. Want to take the leading role.
3. Wish to make the organization as a successful organization.
4. Workers are talented of guiding their own performance.
5. They are always looking for more achievement.

(www.yourarticlelibrary.com/motivation/motivation-theories-top-8-theories-of-motivation-explained/35377, n.d.)

3.2. Compensation/ Salary and Job Satisfaction

It has been noticed that the employees which have more salary are more comfort in different activities of their life like education of their children, medication of their families, getting all required facilities, reasonable personal homes and all others which are required to manage a good life. The job which may provide all the above mentioned requirements will satisfy the employees, which are ultimately a big cause of organizational growth. So we can say that in any association, the more salaried employees have more level of job satisfaction as compared to those who get less salary.

Compensation may be stated as the financial advantages provided by an organization to its employees due to the services given by employees to organization. According to (Kalleberg, 1977) and (Voydanoff, 1980), financial reward is a factor which has largest impact on job satisfaction. (Sing Jitendra Kumar & Jain Mini, 2013) endorsed the research of (Y. Kathawala, M. Kevin, & E. Dean, 1990) that income was the most important factor for the determination and satisfaction of job for the employees of automobile industry.

3.2.1. Compensation/ salary as promoter

The studies have evaluated the various factors of job and how the employees graded them as promoters. (Dr. P. Gurusamy & K. Mahendran, 2013) mentioned in their study which was on 300 employees, working in the automobile industries of India. It is observed that pay was the most significant factor which causes the job satisfaction as compare to any others factors.(Wiens-Tuers, B.A. & Hill, E.T. , 2002), stated that organization goals can be achieved by the initial policy to increase the salary of employees which will increase the level of satisfaction and enthusiasm of employees. (Zobal C, 1998) said that long time stay of employees as reward is the key factor in any organization.

3.2.2. Loyalty of workers

The loyalty of workers with the organization develops a strong relation with it. It may be considered as a motivator, which creates a feeling in the employees that they are most important asset for the organization. According to a research conducted by (Tariq, M, Ramzan, M, & Riaz, A., 2013) in telecommunication area exposed that dissatisfaction of employees which leads to turnover is due to many factors such as heavy assignments/ task, salary, improper working environment and clashes in families. The above mentioned facts

have negative effect on the performance & goodwill of the organizations. According to a research conducted by (Muhammad Rafiq, Muhammad Jawaid, Mustajab Khan, & Maqsood Ahmed, 2012), reveals that development & goodwill of any organization depends upon rewards given by the company to its employees and it creates a valuable intrinsic and extrinsic impact on the level of job satisfaction of the employees.

3.2.3. Expectation of workers/employees

According to (Anitha R, 2011), satisfaction of employees is based upon their expectations which they want from job, so satisfaction of employees is always effected by intrinsic feelings. According to a research conducted by (Alam Sageer & Sameena R, 2012), there are many factors which have direct impact on satisfaction of job like security of job, performance of organization, clarity about task or job description, roles for relaxation and advantages of employees and occasions which retain the employees.

3.2.4. Absentees of workers/employees

(Obasan K, 2011) conducted research on the relation between satisfaction of employees from their job and their tendency of absent from job in plastic manufacturing industries of Ibadan (Nigeria) named as Black Horse. Researcher observed that satisfaction of job is directly influenced by factors which include salary, working load, working environment, up-gradation, managerial support/ supervisory support, relationships with colleges & system of justice in the organization. Therefore, it can be said on the basis of above discussion that employer should concentrate on these factors to reduce the absentee. (M.M.N. Kabir & Mosammod Mahamuda Parvin, 2011) explored the influences of work familiarity, age and gender on the level of job satisfaction of employees working in

pharmaceutical industry. The result indicates that pay, good work progress, salary, efficiency in work, supervisory support and relationships with colleagues are the major aspects which have impact on the satisfaction of employees.

3.2.5. Compensation impact on life of employees

(Jurgensen, C. E., 1978) , stated that when persons are inquired why they are doing jobs. Most of them answered that they are doing work only to get money. According to (Locke, E. A, Feren, D. B, McCaleb, V. M, Shaw, K. N., & Denny, A. T., 1980), no other enticement or reward other than money can satisfy the employees. There is nothing but salary is a basic factor which provides living needs, feelings of security and honor. Many people work to pass the life and it is maintained by the financial aspect. (Diener, E. & Seligman, M. E. P., 2004), stated that here are many facts which show that there is a direct relation between salary and happy life. Whereas, the study conducted by (Diener, E, Sandvik, E, & Seidlitz, L., 1993) in USA determined that there is an uncertain relationship between salary and happy life. An international research (Suh, E., Diener, E, Oishi, S, & Triandis, H. C., 1998)) also observed the same as discussed above. On the other hand reported by (Cummins, R. A., 2000), there are many practically proved reports which are showing that the persons at a higher financial statue are internally more confidant in life as compared to those who are less rich. According to (Malka, A. & Chatman, J. A., 2003), salary and satisfaction of employees are directly proportional to each other which means that by the increase in salary the job satisfaction will also increase.

3.2.6. Theories of Compensation

3.2.6.1. Reinforcement and Expectancy Theory

This theory presents that employees are assumed as they will be given same reward as was given against their achievements in previous history on same type of achievements. The case of Expectancy Theory, introduced by Vroom presents that the employees are very energetic to those things that they are assure they will achieve the target they will be rewarded by the organization.

(<https://businessjargons.com/theories-of-compensation.html>, n.d.)

3.2.6.2. Equity Theory

Equity theory states that each employee should be treated equity with respect to the structure of salary in an organization. There is always increase in rate of turnover, low progress and absent from office, if the employees are being paid less as compared to the work they do. This structure should be matched with the following types of equity:

- Internal equity
- External Equity
- Individual Equity

(<https://businessjargons.com/theories-of-compensation.html>, n.d.)

3.2.6.3. Agency Theory

Agency theory describes that the main stakeholders for any organization are employer and employees, and the agency cost is that cost paid to employee from employer. Employer always tries to minimum salary or agency cost to the employee, whereas employees always try to increase their agency cost. So there should be an aligned decision between employer and employee in this regard.

(<https://businessjargons.com/theories-of-compensation.html>, n.d.)

3.2.7. Overall analysis of compensation/salary factor impact on satisfaction

There is an overall shortage of investigation precisely concentrated on the connection between salary level and job satisfaction. According to (Smith, P. C., Kendall, L. M, & Hulin, C. L., 1969), many causes prove that the relation (directly proportional or indirectly proportional) between salary status and job satisfaction exists. Many studies and models related to salary level and salary satisfaction identify that salary level is directly proportional to the salary satisfaction; moreover, salary satisfaction has a positive direct impact on job happiness of employees. It has been observed by (Heneman, H. G., III & Judge, T. A., Compensation attitudes. In S. L. Rynes & B. Gerhart (Eds.), *Compensation in organizations: Current research and practice* (pp. 61–203)., 2000) that there should be a direct relation between salary itself and salary satisfaction. For instance, according to integrative model of (Hulin, C. L., 1991), while comparing all parameters of satisfaction are same then income parameter will be a major factor of job satisfaction. Although, it has been mentioned in a few researches that salary has not huge impact on job satisfaction but

nobody can say that it is not a factor which drive an employee towards satisfaction. It is also observed that different researchers have different opinions about the factors of incentives required to drive the employees as mentioned by (Gerhart, B., & Rynes, S. L. , 2003) and (Pfeffer, J., 1998). (Bender, K. A. & Heywood, J. S., 2006) stated that income after retirement from organization and profit sharing policy of organization both increase the association of employees with organization. They have also explained that there will be boost up in level of satisfaction when an employee gets salary more than his expectations in education sector.

There are different amazing argues which have been noticed by different scholars. According to (Judge, T. A & Church, A. H, 2000), some scholars have the point of view that there is a weak relationship between the pay and the satisfaction of job. They stated that salary is not such a significant feature which may impact the level of satisfaction of job as compared to other features like feeling of employee satisfaction with his given task. But this philosophy is not credible when it was found much research work that there is a strong relationship between satisfaction of employees with their salaries and job satisfaction. Researcher (Heneman, H. G., III, Pay satisfaction. In M. Rowland & R. Ferris (Eds.), *Research in personnel and human resources management* (pp. 115–140)., 1985) , said that amount of pay is a significant indicator of salary satisfaction for any employee.

3.3. Working Environment and Job Satisfaction

Many researchers concluded that satisfaction of employees regarding their job is strongly affected by working atmosphere of the organization. In the current scenario of market, there exists a much competitive, active and contesting environment and it is essential for organizations to develop such environment for working which is encouraging and welcoming for the employees. In this way organizational growth could be done according to the market requirements. Currently, employees are most conscious about their working atmosphere/ condition which consist on working time/ duration, interrelation of employees, understanding between employees and top management, basic needs of employees, safe working environment and assurance/ security of job. Constancy, binding with organizational goals, competency, efficacy, yield of progress of employees and loyalty with organization is directly dependent upon the working environment, because these characteristics have positive impact on the organizational growth and reduce the dissatisfaction of workers.

On the other hand, Terry Irwin, TCII strategic and Management experts have the opinion that a strong working environment depends upon two factors: first, the consciences and vision upon which any company/ organization try to develop; second, the procedures through which these values/ vision convert into an atmosphere for the working of people. When the above factors combine each other then it will charm the employees to work in the organization for a longer period. According to (D.C. Feldman & H.J. Arnold, 1996) some aspects such as normal temperature, proper light arrangement, aeration, cleanness, sound, working times and assets are the part of working environment. Employees/ workers

always desire the working environment in which they feel comfortable and expediency to perform work.

3.3.1. Causes of dissatisfaction of employees

(Jones, 1999) stated that a big cause of dissatisfaction in employees is due to poor working circumstances, which includes many things like working space, temperature, good sitting arrangements and tools etc. Productivity of an employee is directly proportional to the good working conditions. According to (Stephen P. Robbins, 2001) job satisfaction is affected by working environment, as ambitious requirement of employees are to feel comfort from surroundings for smooth working. In short, good working condition improves the job satisfaction level.

