



Demographic Characteristics and Job Satisfaction of Public Service Employees in Kuwait^{*}

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Abstract

The purpose of this study is to examine the level of job satisfaction experienced by a sample of public service employees in Kuwait, and to explore the relationship that holds between personal characteristics and intrinsic and extrinsic aspects of job satisfaction. The sample consisted of (528) employees from four ministries. The results of the study suggest that public service employees in Kuwait enjoy an overall high level of job satisfaction, but they are more satisfied with intrinsic factors than they are with extrinsic factors. In an ascending order, the extrinsic factors which public service employees were not satisfied with are: salaries, working conditions, policy making processes, relationship with superiors, effectiveness of superiors in decision making, and relationship with colleagues. Moreover, one way ANOVA statistical analysis showed statistical differences at significant levels, attributed to the type of ministry, educational qualifications, experience, and gender but not to age. It is hoped that the study findings can enable human resources management to adopt better policies with respect to recruitment, promotion, and incentives in order to achieve higher levels of job employees job satisfaction, which may contribute to the improvement of performance in the public sector. The study also stresses the need to carry out further field research to highlight the role of organizational variables in achieving employees' job.

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Introduction:

Despite increasing level of privatization around the world, the public sector in the developing countries continues to employ a large percentage of the workforce which has been growing about four times (Ozgediz, 1983). This is especially true in Kuwait, where the public sector has been in the forefront of economic development, as there is a substantial effort to make the public sector management respond to the changing needs of society, and to renew the interest in improving its productivity. Such efforts focus on both personal and contextual variables. Various studies have shown that employees' attitudes towards work are influenced by personal and organizational characteristics, and this reflects on their performance, (DeSantis and Durst, 1996), which results in lower levels of job satisfaction. Implicit in such studies is the idea that satisfied workers in most organizations contribute significantly to the effectiveness and success of these organizations, and that low productivity is a result of low levels of job satisfaction (Solomon, 1986; Kohjasteh, 1993; Naumann, 1993). Research findings have shown that countries with high work-role outputs, in general, have a high job-satisfaction ranking, and vice versa. (Alfonso & Andres, 2000)

From this perspective, Job satisfaction has been a major research area for scholars, practitioners, and organizational specialists who have shown that many individual variables influence job satisfaction (Ang et al., 1993; Hulin & Smith, 1964; Lee & Wilbur, 1985). Consequences of job dissatisfaction include high turnover, lateness, absenteeism, poor performance, and low productivity. As a matter of fact, little research has been conducted on these issues in the Arab World, and less research on this specific topic in particular. With regard to Kuwait, there is a need to understand the attitudes of employees in the public service which employ about 93% of the total national workforce. Determining the level of job satisfaction of government employees and developing strategies to enhance job satisfaction, could empower employees to assume an active role in managing Kuwaiti administration efficiently and effectively, and help

them remain satisfied and committed to good performance. Finally, from a practical point of view, there is a need to provide human resources administrations in Kuwait with information they need to make better decisions in terms of staffing, training, promotion, and retention of public servants. Thus, this research deals with issues that are potentially useful for scholars and administrators alike.

Constructs and relationships that apply in more developed countries (MDCs) have been examined in order to determine whether they can be applied in the context of less developed countries (LDCs). From a theoretical perspective, an increase in understanding is desirable, and can fill the void in the literature regarding the causes and consequences of job satisfaction in the context of LDCs, which may inspire further investigation in this area.

Literature Review and Hypotheses:

From a workplace perspective, organizational theorists believe that when employees feel personally committed to the mission and vision of the organization, their attitudes and behavior will get elevated. In other words, job satisfaction affects life satisfaction, job performance, organizational citizenship behavior, role withdrawal, and counterproductive behavior. According to Al-Ajmi, excessive turnover, absenteeism, and low productivity can result in a waste of human resources and unnecessary loss in productivity and profit (Al-Ajmi 2001). Moving beyond job satisfaction as an indicator of organizational well-being is increasingly becoming necessary for human resources (HR) management in managing employees who need more than traditional forms of motivation, to give their best efforts and potentials (Koppula, 2006, 30). Moreover, if employees feel dissatisfied with their jobs, they may be more likely to quit working at that organization, which may not happen if they have been satisfied. Hence, it would be important for HR managers to take this into consideration and reduce or completely mitigate absenteeism (Cote & Morgan, 2002) by creating greater job satisfaction. It is commonly believed that employees think that supervisors are a major cause of job dissatisfaction, as they may impose unnecessary constraints on the job,

be unsupportive, practice employee bias/favoritism, and show unwillingness to delegate authority. While it is idealistic to believe that organizations have the ability to satisfy all needs and wishes of each individual employee, they however, do have the power to mitigate realistic and reasonable areas of employee frustration.

It is very difficult to summarize research findings on job satisfaction as they are not directly comparable as most studies use different conceptualizations. Some conceptualizations were based on some specific facets of the job, (Rice, McFarlin and Bennett, 1989) while others were based on total satisfaction (Levin and Stokes, 1989). Still more other conceptualizations were based on intrinsic-extrinsic distinctions (Naumann, 1993). Besides that, some studies have shown that financial compensation is one of the most important explanatory variables for job satisfaction. (Kalleberg, 1977; Voydanoff, 1980; Taylor and West, 1992). But other variables such as work environment, job characteristics, feedback and the social environment, or supervisor characteristics have been found to have an impact on the level of job satisfaction for public functionaries (Emmert and Taher, 1992; Harrick, Vanek, & Michlitsch, 1986). Moreover, other studies have suggested that job satisfaction can be affected by three major factors: (1) work settings; (2) specific aspects of jobs; and (3) the individuals involved (Baron, 1986). Some of the variables that have attracted the attention of researchers as possible predictors of job satisfaction, which are highlighted in this study are: type of ministry, age, educational level, years of experience and gender. The type of organization forms an additional dimension to be examined in the present study.

Type of Agency and Job Satisfaction:

Some research in the United States has shown that average levels of job satisfaction vary considerably among organizations. While employees in some agencies show remarkable levels of job satisfaction as the case in the Departments of Health Services and Human Services and Education, employees in other agencies like the Environmental Protection Agency, the Department of housing and Urban Develop-

ment were not job satisfied because they felt that their organizations were not loyal to them and they responded in the same way. (Working For America An Update, 1994: 26; Witt & Nye 1992: 916).

Age and Job Satisfaction:

The relationship between age and job satisfaction has been examined, and various types of relationships have been reported by many researchers, which include positive linear, negative linear, U-shaped, inverted U shaped (Bernal and Synder, 1998: 287). Some researchers concluded that age is positively associated with job satisfaction (Rhodes, 1983; White & Spector, 1987), but other research findings have reported contradictory results. (Ang et al., 1993; Herbert & Burke, 1997; Oshagbemi, 1997; Lee and Wilbur, 1985 Weaver, 1980; Herzberg et al, 1957; Singh & Singh, 1980; DeSantis and Durst, 1996).

Education and Job Satisfaction:

With respect to education, most research indicates positive relationships between education and job satisfaction, because peoples with higher education generally have better jobs, better pay, and more opportunities for promotion (Verhofstadt and Omey, 2003). In a job satisfaction study of public and private administrators, it was found that administrators with higher levels of education expressed more job satisfaction in both public and private sectors (Falcone, 1991). In another study on nurses' job satisfaction in Kuwait, it was shown that educational levels attained by nurses can motivate them to desire fulfillment of more complex needs (Enabosi, 1989). Further research has shown that more educated employees have a greater number of job alternatives and thus are less likely to become trapped in any job or organization. (Roger, 1991; Falcone, 1991; Howard and Frink, 1996; Carrell & Elbert, 1974; DeSantis and Durst, 1996).

Experience and Job satisfaction:

With respect to the relationship between experience and job satisfaction, research findings are not less contradictory. There are indications that experience positively contributes to good feelings

toward one's job, and that people with more work experience have more respect for their jobs and can apply their experiences to their jobs; and are more likely to enjoy the physical work environment (Bedeian et al., 1992; King et al, 1982; Lee & Wilbur, 1985; Bilgic, 1998; Rahesd, 2001; Maghradi; 1999). But another study has shown that the change in job satisfaction as a result experience resembles a U-shaped curve, and that experience relates to both job satisfaction and dissatisfaction. (Ronen, 1978).

Gender and Job Satisfaction:

With regard to job satisfaction and gender, studies' findings are also neither consistent nor conclusive. While some research suggests that there are no differences in the level of job satisfaction between men and women (Mannheim, 1983), there is evidence to support the hypothesis that men and women may differ in terms of work-related values (Brief & Aldag, 1975; Brief et al., 1977; Hulin & Smith, 1964; Mueller & Wallace, 1996; Oshagbemi, 1997, 2000). Some researchers do suggest that the expectations of working women in terms of job satisfaction are different from those of men (Martin & Hanson, 1985; Goh et al., 1991; Mannheim, 1993; Martin and Sheehan; 1989, and Nzotta 1985). Other studies however have either found women to be more satisfied than men (Clark, 1996, 1997; Murray & Atkinson, 1981), or men to be more satisfied than women (Hulin & Smith, 1964; Weaver, 1974).