According to (Abdul Raziq & Raheela Maulabakhsh, 2015), in the current period there are so many problems/ tasks which organizations are fronting due to vibrant nature of the environment. The major problem faced by any organization is to fulfill the requirements of their workers in order to manage with the ever varying and developing situation and to accomplish victory and persist in struggle in the market. The organization must fulfill the requirements of its workforces through suitable working environments for the development of productivity, success, output and loyalty with job of the workers.

3.3.2. Long term stay of employees

(S. Ramlall, 2003) , explained that optimistic and respectable working conditions have direct impact on the long period stay of employees as they feel they are assets of the organization. (M.M.N. Kabir & Mosammod Mahamuda Parvin, 2011) , conducted a study

on Pharmaceutical Industry of Bangladesh and concluded that most important factor in job satisfaction of employees is working atmosphere. According to (Aiken, L, Clarke, S, & Sloane, D., 2002), several industries fail to realize the level of significance of working conditions required to increase the satisfaction level of the employees. Due to this reason, they have to bear heavy losses and problems during the working period. Therefore, due to this weakness, the organizations are far behind to their competitors in the market because these organizations cannot launch the products according to current market requirements.

As per study of (Hoppok, R., & Spielgler., 1938), job satisfaction can be explained as the combination of emotional, physical and ecological situations that inspire employees to state that they are pleased or glad with their jobs. (Clark, A. E., 1997) , claimed that if employees are not happy with the duty allotted to them, they are not convinced about the aspects such as rights, employees hazardous working environment, non-supportive behavior from their colleagues, manager is not caring about their esteem and even not considering their opinion in any decision; causing to realize that they are not the part of organization. He stated that in the present situation, organization cannot bear the unhappy employees, as they cannot perform up to the requirement of organization, resultantly organization will fire them. This will also increase the costs of appointment of new workers, may result the low productivity and low quality products. So, it is favorable for organizations to run with good working environment where employees feel that they are the assets of the firm and their opinions have constructive value in the organization. If confidence level of employees will be high then it will increase their efforts to get the task of organization, whereas employees with low confidence cannot play any positive part in favor of the organization.

3.3.4. Productivity/ performance of employees

According to (Spector, P., 1997), several employers have given no value to working environment in organization which ultimately has a very bad effect on the productivity of their employees. Further, he explained that good working conditions includes the nonhazardous atmosphere, assurance about job, good relationships with colleagues, acknowledgment for the overall achievements, enthusiasm for more hard work and contribution in the procedure to make decision of the organization. Once workers feel that organization take them as asset then their level of loyalty with organization will increase and feel of possession for the organization will be developed. (Chandrasekar, K., 2011) , debated that for the increase in profit and productivity of any organization it is very necessary that organization must develop good working conditions. He also claimed that relationships between employees are the most important factors in job satisfaction of employees as compared to other factors like salary. Other important factors in the current scenario, which affect the satisfaction level of employees, are supervisor skill, working hours and liveliness of employees. Many scholars have added their efforts to identify the factors through which productivity and efficiency of the organization can be increased as well as level of satisfaction of employees can be boosted. In his research (Feinstein, A. H., 2000) said that to increase the level of satisfaction of an employee it is necessary that organization should provide the chances to grow his career. He also mentioned that development in some factors like salary level, involvement of employee in organization through his advice and good working conditions will play an important part in order to increase the loyalty of employee and productivity of the organization. (Dr Ruchi Jain &

Surinder Kaur, 2014) , said that good relationship between co-workers, managers and the company can be managed by working atmosphere, and interpersonal relation can also be maintained by working atmosphere. They defined the best conditions in which workers can perform well as a team. According to them, the most valuable strength of any organization is their honest, pleased and diligent employees. Growth and profitability of any organization is based upon the employees' job satisfaction. Working condition is one of the major factors for the increase in level of satisfaction and drive level of employees. Good management tries to manage the good working environment which has positive impact not only on the productivity of workforce and company as well as have very positive impact on the financial strength of organization. They also explained that the idea of working condition/ environment is a sum of many components which includes physical, emotional and societal features that affect the working atmosphere. It has both good and bad impact on emotions and prosperity of workers.

3.3.5. Comparison of safe and unsafe working conditions with financial facility

(Sell, L & Bryan, C., 2011) , introduced a model on job satisfaction by incorporating monetary variables and working condition variables, so that he can observe the response of employees in unsafe working conditions with high financial facility and safe working conditions with low financial facility. The results depicted that variables related to working environment includes working space and societal backing have considerable effect on satisfaction of employees; whereas monetary variable do not have positive impact on dissatisfaction level of employees. (Bakotic, D. & Babic, T. B, 2013) , observed that one of the major factors which affects the satisfaction of employees is working environment,

so work done under problematic/ hard/tough working environment increases the level of dissatisfaction of employees. According to (Stephen P. A., 2005), multiple factors have impact on job satisfaction, instead of one. He also observed that sense of achievement against the work is the major cause of satisfaction for employees and working environment has less effect on job satisfaction. (Penn M., Romano J. L., & Foat D., 1988) , said there is a negative relation between satisfaction level of employees and strains/ stress and short term stay of employees.

3.3.6. Categories of working environment

Working environment can be divided into sub categories like (a) sound, temperature & tools (b) basics of the job, for example work pressure, assignments and complications. First, is very wide category that incorporates the physical scenery (e.g. noise, equipment, heat), whereas second deals general aspect of business (for example: philosophy, its past detail) and some others aspects like interrelation between employees and type of industry. The above both categories of working environment must be considered whenever any organization wants to talk about the job satisfaction and safety of its employees. (Trevino LK & Nelson KA, 1999) , said that environment of an organization is about its principles, morals and expectations and it is a binding force which hold the organization as a body.

3.3.7. Durable culture and learning of organization

(Deal TE & Kennedy AA, 2000) , said that durable culture is a structure of directions that explains what should be the attitude of employees in organization. Any organization which has good working culture, high morals, good rules & principles for their employees, must get its aims to achieve designed tasks. Work acknowledgment and high level of satisfaction

can only be attained when worker get the task within stipulated time from organization. (Jen-Te Yang, 2007) , said that environment of any organization is actually the learning of this organization from past experiences through its employees & it plays a vital role to define the policies regarding attitudes/ performances of employees in the organization. According to (Staniland M, 1985), organization defines what employees are allowed and what are not allowed regarding their duties, morals and norms related to job.

3.3.8. Divisions of organizational culture

As per Schein (Schein, E.H., 1990), the culture of any company can be divided into two conceptions, one is called visible features and other is called invisible features. The building of organization, dressing of employees, attitudes of employer & employees, policies of organization, methodologies of work and financial status will be considered as visible layer; while ethics, standards, employee's confidence on organization and expectations of commercial association participants will be considered as invisible layer. According to (Daft, R.L., 2001), culture of any organization is not helpful for the integration of those operations through which any organization can achieve the desired goals, but also very supportive to familiarize the organization from those exterior cultures which may cause for organizational growth at very fast track. In his research, named as diversified manufacturing company in Taiwan, (McKinnon, et al., 2003) observed that the organizational norms relating to dignity of employees, invention, steadiness and coming forward attitude had regularly solid relation with higher productivity, satisfaction with job and learning of employees.

According to (Huang, I.C. & Wu, J.M., 2000), working conditions/ environments of any organization relating to public sector will have significant effect on loyalty of employees with organization and level of job satisfaction.

3.3.9. Analysis

The above discussion reveals that there is a positive relation within working conditions and satisfaction of job. This has the meaning that only organizational philosophy can change the satisfaction of employees, positively or negatively. Therefore, job satisfaction of employees is directly proportional to their satisfaction with organizational environments/ philosophy.

(Sousa-Poza, A. & Sousa-Poza, A., 2000), (Gazioglu, S. & Tanselb, A., 2006) and (Skalli, A., Theodossiou, I., & Vasileiou, E., 2008) explained that working environment is based upon two major factors called task and framework/ methodology. Task contains different features of job like operating procedure for its completion, comprising of trainings regarding control of job and concluding in sense of inherent achievement of multiple tasks. While referring many researchers, it has been asserted that inherent job satisfaction depends upon working conditions. Moreover researchers explained that framework/ methodology depends upon the environmental and cultural circumstances for job satisfaction.

Hence on the basis of above discussion it has been concluded that working atmosphere/ conditions have significant effect on the level of job satisfaction of employees. It has also

been observed that bad environment confine the abilities of employees to present, which ultimately decreases the growth rate of the organization.

3.4. Supervisor Support and Job Satisfaction

The basics for the achievement of any organization stands upon two vital aspects, one is the leadership style and their behavior with subordinates and second is how organizations satisfy their employees. A capable leader delivers the guidelines for the association as well as for his subordinates, so that required objectives of the organization may be achieved. Similarly the employees who are most satisfy with their job, put more energy in their work for batter growth of the organization.

One of the significant factors to retain the employees in any organization is supervisor support. It is defined as how much leaders think about the welfare of their associates and their acknowledge contributions. (Marcus Buckingham & Curt Coffman, 1999) have observed that there are several motives due to which any brilliant worker wish to join the organization, but retention and productivity of that employee in organization is established by the association with his immediate boss. It was declared that good relationship between supervisor and his associates is a major cause of job satisfaction. (F. Friedlander & N. Margulies, 1969) , conducted a study and opposed the result of (F. Herzberg, 1966), who reinforced the view that supervisory support has not relation with the job satisfaction of an employee.

3.4.1. Development of skills of employees

(S.E. Mcmanus & J.E.A. Russell, 1997) , endorsed and verified that when a manager sets an example and develops a good correlation with his associates then it will help the employees to develop his skill along with positive impact on the employees to stay long in the organization. (Bandana Nayak, 2013) , observed the study of (J.D. Politis, 2001) and verified that role of a leader is very important in the process of gaining of knowledge. The results of this study indicates that the leader who believe in interaction with his associates and support them in decision-making which has positive impact on their talent and cause to increase the related knowledge.

It has been reported by (C. Collins-Camargo, 2005) that when the managerial skills of supervisors are improved through different trainings then it results in the job satisfaction of subordinates, enhances productivity and reduces avoidable turnover of employees. According to (S. Chakrabarty, D.T. Oubre, & G. Brown, 2008), the supervisors can expose their personality as a role model, if they establish proper methods to realize the subordinate that how they may perform the job as per requirement. According to (Griffin MA, Patterson MG, & West MA, 2001), the supervisory backing is playing a vital rule in the organization development and success. Though this backing is only the factor in job satisfaction of employees, but has encouraging effect on the level of satisfaction.