To sum up, it can be concluded that the greater the perceived congruence between rewards and values, the greater the job satisfaction, and the greater the perceived discrepancy the lower is job satisfaction. In the present study, the focus is on examining how employees' job satisfaction in Kuwait is affected by: type of ministry, age, education, experience, and gender.

Research Questions and Hypotheses:

In view of the above reviewed literature, three main questions and five hypotheses are to be answered and tested in this study, which are as follows:

Questions:

- 1 - **The first question:** What is the overall level of public service employees' job satisfaction?
- 2 - **The second question:** What are the "intrinsic and extrinsic" dimensions of job satisfaction that public service employees are most and least satisfied with?
- 3 - **The third question:** What are the relationships between intrinsic and extrinsic aspects of public service employees' job satisfaction?

Hypotheses:

First hypothesis: There are no statistical differences at a (0.05) significance level between public service employees' job satisfaction and types of ministry.

Second hypothesis: There are no statistical differences at a (0.05) significance level between public service employees' job satisfaction and age.

Third hypothesis: There are no statistical differences at a (0.05) significance level between public service employees' job satisfaction and education.

Fourth hypothesis: There are no statistical differences at a (0.05) significance level between public service employees' job satisfaction and experience.

Fifth Hypothesis: There are no statistical differences at a (0.05) significance level between public service employees' job satisfaction and gender.

Methodology:

To measure job satisfaction, one of the well-known measures of job satisfaction, the Minnesota Satisfaction Questionnaire (MSQ), has been used, for it produces highly reliable results (Imparato, 1972). It has been tested and found to be reliable and yields a sound measure of "intrinsic and extrinsic" dimensions of job satisfaction. (Guion, 1978: 1679; Bolton, 1976:237; Cook, Hepworth, & Warr, 181). Job satisfaction elements are consistent with findings on the measurement of job satisfaction (Wanous & Lawler, 1972; Giles & Field, 1978; Scarpello & Campbell, 1983; Loher

et al., 1985; Clark et al., 1996). The questionnaire of this study was based on those questionnaires. It employed five responses on Likert scale to measure intrinsic and extrinsic factors. The questionnaire has been translated, adapted and reviewed by a panel of experts in the college of business administration at Kuwait University, to ensure that its items are clear, relevant to the Kuwaiti culture, and understandable by the public service employees. The reliability of the questionnaire has been tested with a Cronbach's Alpha of (0.873) which is statistically acceptable. Descriptive statistics have been computed to examine the various dimensions of job satisfaction.

Objectives of the study:

The purpose of this research is to identify the levels of intrinsic and extrinsic job satisfaction among public service employees in Kuwait so that institutional changes can be induced in a way that can result in higher levels of job satisfaction and consequently improve productivity.

Importance of the study:

This study is of prime importance in Kuwait where it is commonly known that government employees are well paid; enjoy job security, and have many more fringe benefits than their counterparts in other countries. Such situation justifies the assumption that public service employees' productivity depends mainly on the level of employees' job satisfaction. Findings of this study can provide human resources administrations with the needed information to adopt better policies, and make better decisions in terms of staffing, training, promotion, and retention of employees. This goal is very important in Kuwait where the public sector still plays an important role in economic development, and is entrusted with the implementation of an approximately 25 billion dollars annual budget.

The characteristics of the study Sample:

The total sample of the study consisted of (600) respondents from four ministries. The completed questionnaires were (528) questionnaires which constituted, as shown in Table (1), (88%) of the total number of the distributed questionnaires. The majority of respondents

(37.3%) were from the Ministry of labor and social affairs; (34.3%) from the Ministry of Interior; (22.9%) from the Ministry of Energy and (5.5%) from the Ministry of Commerce and Industry. Regarding age, (50.4%) of the sample population were less than 30 years old, (35.0%) ranged from 30 to less than 40 years old, (10.6%) ranged from 40 to less than 50 years old, and (4.0%) were 50 years old and above. With regard to educational qualifications, (29.2%) of the respondents have high school qualifications or less, (37.5%) have diplomas, (28.0%) have university qualifications, and (5.3%) have second or more university degrees (Master and Ph.D. degrees). With respect to years of experience, (37.7%) of respondents have 10 years up to less than 15 years of experience, (33.1%) have one year up to less than 5 years of experience, (29.0%) have 5 years up to less than 10 years of experience, and (0.2 %) only have 15 years of experience or more. Regarding gender, males constituted (44. 3%) while females constituted (55.7%) of the sample.