3.4.2. Characteristics of supervisors/ managers

According to (Schroffel, A., 1999), a good supervisor builds a good team with strong interaction between team members, motivates inventive thinking and knowledge in front of workforces and has the skills to explain what goal the organization wants to achieve. It

has been observed that strong and result oriented supervision can increase the level of satisfaction up to highest level, whereas on the other hand bad or incompetent supervision is a big cause of dissatisfaction in employees. (Heilbrun, I., 1994), conducted a study on leadership and its better understanding. He splits the leadership concepts into three steps. The first step which he considered is to decide who will be a leader named as the theory of leader features. The next step is about the attitude of leader, named as the theory of leader behaviors. The final step which he considered, was to concentrate on interrelations between leadership & their assistances and subsequent of this relationship, named as the theory of contingency leadership.

3.4.3. Relationship between supervisors and subordinates

In another research conducted by (Castillo, J. X & Cano, J., 2004), it has been observed that if an organization concentrates on good relationships between employees, provides capable and good supervisory support will increase the level of satisfaction in employees. In a research (Bektas, H., 2003) stated that Elton Mayo found that positive communication within team is the major cause of job satisfaction. The achievements are achieved when there is safe work, loyalty with work and good relations developed within colleges in any organization. According to (Mosadeghard, 2000)) there are many factors which have great effect on loyalty of employees with the organization like condition of job, managerial or supervisory behavior and support, clarity about job description, relations with colleges, no fear about job lost, respect of employees and chances of up gradation. According to (Ahmadi K. & Alireza K., 2007) less chances of growth, poor working conditions, absence of appreciation and acknowledgement of employee's work from supervisor will cause to

increase the mental strain on employee, resulting to increase the dissatisfaction & tension/ stress level which at last becomes the major cause of short term stay of employee in any organization.

3.4.4. Stress/ pressure effects on job

A causal model was tried by (Hagedorn, L. S., 1994) on faculty at variance levels of employment and it was observed that income/ pay happiness, working time and supervisory/ colleague support have big effect on strain of employees which results to effect the satisfaction level of employees. According to (Christine Kane-Urrabazo, 2006), the main strength of any organization is its management. In organizations, assistants are commanded by the defined policies, leadership style and relationship between supervisors and their team. When relations turn good and morals & norms of organization become strong then a durable organizational beliefs develops.

(Mosadegh Rad, A. M., & Yarmohammadian, M. H., 2006) , stated that any organization which is more concentrating on the satisfaction of its employees regarding their job, has the ability to attract and force its talented employees for the long term stay. They also said that satisfaction level of employees is linked with perception of employees about the jobs and response of their organization. Many scholars insist that there are many circumstantial aspects like leadership styles, pay, job independency, assurance of job and place provided by organization for work, which play vital role in the satisfaction of employees. The leaders in the organization have significant effect on the level of satisfaction, loyalty and efficiency of the employees through their leadership styles.

3.4.5. Effects of Supervisor's attitude on employees

The research conducted by (Wade GH, et al., 2008) on nurses in hospital, they explained that nurses are more satisfied with their job which have more helpful and concern supervisors. Good supervisors always provide chances to their associates/ nurses that they can share their problems with them openly, by this way he or she gives them trust, knowledge of experience, resulting to minimize the clashes in team and increase the productivity. (Sullivan-Havens D & Aiken LH, 1999) and (Upenieks Valda, 2003) said that helpful and caring supervisors are always popular during their job, therefore due to their popularity and successful career in hospital, such leaders have the authority to make the atmosphere more helpful, encouraging for associates/ nurses and by this way has positive impact on level of job satisfaction of employees.

Managers/ supervisors play a vital role in the development of good working environment by developing good relation with their subordinates; who reduce clashes, give appreciation to their assistances on good work, by this way organizations develop their healthy culture. (Hall, B.P., 2001) and (Pool, S.W., 2000) assumed that when organization intent to encourage their employees for the knowledge hunt, it is essential to make it easy assessable and communicable amongst each other. This is possible only when knowledge oriented environment is available in the organizations. Moreover, according to (Gardiner, P. & Whiting, P., 1997), the mutual understanding and confidence between employer and employees plays a vital role to make the knowledge hunt process successful.

3.4.6. Effect of leadership style on culture and learning of organization

According to (Kasper, H., 2002), the managers/ supervisors/ leaders intensely affect the environment / philosophy of company and its procedure/ process i.e. the association between the management and knowledge hunt organization. The relationship between organization and organizational operation has become more significant and day by day its importance is increasing. The above-mentioned study explained that to make the organization a knowledge hunt company and to increase the tendency of gaining of knowledge in employees the most critical thing is the relation between management and culture of that organization. The most significant asset in any organization is its employees. The achievements of organization should be accessible, which focuses on encouraging the effort of knowledge hunt of its bright employees, production of the products according to current norms, which definitely will make the organization more successful.

It is not necessary that brilliant work can be achieved only by brilliant employees. The employer can enhance the level of satisfaction in employees by increasing the level of education of employees and work opportunities, appreciation, good management/ supervisory support, good working conditions and relax surroundings. (Davis, 1951) , stated if employees are satisfied with their job then organization can achieve the goals with much ease and employees will feel much relaxation and respect to do work in that organization. (Lam, Y.L., 2002), (Leithwood, K & Menzies, T., 1998) and (Leithwood, K., Leonard, L., & Sharratt, L., Condition fostering organizational learning in school, 1998) stated that leaders are those personalities which develop the foundations on which

organization starts growth with rapid rate and in results have big impact on different aspects of organizational culture and performance.

According to (Arnetz, B, 1999), the most of the time employees are facing many difficulties in any organization to perform their jobs due to their supervisors' behavior. Their supervisors behave with them in very harsh manner and do not give them honor, which is the basic requirement of any employee and it is a big cause due to which employees enter in the uncomfortable zone and even they do not want to participate in growth of organization through their positive approach. Moreover, high management bounds workers to their responsibilities rather than generating wisdom of accountability by treating them as a team to get the deigned goals of organization.

3.4.7. Types of leadership style

According to (Burns, J.M., 1978) and (Bass, B.M., Does the transactional-transformational leadership paradigm transcend organizational and national boundaries?, 1997), the current presented theories about leadership can be divided into two phases, first phase is named as transactional and second is called transformational. According to assumption of (Kim, H.S & Shim, S., 2003) and (Pounder, J.S., 2001), the transactional leadership is based upon meeting demands generated during routine schedule by the employees and controlling it through changed standard operating procedures, developed by the organization. (Bass, B.M., Does the transactional-transformational leadership paradigm transcend organizational and national boundaries?, 1997) , said that superiors/ managers appreciate their assistances on their good works for the required results and try to increase the level of job satisfaction by fulfilling their basics requirements. It is also in the scope of controlled

leadership to develop the code of conduct and punish their assistances on their objectionable attitude.

3.4.8. Elements of transformational leadership

According to (Avolio, B.J., Bass, B.M., & Jung, D.I., 1997), transformational style of leadership has four elements which include as following:

- Inspirational motivation
- Idealized influence
- Individualized Consideration
- Intellectual stimulation

3.4.8.1. Inspirational motivation

This type of element deals with the approach of those leaders who encourage and stimulate their subordinates to oblige to the dream of the organization. (Antonakis, J., Avolio, B. J., & Sivasurbramaniam, N., 2003) and (Bass, B. & Riggio, R.E., Transformational Leadership (2nd ed.), 2006) stated that leaders, who believe in this element want to develop the team having positive approach, so that they can move their subordinates to get required results for organization.

3.4.8.2. Idealized influence

As per (Dionne, S. D., Yammarino, F. J., Atwater, L .E., & Spangler, W. D., 2004), it deals with the invention and delivery of idea; challenging objectives and encouraging the subordinates, so that they can work hard across their limits to get the objectives of organization. According to (Bass, B. & Riggio, R.E., Transformational Leadership (2nd

ed.), 2006), leader will play as a person who is well regarded, highly valued and reliable by their subordinates. The leaders having these characteristic are very keen to accept the challenges and more steady instead of random by indicating high standards of principle and moral behavior.

3.4.8.3. Individualized consideration

As per (Bass, B. & Riggio, R.E., Transformational Leadership (2nd ed.), 2006) and (Nicholson II, W. D., 2007), individualized consideration mentions those leaders who always take care about their subordinates regarding their requirements, by this way leaders can move them on fast track to get the goals of organization.

3.4.8.4. Intellectual stimulation

(Bass, B. & Riggio, R.E., Transformational Leadership (2nd ed.), 2006) and (Nicholson II, W. D., 2007) stated that this type of dimension of transformational leaderships deals with those leaders who like inspiring modernization and inspiration in their subordinates by floating new ideas and revisiting the previous experiences in new challenging situations. They always promote their subordinates to adopt new ways to resolve the problems which they have already faced.

3.4.9. Elements of transactional leadership

(Bass, B. & Avolio, B., Multifactor Leadership Questionnaire technical report, 1995) , suggested that there are three elements of transactional leadership named as:

- Management by exception (active)
- Management by exception (passive)

- Contingent rewards

(Antonakis, J., Avolio, B. J., & Sivasurbramaniam, N., 2003) reported that the leaders which use management by exception (passive) are those which show their presence at the time when problem occurred and the leaders who believe on management by exception (active) always move forward and try to manage the problem before it raise, so that organization goals can be achieved timely. The leaders, who act according to contingent reward, always clear the scope first to their subordinates, so that targets must be achieved in time and on the achievement of targets they give reward to them.

3.4.10. Effects of types of leadership styles on satisfaction

The cross-nation study conducted by (Lam, Y.L., 2002) on transformational type leadership directed that this type of leadership may impact the whole system and growth of any organization. According to (Lam, Y.L., 2002), (Sadler, P., 2001) and (Leithwood, K., Leonard, L., & Sharratt, L., Condition fostering organizational learning in school, 1998), transformational leadership may excellently affect growth of any organization and as well as it has positive impact on the system which is used for the development / growth of organization. It promotes, appreciates and focuses on the good relation between team members and involves them in decision making procedure for the rapid growth of organization. (Bass, B.M., Does the transactional-transformational leadership paradigm transcend organizational and national boundaries?, 1997) and (Bass, B.M. & Avolio, B.J., Manual for Multifactor Leadership Questionnaire, 1990) reported that there is a positive association between transactional leadership and the process of organizational growth. They further stated that competence of organization is positively affected by this type of

leadership style. According to (Robbins, S.P., 2003), principally the role of a leader in any organization is to control and balance the attitude of his subordinates through employees productivities, turnover rates and their satisfaction related to job, so that objectives of the subordinates, interest of employees and loyalty with association can be achieved.

3.4.11. Analysis

According to (Northouse, P. G., 2010) and (Yukl, G. A, 2005), the procedure for collaboration between leaders and their assistances for the achievement of task designed by organization, called leadership. (Northouse, P. G., 2010) , said that in modernization techniques of organization and vibrant commercial conditions, the leader who adopted the transformational attitude, commonly treated as perfect person. These are the leaders who accept the challenges and move forward with their team. On the other hand, the leaders who adopt the transactional style get validity by using the different tools, like approvals, rewards and confirm that they will immediately resolve the issues faced by their subordinates. So based upon above facts it is clear that there is a positive relation between learning of organization and leadership style. So by leadership style and improvement in leadership behavior, the learning of employees about their job, task and goals can be enhanced rapidly, which ultimately causes to increase the learning of the organization. According to (Edmondson, A.C., 2002), (Gilley, J.W & Maycunich, A., 2000) and (Popper, M. & Lipshitz, R., 2000), the most precarious aspect, which can affect the growth of organization is its leadership. They are the personalities which play a vital role to increase the competence level of learning of organization through their past experience,

visualization and guide line to third subordinates, so that subordinates can also improve their learning and become important assets of organization.

According to (Seashore, S.E. & Taber, T.D., 1975), inner matters of any organization which includes organizational atmosphere, supervisory/ managerial support and interrelations between employees have significant effect on satisfaction level of employees. After his research which has the name Fedex as subject (Robbins, S.P., 2003), directs that the leaders who have interest to implement the transformational leadership style not only affect their subordinates' productivity in organization but also more activate their supervisors through more up-gradation chances in the organization. According to (Liu, A.M.M, Fellow, R.F., & Fang, Z., 2003), the assistances which work under the leader who implements transformational style, are more productive, more satisfy with their job and stay for longer time in that organization. So this style of leaders have positive impact on the development of assistances, working conditions, employee satisfaction with respect to productivity of employee. In this regard organization should be concentrated on the selection of leaders, because organization growth directly depends upon these leaders which ultimately become the goodwill of that organization.

As per (Lashbrook, W., 1997), the way of leadership has significant effect on the level of job satisfaction. Several scholars like (Timothy, A. J. & Ronald, F. P., 2004), (Bogler, R., 2001) and (McKee, J. G., 1991) explored that cause of various working conditions is various leadership style which has also direct impact on the level of job satisfaction of employees.

3.5. Job Security and Job Satisfaction

It is very difficult to maintain the level of job satisfaction and productivity of employees in the organizations which have culture of frequently fire their employees and employees always have the fear of unemployment. This has directly bad effect on the good will and growth of organizations. (A. Ruvio & Z. Rosenblatt, 1996) established their views in their research that the organizations in which jobs of employees are secure, the employees are more satisfy and perform very well with high productivity as compared to those organizations in which employees are always have the fear to lose their jobs. These views are also endorsed by others researches like (Z. Denton, 2005) and (K.A. Lane, J. Esser, B. Holte, & M.A. McCusker, 2010), if the employees, who are happy with their jobs and have less fear to unemployment will be more dedicated and consistent to their organizations.

3.5.1. Basic factor of job satisfaction

(Soumendu Biswas & Arup Verma, 2007), found that job security is a very basic and serious feature directly related to the performance of an employee. As per (F. Green & N. Tsisianis, 2005) and (M. Benz & B.S. Frey, 2008)), job happiness and job security both are observed as main parameters which are very necessary for overall job satisfaction of workers. In leather industry of Pakistan, (Muhammad Hassan , Sobia Hassan, Kashif Ud Din Khan, & M.Akram Naseem, 2011) concluded that there is a constructive relationship between job satisfaction, employee satisfaction, stay of employees and security of job.

3.5.2. Job Security and growth of organization

The job security should be assured for employees for batter growth of organization. (Herzberg, F., Mausne, B., & Snyderman, B., 1959) , introduced a model for the study of

satisfaction of employees, during his study work he observed that there are two classes of features (a) hygiene factors (b) drive factors, which have great impact on job satisfaction. Satisfaction of employees is not depending upon the Hygiene factors, but these factors have the characteristics that the intensity of dissatisfaction can be reduced, but these factors work for a shorter period of time. But dissatisfaction level can be converted into high level of satisfaction by implementing the drive factors, which have long term effect and raise the level of positivity in employees. The employees will be more dissatisfied if organization will not look at the proper implementation of hygiene factors, which include assurance about job, working environment, managerial support, organization's rules, co-worker relationships and pay.

According to (Baah, K., & Amoako, G. K., 2011) the drive/ motivational features which includes the type of work, feeling of success after completion of task, the value, the respect given by organization and chance of his career growth & further development motivate the employees to maintain the worth and value given by organization, resulting the increase in intrinsic pleasure and level of job satisfaction. Extrinsic pleasure level increased in employee is due to hygiene factors but have not sufficient characteristics that dissatisfaction change into satisfaction, however, both features are strongly interlinked.

3.5.3. Job security effects on productivity of employees

According to (Hartley, J., D. Jacobson, B. Klandermans, & T. van Vuuren, 1991) and (Ironson, G.H., 1992) the feelings of an employee has become one of the big problems which create a very tense situation for the employee and reduce his productivity when he has job but his job is not secure. Now due to more competition in market and innovation

in the commercials/ technical procedures, more insecurity spreads amongst the employees. For example, every year almost one million employees are lay down which enhances the profitability of companies by reducing the cost of pay rolls as described by (Bureau of Labor Statistics, 2008). Job uncertainty has been formulated and explained through different concepts. These concepts have been materialized in more concrete way like contractual documentations and system/ procedures as per (Bordia, P.E., E. Hunt, N. Paulsen, D. Tourish, & N. DiFonzo, 2004) and (Pearce, J.L., 1998).

It has been noticed that the feeling of employees insecurity about their jobs have significant negative effect on their behaviors regarding the level of job satisfaction, whereas positive attitudes are developed due to job satisfaction. Unfortunately it has been observed by (Sverke, M., J. Hellgren, & K. Näswall, 2002) that impact of feeling about job insecurity is spontaneous and sustained for the longer period. As per (De Witte, H., 1999) and (Ferrie, J.E., M.J. Shipley, M. Marmot, S. A. Stansfeld, & G. Smith., 1998), if job insecurity persists for a longer period, then it generates chronic negative mental and social effect on employees. It is supposed that initially job insecurity for employees is converted into job dissatisfaction and finally affects their attitudes towards job satisfaction.

3.5.4. Analysis

Some scholars believe that threat stimuli affects job security of different employees depending upon their mental sensitivity even they are threatened by equal job fears explained by (Greenhalgh, L. & Z. Rosenblatt, 1984) and (Hartley, J., D. Jacobson, B. Klandermans, & T. van Vuuren, 1991). Some scholars debated on the job security with different thinking. According to their perception, sometime the threats are due to the partial

delegation of power or availability of insufficient resources, as debated by (Ashford, S.J., C. L. Lee, & P. Bobko, 1989) and (Lee, C., P. Bobko, & Z.X. Chen, 2006). Feelings of job uncertainty create a cycle of insecurity (Caplan, R.D., et al., 1975). (Sonmezer, M. G & Eryaman, M. Y., 2008) , explained that pay, respect, growth, good team work, relation among coworkers and job security are the vital features which have direct impact on the employees working in education sector. (Volkwein, J. F & Zhou, Y., 2003) , explained that co-worker relations, assurance of job and strong coordination within team have more impact on satisfaction of employees as compared to the factors like working conditions of organization, personal features of employees. So it can be said that satisfaction of employees is the result of combination of many factors.

Indirect negative behavior due to job security, adversely affects the productivity/ and growth required by the organizations to move forward in the competitive market. Above discussion is also supported by many theorists like (Barnard, C.I., 1938),(Mount, M., R. Ilies, & E. Johnson, 2006) and (Rousseau, D.M., 1995), that the satisfied employees payback positively in the same terms towards the organizations. (Dalal, R.S., 2005) , further added that dissatisfied employees distract the objectives and goals of the organization.