Table 1
Profile of the Sample (N= 528)

Demographic characteristics	Frequency	Percentage	Cumulative Percent
1. Ministry			
1- M. of Interior	181	34.3	34.3
2- M. of Social Affairs and Labor	197	37.3	71.6
3- M. of Industry & Commerce	29	5.5	77.1
4- Ministry of Energy	121	22.9	100.0
2. Age			
1- Less than 30 years	266	50.4	50.4
2- 30 -Less than 40 years	185	35.0	85.4
3- 40- less than 50 years	56	10.6	96.0
4- 50 years. and more	21	4.0	100.0
3. Education			
1- Secondary	154	29.2	29.2
2- Diploma	198	37.5	66.7

Demographic characteristics	Frequency	Percentage	Cumulative Percent
3- First Univ. Degree	148	28.0	94.7
4- Second University Degree or more	28	5.3	100.0
4. Experiences.			
1- 1-less than 5 years	175	33.1	33.1
2- 5- Less than 10 years,	153	29.0	62.1
3-10 years Less than 15 years.	199	37.7	99.8
4- 15 years. and more	1	.2	100.0
5. Gender			
1- Male	234	44.3	44.5
2- Female	294	55.7	100.0

Study findings relating to questions and hypotheses:

In order to answer the study questions, means and standard deviations were calculated. Responses lie between a minimum degree of (1) and a Maximum degree of (5) on a five degrees' Likert scale. Taking into consideration that mean is (3), responses were classified as follows:

- A response which lies within the range of one degree to less than three degrees is considered low.
- A response which lies within the range of three degrees to less than four degrees is considered high.
- A response which lies within the range of four degrees to five degrees is considered very high.

The first question: What is the overall level of public service employees' job satisfaction?

Regarding this question, the study reveals as shown in Table (2), that the mean of the overall job satisfaction is (3.5617) on the five degrees' scale which is considered a high degree.

Table 2
Means and Standard Deviations of the overall Job Satisfaction

Job Satisfaction	Mean	Std. Deviation
Overall Job satisfaction	3.5617	0.72387

The second question: What are "intrinsic and extrinsic" dimensions of job satisfaction which public service employees are most satisfied and least satisfied with?

With regard to this question, the means of intrinsic and extrinsic job satisfaction as shown in Table (3) are (3.6399) and (3.3273) respectively. This indicates that public service employees are more satisfied with intrinsic dimensions than they are with extrinsic dimensions of their jobs.

Table 3
Means and Standard Deviations of Intrinsic and Extrinsic dimensions of Job Satisfaction

Job Satisfaction	Mean	Std. Deviation
Intrinsic dimensions	3.6399	0.76297
Extrinsic dimensions	3.3273	0.82479

The third question: What are the relationships between intrinsic and extrinsic aspects of public service employees' job satisfaction?

With respect to this question, the study reveals as shown in Table (4) positive correlations (0.901) at a significance level of (0.00) between the two dimensions.

Table 4
Correlation between Intrinsic Job satisfaction and Extrinsic Job satisfaction

Variable		Intrinsic Job satisfaction	Extrinsic Job satisfaction
Intrinsic Job Satisfaction	Pearson Correlation	1	.901(**).000
	Sig. (2-tailed)		.527
	N		
Extrinsic Job Satisfaction	Pearson Correlation	.901(**).000	1
	Sig. (2-tailed)	.527	
	N		

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

* Correlation is significant at the 0.05 level (2-tailed).

Testing hypotheses:

First hypothesis: There are no statistical differences at a (0.05) significance level between public service employees' job satisfaction and type of ministry.

In order to test this hypothesis, One Way ANOVA analysis was made for public service employees' job satisfaction and types of ministry. As shown in Table (5), there are statistical differences at a (0.000) significance level in intrinsic, extrinsic, and overall dimensions of job satisfaction.

Table (5)
One Way ANOVA of Job Satisfaction and types of Ministry

		Sum of Squares	df	Mean Square	F	Sig.
Intrinsic Satisfaction	Between Groups	16.859	3	5.620	10.158	.000
	Within Groups	289.340	523	.553		
	Total	306.199	526			
Extrinsic Satisfaction	Between Groups	19.004	3	6.335	12.986	.000
	Within Groups	255.136	523	.488		
	Total	274.141	526			
Overall Satisfaction	Between Groups	16.993	3	5.664	11.454	.000
	Within Groups	258.628	523	.495		
	Total	275.621	526			

Moreover, (F) values are greater than their tabular values. These results refute the hypothesis and indicate differences between public service employees which are attributed to the type of ministry they

work for, As shown in Table (6), means of job satisfaction are higher in service ministries than technical ministries.

Table 6
Means of Public Service Employees' Job Satisfaction
according to Ministry

Ministry		Intrinsic Satisfaction	Extrinsic Satisfaction	Overall Satisfaction
M. of Interior	Mean	3.7376	3.6805	3.7090
	N	181	181	181
	Std.			
	Deviation	0.64978	0.68097	0.65113
M. of Social Affairs and Labor	Mean	3.7408	3.4850	3.6129
	N	197	197	197
	Std.			
	Deviation	0.81310	0.67399	0.72631
M. of Industry & Commerce	Mean	3.0690	2.9397	3.0043
	N	29	29	29
	Std.			
	Deviation	0.66143	0.71181	.66068
Ministry of Energy	Mean	3.4649	3.3151	3.3900
	N	120	120	120
	Std.			
	Deviation	0.77519	0.75840	0.74864
Total	Mean	3.6399	3.4834	3.5617
	N	527	527	527
	Std.			
	Deviation	0.76297	0.72193	0.72387

Second hypothesis: There are no statistical differences at a (0.05) significance level between public service employees' job satisfaction and age.

In order to test this hypothesis, One Way ANOVA analysis was

made for public service employees' job satisfaction and age. As shown in Table (7), there are no statistical differences at a (0.05) significance level in intrinsic, extrinsic, and overall dimensions of job satisfaction.

Table 7
One Way ANOVA of Job Satisfaction according to Age

		Sum of Squares	df	Mean Square	F	Sig.
Intrinsic Satisfaction	Between Groups	1.809	3	0.603	1.036	0.376
	Within Groups	304.391	523	0.582		
	Total	306.199	526			
Extrinsic Satisfaction	Between Groups	3.600	3	1.200	2.320	0.075
	Within Groups	270.541	523	0.517		
	Total	274.141	526			
Overall Satisfaction	Between Groups	2.624	3	0.875	1.676	0.171
	Within Groups	272.996	523	0.522		
	Total	275.621	526			

Moreover, (F) values are smaller than their tabular values, which confirm the hypothesis. These results are substantiated as shown in Table (8) where means of job satisfaction in different age groups are close to each other. These results are resemble similar results reached by most world wide research, which proposes that older workers get more of what they want out of their jobs. (White & Spector, 1987; Ang et al., 1993; Herbert & Burke, 1997; Oshagbemi, 1997; Lee and Wilbur, 1985 Weaver, 1980; Herzberg et al, 1957; Singh & Singh, 1980; DeSantis and Durst, 1996).

Table 8
Means of Public Service Employees' Job Satisfaction
according to Age

Age		Intrinsic satisfaction	Extrinsic Satisfaction	Overall satisfaction
1. Less than 30 years	Mean	3.6178	3.4567	3.5372
	N	265	265	265
	Std. Deviation	0.84781	0.77523	0.79375
2. 30 - Less than 40 years	Mean	3.6212	3.4494	3.5353
	N	185	185	185
	Std. Deviation	0.66079	0.65536	0.63554
3. - 40- less than 50 years	Mean	3.7117	3.5925	3.6521
	N	56	56	56
	Std. Deviation	0.68538	0.65636	0.65736
4. 50 years. and more	Mean	3.8912	3.8305	3.8608
	N	21	21	21
	Std. Deviation	0.65020	0.67679	0.65497
Total	Mean	3.6399	3.4834	3.5617
	N	527	527	527
	Std. Deviation	0.76297	0.72193	0.72387

Third hypothesis: There are no statistical differences at a (0.05) significance level between public service employees' job satisfaction and education.

In order to test this hypothesis, One Way ANOVA analysis was made for public service employees' job satisfaction and educational qualifications.

As shown in Table (9), there are no statistical differences at a (0.05) significance level between public service employees' job satisfaction and education.

Table 9
One Way ANOVA of Job Satisfaction and Education

		Sum of Squares	Df	Mean Square	F	Sig.
Intrinsic satisfaction	Between Groups	13.417	3	4.472	7.989	0.000
	Within Groups	292.782	523	0.560		
	Total	306.199	526			
Extrinsic Satisfaction	Between Groups	8.780	3	2.927	5.768	0.001
	Within Groups	265.360	523	0.507		
	Total	274.141	526			
Overall satisfaction	Between Groups	10.936	3	3.645	7.203	0.000
	Within Groups	264.684	523	0.506		
	Total	275.621	526			

Moreover, (F) values are greater than their tabular values, which refute the hypothesis and indicate differences between public service employees that can be attributed to educational qualifications. These results are substantiated by different means of job satisfaction, between respondents of various educational qualifications as shown in Table (10), which refute the hypothesis that there are no statistical differences at a (0.05) significance level between public service employees' job satisfaction and educational qualifications. This result contradicts other research findings (Roger, 1991;

Falcone, 1991; Howard and Frink, 1996; Carrell & Elbert, 1974; DeSantis and Durst, 1996).