4. RESEARCH DESIGN

4.1. Theoretical Framework

Following research model is established on the basis of above discussion:

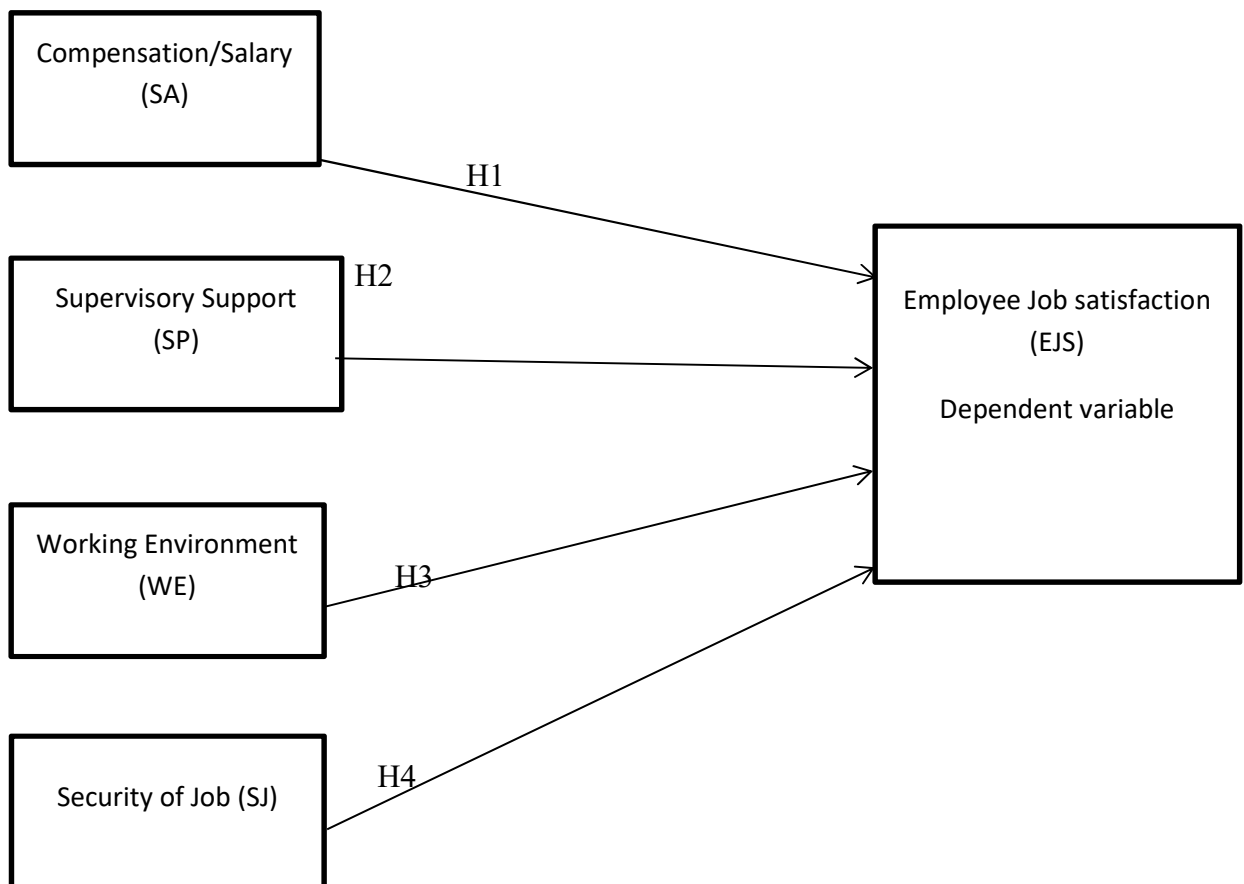


Figure 4.1. Theoretical Framework

The above model shows that Employee Job Satisfaction (EJS) is dependent on Compensation/ salary (SA), Working Environment (WE), Supervisory Support (SP) and

Security of Job (SJ). Therefore, it can be said that Employee Job Satisfaction is a dependent variable and other factors are independent variable.

4.2. Hypothesis

A hypothesis is a declaration of expectation. It defines the assumptions and occurrence of the research in a solid way.

4.2.1. Types of hypothesis:

There are many types of hypotheses, the commonly used are as following:

- Null Hypotheses
- Alternative Hypotheses
- Causal Hypotheses
- Directional Hypotheses
- Non Directional Hypotheses

4.2.1.1. Null Hypotheses

It includes the statement which describes that there is no interrelation among the two groups, which researcher try to compare on a specific variable e.g. students take part in sports and those which do not participate in sports. There is no vital difference among these groups on academic performance of primary school, is a null hypotheses. Most of the time in such hypotheses, there is consent for researcher to do more experiments and deny the

hypotheses with evidence that there is a relationship between groups, when compare with a specific variable (John W. Creswell, 2009).

4.2.1.2. Alternative hypotheses

These are those hypotheses in which it is proposed that samples are influenced by any cause which is non-random in nature and it is denoted by H1 or Ha. For example, if we want to determine that whether a coin is balanced, then according to null hypothesis, flip result must be half tails and half head of total flip number, but alternative hypothesis says that it may be not equal. (John W. Creswell, 2009)

4.2.1.3. Causal hypotheses

In many studies, researchers intend to observe the impact of one factor on other factor/variable. It is also called it as bi-variate because there are two aspects which are under study in these hypotheses, one is cause and other is the effect e.g. the students which have more interest in sports are not too good in study resulting less marks in exams, is a casual hypothesis. For the verification of this type of hypotheses, researcher will use statistical method to explain the relation between cause and effect. These hypotheses are mostly used in the studies which are explanatory in the nature. Factors, which cause the change, are called independent variable and the other variable on which effect is measured is called dependent variable. (John W. Creswell, 2009)

4.2.1.4. Directional hypotheses

In this type of hypothesis, researcher proposes the result what will be at the end, because his imaginations are based on the results which he has seen in the many researches e.g. the students which take part in sports have less marks as compared to those which have no interest in sports, is a directional hypothesis. So this type of hypotheses provides a direction for forecasting. The researcher tries to move forward in that direction, collects data, analyzes the collected data through some valid, reliable tools and explains how he got the required result (John W. Creswell, 2009).

4.2.1.5. Non-directional hypotheses

These types of hypotheses describe the interrelation between the factors/ variables but do not define the nature of this relation. This type is used in those researches where no much work is available in past e.g. there is a relation between GPA of a student of high school and his involvement in sports is a non-directional hypothesis (John W. Creswell, 2009).

4.2.2. Research hypotheses for this study

The nature of this research is explanatory and the researcher of this study is interest to evaluate the impact of some factors i.e. independent variables on job satisfaction of employee i.e. dependent variable. So, in this study both aspects i.e. cause and effect have been monitored. For the cause and effect, causal type of hypothesis is used.

As per above discussion this study consists on the following causal hypotheses:

- H1: There is a positive relation between salary and job satisfaction of employees in paint industry of Lahore.
- H2: The supervisory support has positive effect on the job satisfaction of employees working in paint industry of Lahore.
- H3: There is a significant correlation between working environment and job satisfaction of employees working in paint industry of Lahore.
- H4: There is a positive impact of increased job security on job satisfaction of employees working in paint industry of Lahore.

4.3. Mathematical Representation

The mathematical presentation of above mentioned hypotheses is presented as following:

Table 4.1. Employee job satisfaction (EJS)

Compensation/Salary	SA
Supervisory Support	SP
Working Environment	WE
Security of Job	SJ

$$\mathbf{EJS = SA + SP + WE + SJ}$$

This equation shows that EJS is directly proportional to SA, LB, WE & SJ. EJS is a dependent variable whereas SA, LB, WE and SJ are independent variables in this study.

4.4. Sampling and Data Collection

4.4.1. Sample

A sample is defined as the collection of some units from population under research, so that facts about that specific population can be collected.

(<https://onlinecourses.science.psu.edu/stat100/node/18>, n.d.).

4.4.2. Sampling

For any research, the procedure for choosing a number of persons in such a way that they should represent that population from which these are selected for the specific study is called sampling. So in this procedure population is divided into two following major parts:

- Study Population
- Target Population

(<https://onlinecourses.science.psu.edu/stat100/node/18>, n.d.)

4.4.3. Types of sampling

There are many types of sampling, majorly two types of sampling is used in studies:

- Probability Sampling
- Non-Probability Sampling

4.4.3.1. Probability Sampling

This method of sampling is used where units are being selected randomly. Random means that during sampling every unit of that target population has equal chance of being selected.

This method is mostly used in quantitative studies.

(<https://onlinecourses.science.psu.edu/stat100/node/18>, n.d.).

Techniques of Probability sampling

- Simple Random Sampling
- Stratified Random Sampling
- Clustered Sampling
- Systematic sampling

4.4.3.2. Simple Random Sampling

It is a sampling technique in which a set of samples (n) is selected from a Population (N).

In this technique each unit has equal chance to be selected as sample. For example, the lottery is a model of simple random sampling on small scale of population.

4.4.3.3. Cluster Sampling

This sampling technique is used where researchers want to collect the samples from that population which is expanded upon vast geographic region and researcher has to cover the lot of distance to get the samples.

4.4.3.4. Systematic Sampling

In this sampling technique, sample (n) is produced by selecting K^{th} number from population which has the size N. In this sampling technique, researcher prepares an estimated frame before data collection.

4.4.4. Techniques of Non-Probability Sampling

Non-Probability sampling is mostly used in the qualitative research. It consists on the following techniques (<https://onlinecourses.science.psu.edu/stat100/node/18>, n.d.):

- Quota Sampling
- Judgmental Sampling
- Convenience Sampling
- Snowball sampling

4.4.5. Sampling Technique of This Study

The nature of this research is casual / explanatory. In this research, the different features having significant impact on the job satisfaction of employees in the paint industry of Lahore are evaluated. As all the industries related to paint production are mostly similar in their operations and so no significant differences are there in their substructure, working conditions and social setup. Therefore, method of data collection which has been used in study is convenience sampling and with reference to number of contacts, it is cross sectional study. The size of sample for this study contains 150 respondents.

The data was collected from 150 participants, who are working in the paint industry of Lahore through structured questionnaires. Both primary and secondary sources data was collected for this study. The primary source was questionnaires and the secondary source included different articles, studies, journals and books. The questionnaires were filled by Senior Managers Production, Deputy Managers Production, Assistant Manager Production, Production Engineers, Project Engineers, Finance Managers, Accounts Managers and Procurement Mangers etc.

4.5. Statistical Analyses

The following statistical analyses are applied in this study to evaluate the effect of factors which influenced the job satisfaction of employees in the paint industry of Lahore.

4.5.1. Analysis and reliability test (Cronbach's alpha value)

In overall reliability test if the Cronbach's Alpha value is more than 0.7, then it shows that instrument is appropriately reliable.

(<https://stats.idre.ucla.edu/spss/faq/what-does-cronbachs-alpha-mean/>, n.d.).

4.5.2. Correlation analysis

The purpose of this study is to find the association among the dependent variable (Job satisfaction) and independent variables (working condition, compensation/salary and job security). In correlation analysis the value of coefficient (r) is greater than ± 0.50 which indicates strong correlation, the value between ± 0.3 to 0.49 indicates moderate correlation

and the value between ± 0.1 to 0.29 indicates weak correlation. (<https://www.socialresearchmethods.net/kb/statcorr.php>, n.d.).

4.5.3. Regression analysis

The regression analysis test is used to assess the effect of independent variables on dependent variable. The regression analysis test consists of Histogram of Standardized Residuals, Model Summary and ANOVA Table. In ANOVA Table, if the value of P is less than 0.05 then it will report about the significant impact of independent variables on dependent variable. In model summary the value of R square indicates the % age effect on dependent variable, when there are changes in independent variables.