Table 10
Means of Public Service Employees' Job Satisfaction
according to Educational Level

Educational Level		Intrinsic Satisfaction	Extrinsic Satisfaction	Overall Satisfaction
1. Secondary	Mean	3.7820	3.6150	3.6985
	N	154	154	154
	Std. Deviation	0.81030	0.68095	0.72452
2. Diploma	Mean	3.4596	3.3434	3.4015
	N	198	198	198
	Std. Deviation	0.75563	0.75409	0.73779
3. First Univ. Degree	Mean	3.6638	3.4804	3.5721
	N	147	147	147
	Std. Deviation	0.68722	0.69014	0.67239
4. Second University Degree or more	Mean	4.0077	3.7657	3.8867
	N	28	28	28
	Std. Deviation	0.63512	0.68991	0.64197
Total	Mean	3.6399	3.4834	3.5617
	N	527	527	527
	Std. Deviation	0.76297	0.72193	0.72387

Fourth hypothesis. There are no statistical differences at a (0.05) significance level between public service employees' job satisfaction and experience.

In order to test this hypothesis, one way ANOVA analysis was

made for public service employees' job satisfaction and years of experience. As shown in Table (11), there are statistical significant differences at (0.01) and (0.03) levels in intrinsic, and overall job satisfaction respectively.

Table 11
One Way ANOVA of Job Satisfaction and Experience

		Sum of Squares	Df	Mean Square	F	Sig.
Intrinsic satisfaction	Between Groups	5.746	3	1.915	3.334	0.019
	Within Groups	300.453	523	0.574		
	Total	306.199	526			
Extrinsic Satisfaction	Between Groups	3.709	3	1.236	2.391	0.068
	Within Groups	270.432	523	0.517		
	Total	274.141	526			
Overall satisfaction	Between Groups	4.463	3	1.488	2.869	0.036
	Within Groups	271.158	523	0.518		
	Total	275.621	526			

These results are substantiated by different means of job satisfaction between respondents of various experiences as shown in Table (12) which refutes the hypothesis. Moreover, (F) values are greater than their tabular values, which support the hypothesis and indicate significant statistical differences between public service employees attributed to experience. These results are in tune with research findings worldwide (Bedeian et al., 1992; King et al, 1982; Lee & Wilbur, 1985; Bilgic, 1998; Al-Ajmi, 2001; Maghradi, 1999).

Table 12
Means of Public Service Employees' Job Satisfaction
according to their years of Experience

N0. of Years of Ex- perience		Intrinsic satis- faction	Extrinsic satis- faction	Overall satis- faction
1. 1 to less than 5 years	Mean	3.5078	3.4091	3.4584
	N	174	174	174
	Std. Deviation	0.74197	.76782	0.74173
2. 5 to less than 10 years	Mean	3.6382	3.4308	3.5345
	N	153	153	153
	Std. Deviation	0.83772	.71312	0.75596
3. 10 years to less than 15 years	Mean	3.7556	3.5867	3.6712
	N	199	199	199
	Std. Deviation	0.70547	.67846	0.67088
4. 15 years and\ more	Mean	3.8571	3.9286	3.8929
	N	1	1	1
	Std. Deviation			
Total	Mean	3.6399	3.4834	3.5617
	N	527	527	527
	Std. Deviation	0.76297	.72193	0.72387

Fifth hypothesis: There are no statistical differences at a (0.05) significance level between public service employees' job satisfaction and gender.

In order to test this hypothesis, One Way ANOVA analysis was made for public service employees' job satisfaction and gender. As shown in Table (13), there are statistical differences at (0.00), and (0.01) significance levels in extrinsic, and overall job satisfaction respectively which can be attributed to gender.

Table 13
One Way ANOVA of Job Satisfaction and Gender

		Sum of Squares	Df	Mean Square	F	Sig.
Intrinsic Satisfaction	Between Groups	1.518	1	1.518	2.616	0.106
	Within Groups	304.681	525	0.580		
	Total	306.199	526			
Extrinsic Satisfaction	Between Groups	6.215	1	6.215	12.177	0.001
	Within Groups	267.926	525	0.510		
	Total	274.141	526			
Overall Satisfaction	Between Groups	3.469	1	3.469	6.692	0.010
	Within Groups	272.151	525	0.518		
	Total	275.621	526			

These results are substantiated by different means of job satisfaction between respondents of various experiences, as shown in Table (14). Moreover, (F) values are greater than their tabular values, which refute the hypothesis and indicate statistical significant differences between public service employees attributed to gender.

Table 14
Means of Public Service Employees' Job Satisfaction
according to Gender

Gender		Intrinsic Satisfaction	Extrinsic Satisfaction	Overall Satisfaction
1. Male	Mean	3.6999	3.6050	3.6524
	N	234	234	234
	Std.	0.72617	.68279	.68724
	Deviation			
2.Female	Mean	3.5919	3.3864	3.4892
	N	293	293	293
	Std.	0.78909	.73861	0.74509
	Deviation			
Total	Mean	3.6399	3.4834	3.5617
	N	527	527	527
	Std.	0.76297	.72193	0.72387
	Deviation			

These results resemble other research findings reported in the literature (Brief & Aldag, 1975; Brief et al., 1977; Hulin & Smith, 1964; Mueller & Wallace, 1996; Oshagbemi, 1997, 2000).

Discussion:

The study findings reveal that public service employees in Kuwait enjoy a high overall level of job satisfaction, a mean (3.5617) on a five degrees' scale. However, this shows that employees are more job satisfied with intrinsic factors than they are with extrinsic factors, as means were (3.6399) for Intrinsic factors, and (3.3273) for extrinsic factors. Extrinsic factors which affect job satisfaction of public service employees are as shown in Table (14), which follow an ascending order: salaries, working conditions, policy making processes, relationship with superiors, efficiency of superiors in decision making, and relationship with colleagues. With regard to salaries, pay scales and other fringe benefits in Kuwait, there are generally reasons for job dissatisfaction. Athanasios' study of the relationship between personal

characteristics and specific aspects of job satisfaction of Greek teachers have shown that while they were satisfied with the job itself and supervision, they were dissatisfied with pay and promotional opportunities.(Athanasios, 20001: 354-358). However, this result was not expected in Kuwait, because salaries of Kuwaiti employees are reasonably good in comparison with their counterparts in the Arab World and worldwide. But the low degree of job satisfaction (2.8011) may be explained by the continuous trend in Kuwait of increasing salaries in various occasions, under different categories as a result of budget surpluses due to increasing exported oil prices, where oil exports which constitutes more than 95% of government revenues is the main resource in Kuwait. (The World Bank Group 2000; <http://countrystudies.us/kuwait/>).Therefore, there is an increasing pressure on government to raise salaries and provide allowances, subsidies, and exemptions even from paying due water and electricity bills. Such decisions of pay increases and allowances have to do with political and social reasons rather than with making necessary adjustments to the cost of livings or aiming at increasing productivity of employees. As some research indicated, policy making in Kuwait where public administration is highly politicized, decision making is heavily shaped by political factors rather than by organizational or rational factors. (Al-Qarioti & Al-Mutairi, 2008). This situation creates, in present researcher's opinion, a social attitude, which leads citizens at large and public service employees in particular, to demand more and not expect to give much in return. This fact is understandable in a country, where people are not familiar with taxes at all.

Hence the second lowest degree of job satisfaction (2.9299) towards working conditions is justified. The way government offices are furnished is neither up to the expectations of public service employees, nor in tune with the adundant national financial resources. Government offices are not seen by most public service employees good enough, and do not reflect interest to improve their working conditions.

Table 15
Means of Extrinsic Factors of Job Satisfaction

Questions regarding extrinsic factors of job satisfaction	Mean	Std. Deviation
Q.15 Relationship with supervisors	3.5928	1.15699
Q.16 Efficiency of supervisors in decision making	3.6610	1.16749
Q.17 The way policies are implemented	3.2178	1.18173
Q.18 Salaries	2.8011	1.34976
Q.19 Working conditions	2.9299	1.19169
Q.20 Relationships with colleagues	3.7614	1.17528
Valid N (listwise)		