- a. Histogram of Standardized Residuals
- b. Model Summary
- c. ANOVA Table
- d. Coefficient

(<https://stats.idre.ucla.edu/spss/output/regression-analysis/>, n.d.)

5. RESULTS AND INTERPRETATIONS

The data for this study was collected from different paint industries in Lahore. Afterwards it was entered in SPSS for analysis; the following results have been obtained.

5.1. Overall Reliability SPSS Output:

Table 5.1. Case processing summary

Case Processing Summary			
		N	%
Cases	Valid	132	98.5
	Excluded ^a	2	1.5
	Total	134	100.0
a. List wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.948	46

The above table is presenting the overall reliability of the instrument. Its calculated value (Cronbach's value) is 0.948, showing that instrument is reliable to conduct the data

collection. Any instrument which has value more than 0.7 is considered reliable (Field, 2009).

5.1.1. Job satisfaction reliability status

Table 5.2 Case processing summary of job satisfaction

Case Processing Summary			
		N	%
Cases	Valid	134	100.0
	Excluded ^a	0	.0
	Total	134	100.0
a. List wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.884	9

The result is showing that the instrumental part which is related to Job Satisfaction is reliable, as its Cronbach's Alpha value is more than 0.7 i.e. 0.884.

5.1.2. Compensation reliability status

Table 5.3 Case processing summary of compensation reliability

Case Processing Summary			
		N	%
Cases	Valid	134	100.0
	Excluded ^a	0	.0
	Total	134	100.0
a. List wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.841	7

The result is showing that the instrumental part which is related to Compensation is reliable, as its Cronbach's Alpha value is more than 0.7 i.e. 0.841.

5.1.3. Job security reliability status

Table 5.4. Case Processing Summary of Job security reliability

Case Processing Summary			
		N	%
Cases	Valid	134	100.0
	Excluded ^a	0	.0
	Total	134	100.0
a. List wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.884	9

The result is showing that the instrumental part which is related to Job Security is reliable, as its Cronbach's Alpha value is more than 0.7 i.e. 0.884.

5.1.4. Supervisory support reliability status

Table 5.5. Case Processing Summary of Supervisory support reliability

Case Processing Summary			
		N	%
Cases	Valid	133	99.3
	Excluded ^a	1	.7
	Total	134	100.0
a. List wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.876	12

The result is showing that the instrumental part which is related to Supervisory Support is reliable, as its Cronbach's Alpha value is more than 0.7 i.e. 0.876.

5.1.5. Working environment reliability status

Table 5.6. Case Processing Summary of Working environment reliability

Case Processing Summary			
		N	%
Cases	Valid	133	99.3
	Excluded ^a	1	.7
	Total	134	100.0
a. List wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.853	10

The result is showing that the instrumental part which is related to Supervisory Support is reliable, as its Cronbach's Alpha value is more than 0.7 i.e. 0.853.

5.2. Correlation Analysis

Table 5.7. Correlation Analysis

Correlations						
		Job Satisfaction	Compensatio n	Job Security	Supervisory Support	Working Environment
Job Satisfaction	Pearson Correlation	1	.668**	.572**	.514**	.727**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	134	134	134	133	133
Compensation	Pearson Correlation	.668**	1	.572**	.586**	.582**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	134	134	134	133	133
Job Security	Pearson Correlation	.572**	.572**	1	.558**	.625**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	134	134	134	133	133
Supervisory Support	Pearson Correlation	.514**	.586**	.558**	1	.498**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	133	133	133	133	132
Working Environment	Pearson Correlation	.727**	.582**	.625**	.498**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	133	133	133	132	133

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis is conducted to see the strength of relationship between dependent and independent variables. In this study, Job Satisfaction is dependent variable whereas Compensation, Job Security, Supervisory Support and working Environment are

independent variables. The above table depicts strong relationship between depend and independent variables.

The table presents that strong and positive relationship between job satisfaction and compensation, job security, supervisory support and working environment exists at the significant level of .01 (2 tailed).

Similarly from the table it is clear that positive and strong relationship among all independent variables and with the job satisfaction at the level of .01. In this analysis of correlation the value of Coefficient (r) indicates the followings (Field, 2009):

- Greater than ± 0.50 indicates strong correlation among the variables
- Value between ± 0.3 to 0.49 indicates moderate correlation among the variables
- Value between ± 0.1 to 0.29 , indicates weak correlation

5.3. Multiple Linear Regression Analysis:

Following assumptions were considered for the application of Multiple Linear Regression Analysis (Field, 2009):

- **The relationship between the Independent variables and the Dependent variable is linear.**

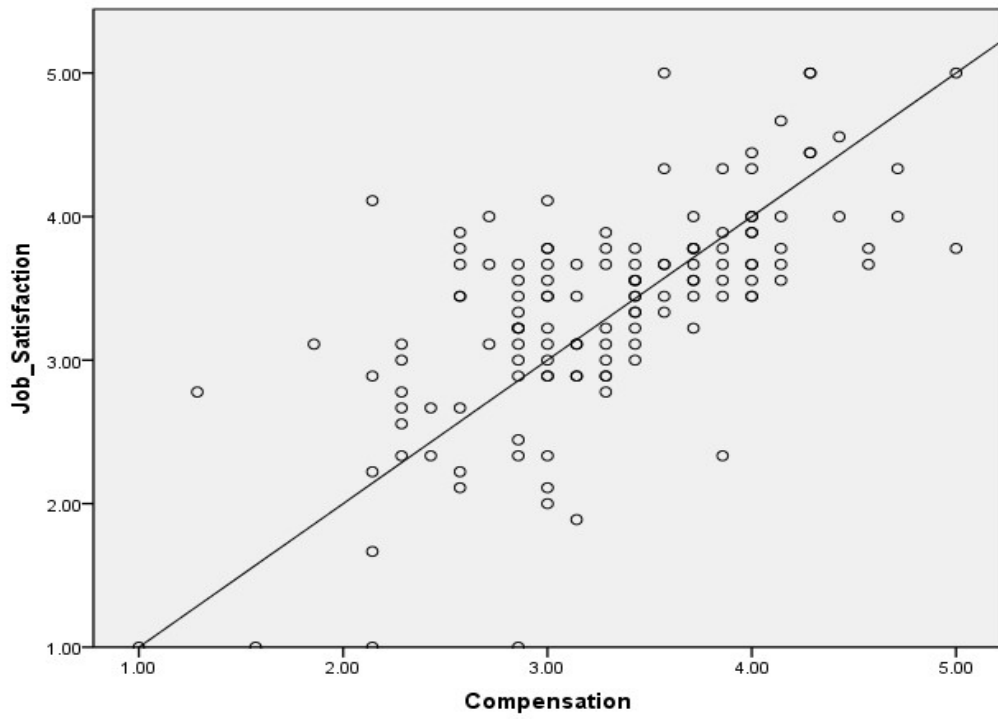


Figure 5.1. Linear relationship between compensation and job satisfaction

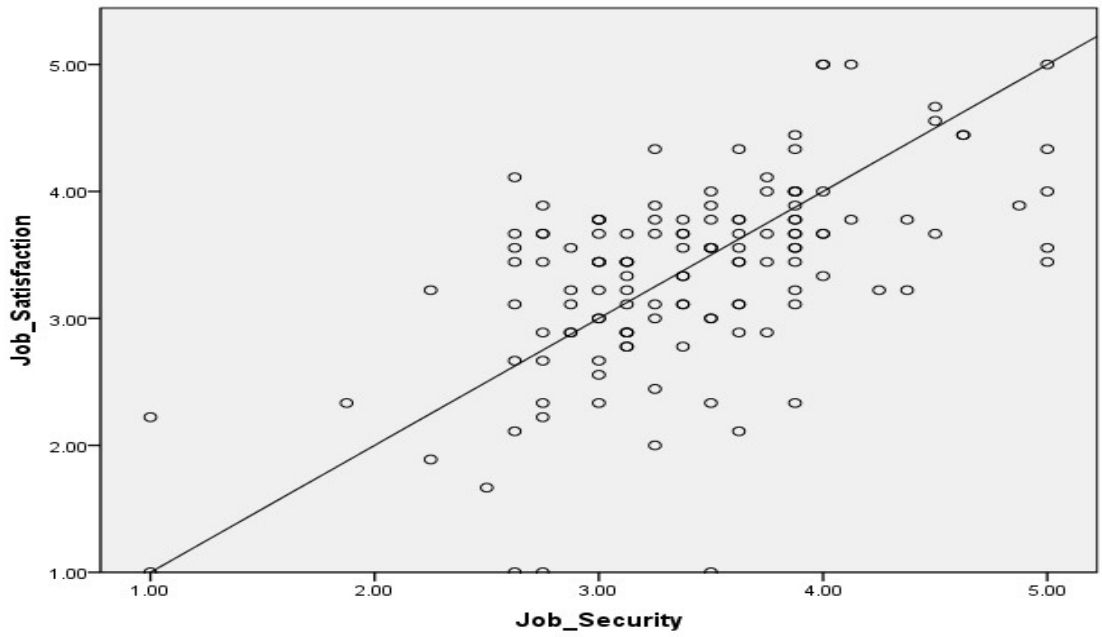


Figure 5.2. Linear relationship between job security and job satisfaction

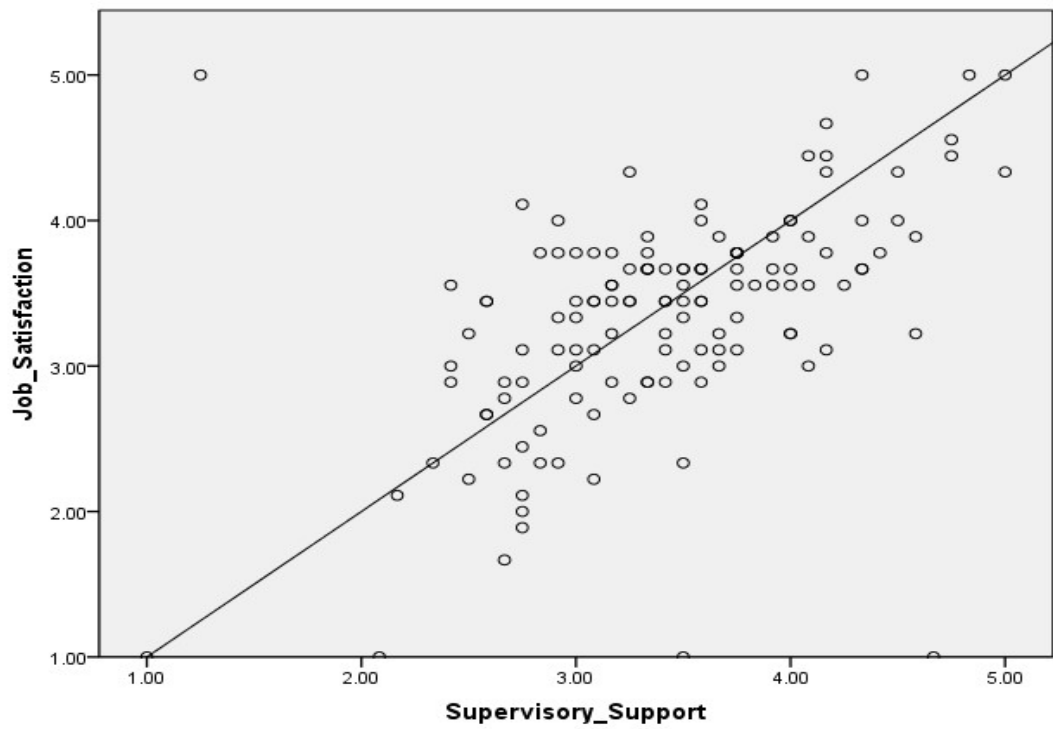


Figure 5.3. Linear relationship between supervisory support and job satisfaction

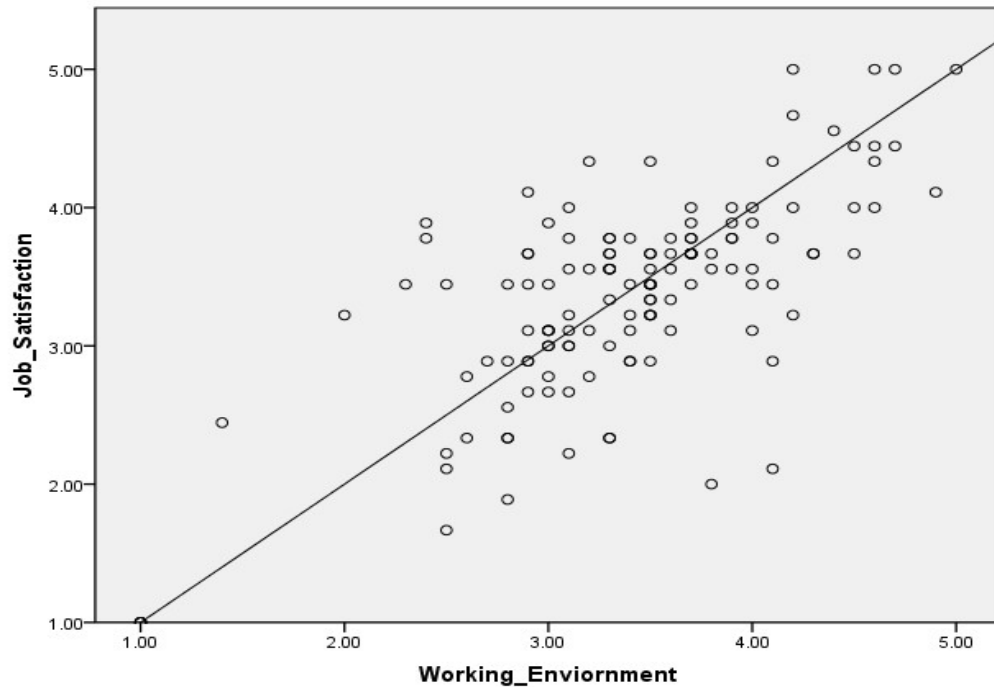


Figure 5.4. Linear relationship between working environment and job satisfaction

The scatter plots present that linear relationship exists between dependent variable (Job satisfaction) and independent variables like compensation/ salary, job security, supervisory support and working environment. Therefore, first assumption has been satisfied.

➤ **The values of the residuals are independent**

This assumption can be tested by using Durbin-Watson statistic. This assumption is regarding the autocorrelation in the residuals from a statistical regression analysis. The

Durbin-Watson statistic value range is always between 0 to 4. If value comes between 0 to less than 2, it indicates that positive autocorrelation and if value comes above 2 to 4 then there is negative autocorrelation, whereas value equals to 2 means no autocorrelation.

The table (Model Summary) depicts that value of **Durbin-Watson** is more than 0 and less than 2, so there is positive autocorrelations exist.

➤ **In the collected data there is no multicollinearity**

This assumption can be tested by two ways. The first way is to check the table of correlation and see the readings of Pearson Correlation. In this study the correlation value of independent variables and depended variable is less than 0.8, this shows the assumption of no multicollinearity has been met. Second way is to check this assumption to see the value Collinearity Statistics in coefficient table. As the value of VIF is less than 10 and value of tolerance is above 0.2 which is showing that there is no multicollinearity in the data.

➤ **The Residuals values are normally distributed**

For this assumption we can see the Histogram called Regression standardized residual, which is showing that residuals are very close to the normal distribution.

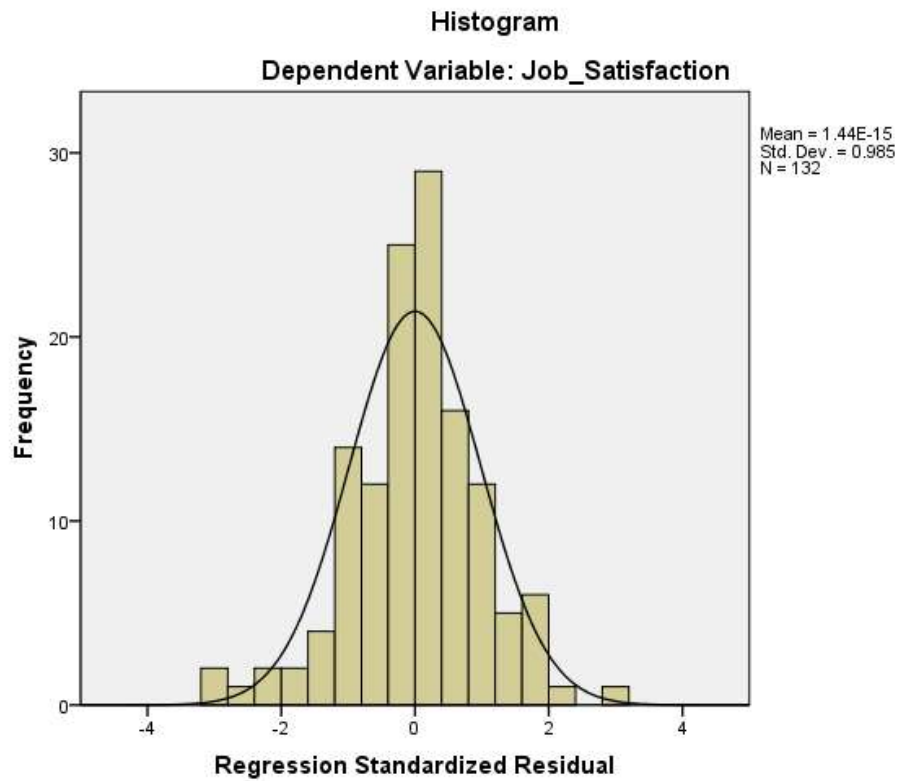


Figure 5.5. Histogram of standardized residual

➤ **There are no influential cases biasing your model**

As we can see from data View table that all Cook's values are less than one, so this assumption has also been satisfied.

5.4. Model Summary

Table 5.8. Model summary

Model Summary ^b						
Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate	Durbin-Watson
1	.790 ^a	.625	.613		.47752	1.863
a. Predictors: (Constant), Working Environment, Supervisory Support, Compensation, Job Security						
b. Dependent Variable: Job Satisfaction						

- Value of R is showing the square root of the value of R-square, actually it presents the simple correlation among the observed and predicted value of dependent variable (Job Satisfaction) which is 0.790, is showing strong correlation(Field, 2009).
- The R-Square value represents what will be the variation in the dependent variable (Job satisfaction) by the independent variables (Working Environment, Supervisory Support, Compensation, Job Security). In other words, this value explains the proportion of variation in the depended variable or strength of correlation, but it cannot predict the correlation between dependent variable and any particular independent variable. The above table presents the value 62.5%, which is good (Field, 2009).

5.5. Significance of Overall Model – ANOVA

Table 5.9. Significance of overall Anova model

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.217	4	12.054	52.86	.000 ^a
	Residual	28.959	127	.228	4	
	Total	77.176	131			
a. Predictors: (Constant), Working Environment, Supervisory Support, Compensation, Job Security						
b. Dependent Variable: Job Satisfaction						

The above table depicts the arithmetical worth of the model. The value of p in the table is less than 0.05, which shows that it is a good fit for the data, means model is significant (Field, 2009).

Coefficient Table

Table 5.10. Coefficient table

Coefficients ^a								
Model		Unstandardized		Standardize	t	Sig.	Collinearity	
		Coefficients		d			Statistics	
		B	Std. Error	Beta			Toleran	VIF
							ce	
1	(Constant)	.147	.244		.603	.547		
	Compensation	.362	.082	.339	4.419	.000	.503	1.987
	Job Security	.058	.085	.052	.676	.500	.502	1.991
	Supervisory Support	.051	.080	.047	.644	.521	.564	1.773
	Working Environment	.487	.076	.474	6.387	.000	.536	1.864

a. Dependent Variable: Job Satisfaction

The above table presents the important information to forecast the dependent variable (Job satisfaction) from independent variables. It also describes how much a particular independent variable is significant to the dependent variable.

5.6. Residuals Statistics

Table 5.11. Residual statistics

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.1061	4.5129	3.3460	.60669	132
Residual	-1.47129	1.48163	.00000	.47017	132
Std. Predicted Value	-3.692	1.924	.000	1.000	132
Std. Residual	-3.081	3.103	.000	.985	132

a. Dependent Variable: Job Satisfaction

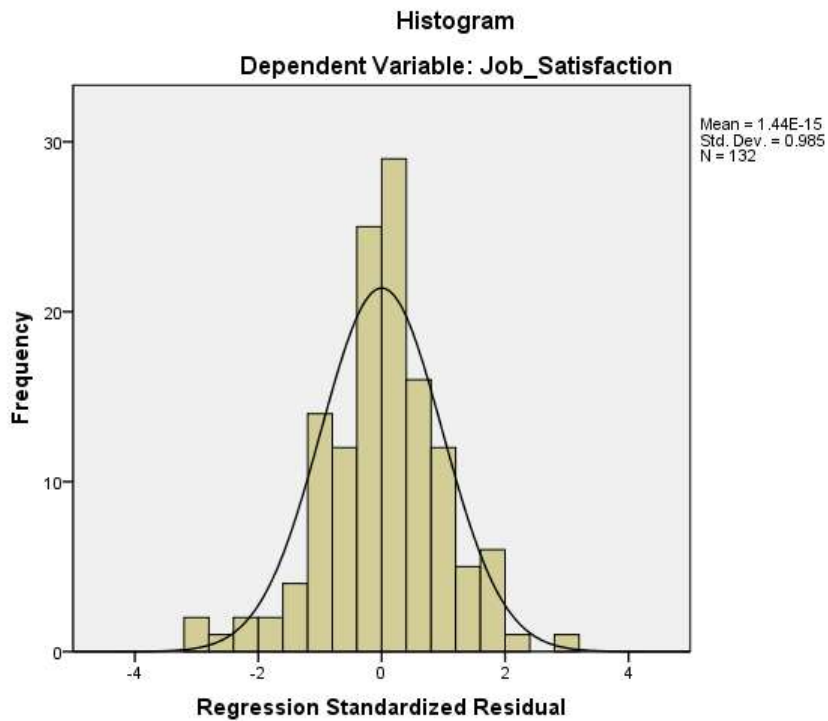


Figure 5.6. Histogram of residual statistics

6. RESEARCH FINDINGS

6.1. Hypothesis Testing

H1: Compensation/ Salary and Employee Satisfaction

Table 5.10 (coefficient table) is presenting that Employee compensation has a significant positive impact/ correlation on Job Satisfaction of Employees. As the value of Beta is 0.339 and value of p is less than 0.05, which is showing that employee compensation contributes more than 33% to employee satisfaction in paint industry of Lahore. This result proves H1 of the study.

The results depict that most of the employees working in paint industries consider that salary has the major impact on their job satisfaction. It is also concluded that employees consider that their salaries are not much enough according to market and it must be reconsidered and enhanced. It can be said that some other means like bonuses on both Eids and on the achievement of yearly targets of the organization, boost the level of job satisfaction of employees and it motivates the employee to be more productive. In addition, it is also observed that most of the paint manufacturing organizations do not arrange meetings in which they declare an employee as an employee of the month and give some reward to him on his best performance, which may also a big cause of motivational level and ultimately amplify the level of satisfaction level of other employees, so that they work hard to get this reward and ultimately it will give the benefit to the organization.

H2: Supervisory Support and Employee Satisfaction

The result of Table 5.10 (coefficient table) depicts that Supervisory Support has no significant impact/ correlation on Employee Satisfaction. The value of Beta is 0.047 and value of p is more than 0.05, which is showing that Employee compensation contributes less than 5% to Employee satisfaction in paint industry of Lahore. So this result did not support to H2 of the study.

This shows that respondents think that supervisory support has no significant impact on employee's satisfaction. It is also found that there is a number of chain of command in any organization, so if any employee has an issue with his immediate supervisor then he may raise his concern to high level and most of the time problems have been resolved by interference of the management. That's why employees considered that supervisory support has no major or significant rule in the satisfaction of employees in the paint industry. Secondly, most of the employees are working at low salaries, so it is easy to find other job at that salary amount if they feel that their supervisor is not taking proper part in his learning or with respect to behavior.

H3: Working Environment and Employee Satisfaction:

Table 5.10 is showing that Working Environment has a significant and positive impact/ correlation on Employee satisfaction. As the value of Beta is 0.447 and value of p is less than 0.05, which is showing that Employee compensation contributes more than 44% to Employee satisfaction in paint industry of Lahore. So this result also supports H3 of this study.

The results of this study also present that working environment is very important for the satisfaction of employees working in the paint industries. Some respondents are of view that environment should always be good for good working even according to them facilities like arrangement of chef, good and neat space and proper break time for the lunch and tea plays a vital role to increase the level of satisfaction of employees. It has been observed in small paint industries that there is no neat and proper arrangement available for the employees, systems are there but not properly addressed, which definitely decline the satisfaction level of employees as compared to those working in good working environment of large paint industries. Working environment is not only arrangement of canteen and lunch breaks but it also includes career growth opportunities, trainings to enhance the learning curve and policies which must be developed by organizations to secure the future of their employees which ultimately increase the level of their satisfaction and productivity. The above said polices and arrangement regarding working environment prove that employee satisfaction is very necessary for the economic growth and to become a brand in the market, Akzonoble is an example of this fact.

H4: Job security on Employees Satisfaction

The Table 5.10 (coefficient table) is showing that Job Security has no significant impact/correlation on Employee satisfaction. The value of Beta is 0.052 and value of p is more than 0.05, which is showing that Employee compensation contributes less than 6% to Employee satisfaction in paint industry of Lahore. So this result did not validates to H4 of this study.

The result also reveals that employees working in the paint industries do not think that job security has any significant impact on their satisfaction level. Most of the respondents think that paint industries are the process industries and production is continue in process industries and sales is frequent. Therefore, employees have no much fear to loss their job. In process industry, it is very less or not common to fire the employees until with major reason or loss behind that. It is also hard for any organization to fire the experienced employees because process industry is highly dependent upon those having specific experience. That's why this factor is not much important than others like salary and working environment.

7. CONCLUSION & RECOMMENDATIONS

7.1. Conclusion

We selected different articles for this purpose. Most of them were from India, Bangladesh, Pakistan, Taiwan, USA, Malaysia and some European countries. We deeply studied these literature and try to concentrate on the outcomes of these literatures, try to understand the purpose of these researches and try to evaluate that why these researches were conducted in these specific disciplines. This firm working which taken lot of our time and efforts, increased our interest, learning curves and defined the guide lines and specific routes through which we carried our research and got the results. As a result of these reviews, concepts were built and enabled us to write the hypothesis (casual in nature).

After study of different articles/ journals it was concluded that the working environment, Salary, Job security and supervisory support are those major factors which are playing vital role in the satisfaction of employees., which can change the economic growth of any industry, which can make the industry an icon in business valley and ultimately directly impact the economy of the country. So we can say that these are those factors which have a major impact on country growth. During professional career, we also observed that these are the factors which definitely has positive relation with the satisfaction of employees. However, when I collected that data from the paint industries and apply statistical analyses on the collected data through SPSS, it shown contradiction with our two prediction related to the are job security and supervisory support which were very strange for us, but on the basis of results it has been finalized that these two factors are not too significant for the

employees working in paint industries and two factors which are working environment and compensation have significant positive relation with the satisfaction of employees in paint industry of Lahore. Definitely it was strange, but every industry has its own culture which has own dimensions, merits and demerits. Practically working environment in the paint industry is tough as compared to the other disciplines industries with respect to heat due to reactions, noise, production targets, competitions etc... That's why employees of paint industry always look for those conditions which are comfortable as compare to their current scenario.

It is concluded on the basis of results as depicted in Table 5.08, Table 5.09 & Table 5.10 that the main factors which effect the satisfaction level of the employees working in paint industry of Lahore are working environment and salary/ reward/ compensation with the percentage of 44 and 33 respectively and the others factors like supervisory support and job security has no significant impact on the job satisfaction of employees of paint industries as shown in the result with the percentage of 5 and 6 respectively. Therefore, organization should be very keen about their working environment which includes many prospects like working station, normality of the atmosphere, good sitting arrangement, hygiene features, polices of the organization etc. These factors augment the productivity of the employees, which in return is more beneficial for the rapid progress of any organization and as well to increase the learning curve of the related employees. Likewise, the second most important factor is salary. Companies should revise or relook their policies in this regard, such as take initiative to improve the salary structure, give incentives on the achievement, announce bonuses etc. The increased satisfaction level of employees

ultimately will boost the stability of organization and decrease the turnover rate of employees which is a major factor for branding of any organization in the market.

7.2. Recommendations

Paint industry is one of the principal industries in Pakistan. With the passage of time, its market is growing and this industry is becoming an important source of income for the people of Pakistan which ultimately cause the economic growth of Pakistan. Therefore, it is essential to care the employee's job satisfaction through pointing out reasons or factors which have impact on their job satisfaction directly or indirectly. Based upon the results of this study, it has undoubtedly verified that money is one of main factors on which satisfaction of employees is dependent. Satisfaction level and productivity level will be low if the employees are not getting the salaries as per their expectation. It is also observed that most of the employees sit in offices in overtime hours, which is loss of resources for the organization. Second major factor which has been observed is working environment of the organization as it has significant impact on the satisfaction of employees. A healthy and good working environment increases the satisfaction level of the employees working in the paint industry of Pakistan.

Our recommendations are consists of the following points:

- Paint Industries must adopt the proper annual increment procedure in order to keep their employees satisfy.
- Organizations must prepare and implement the proper promotion, benefits, bonuses or incentives, and reward against the achievements policies and disburse all these on the basis of merit.

- Paint organizations must promote to develop the working environment which should increase the mutual coordination between the employees and encourages personal innovations of employees.
- Paint organizations must develop the knowledge sharing environment which promote innovative ideas.
- Industries should arrange training sessions which are very useful for gaining of knowledge and increase the self confidence level in the employees.
- Organizations must concentrate on the comfortable personal workspace, arrangements available for lunch and rest during break. In order to increase the interest of employees in their related jobs.

Therefore, it is recommended on the basis of this study that paint industry thought to improve its concerns areas. In this way, the employees will be more satisfied with respect to their job and become more productive which ultimately make the organization successful in the same business sector.

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