The third lowest degree of extrinsic job satisfaction (2.9299) concerns employees' relationships. It reflects a problem of human relations, where public service employees do not enjoy good inter-relationships to the extent that motivates them. This may be explained by traditional social tribal relationships in Kuwait, where people associate themselves with their families and tribes rather than with government institutions they work for. This problem necessitates careful planning of training programs in order to institute organizational loyalty in employees. The fourth lowest degree of extrinsic job satisfaction (3.2178) refers to the degree of public service employees' satisfaction with policy making processes in their ministries. This might indicate lack of opportunities available to employees to participate in the decision making process in the ministries they work for, which has a demoralizing effect on them. The fifth low degree of extrinsic job satisfaction relates to superior-subordinate relationships. It may be explained by a lack of clear cut formal relationships between the two parties, as employees most often do not differentiate enough between formal and informal relationships. Employees in Kuwait and other developing countries consider their family status much more important in the work place than their formal ranks in the administrative hierarchy. The sixth and the least influencing employees' job satisfaction concerns the last extrinsic job satisfaction issue which

relates to the inability of supervisors to make decisions. This may also be explained by the important role that subjective factors play in hiring and promoting employees, which most often results in inequitable practices that negatively affect the way policies and rules are implemented.

The study also reveals that intrinsic and extrinsic factors which affect public service employees are highly correlated (0.901) at a (0.00) significance level. This means that extrinsic factors affect intrinsic factors and indicates the importance of providing various extrinsic job satisfaction factors in order to motivate employees, and increase their loyalty and productivity.

With regard to whether differences in levels of intrinsic and extrinsic job satisfaction of public service employees' are attributed to demographic factors, the study reveals that statistical differences at significant levels are attributed to the type of ministry, educational qualifications, experience, and gender but not to age. One Way ANOVA analysis shows statistical differences in intrinsic, extrinsic, and overall job satisfaction of public service employees at a (0.000) significance level, are attributed to the type of ministry they work for. Means of job satisfaction were found to be higher between employees in service ministries (Ministry of Interior and Ministry of labor and Social Affairs), rather than in technical ministries (Ministry of Energy and Ministry of Industry and Commerce). This result is in congruence with other research findings that employees in the public service sector enjoy a higher level of job satisfaction than employees working in agencies of technical nature. (Working for America, 1994; Witt & Nye, 1992: 910-917). This might be explained by the direct effect of the feedback that public service employees who work directly with people get, as the case in the service sector, in comparison with their colleagues in the technical sector. With respect to public service employees' job satisfaction and educational qualifications, one way ANOVA analysis shows statistical differences at a (0.000) significance level in intrinsic, extrinsic, and overall dimensions of job satisfaction and educational qualifications. This result is understandable as people of higher educational qualifications appreciate incentives more than those with

lower educational qualifications, and therefore can have a better sense of job satisfaction more than less qualified people. This conclusion is substantiated by the fact that the mean of intrinsic job satisfaction (3.6399) was higher than the extrinsic mean (3.3273) of job satisfaction. One way ANOVA analysis also shows statistical differences at a (0.01) significance level in intrinsic job satisfaction, and at a significance level of (0.03) in overall job satisfaction attributed to experience. This result is logical and in tune with the previous result regarding the role of educational qualifications in job satisfaction. This is due to the fact that is a kind of knowledge which can be gained through experience in comparison with education which is knowledge gained through learning. Regarding the role of gender, one way ANOVA analysis reveals statistical differences of public service employees' extrinsic job satisfaction attributed to gender at a (0.00) significance level in extrinsic job satisfaction, and at a (0.01) significance level in overall job satisfaction, but reveals no statistical difference at any significant level in intrinsic job satisfaction. This may be explained by the mere fact that men in Kuwait enjoy, for social and cultur reasons, more access to policy making jobs and leadership positions than women, which is the case in most developing countries. Another alternative explanation is the fact that according to Islam religion, which the majority of Kuwaiti people adhere to, men are solely responsible for paying all the costs of raising a family. This leaves women's income for their own special needs which they can spend mainly on their own extra expenses, unless they choose to do otherwise. This does not mean, however, that women do not appreciate intrinsic job satisfaction but it may prbably mean that it is not a priority for them as results indicate.

As far as age is concerned, the study reveals no statistical differences at any significant level in intrinsic, extrinsic, and overall dimensions of job satisfaction attributed to age. This result is substantiated by similar means of job satisfaction in different age groups. This can be explained by the fact that Kuwait is a small country where people have close relationships, share the same values in

terms of what they appreciate, and consider important, and what contributes to their sense of intrinsic or extrinsic job satisfaction.

In conclusion, it can be stated that generally there are differences in public service employees' sense of job satisfaction attributed to most demographic characteristics except age.

Recommendations:

The previous discussion and analysis shows that public service employees in Kuwait are more job satisfied with intrinsic factors (3.6399) than with extrinsic factors (3.3273). As a result, many recommendations can be suggested as follows:

- 1 - Careful planning of training programs is necessary to institute and enhance organizational loyalty and sense of good relationships among employees. This recommendation responds to a human-relation problem that confronts public service employees who do not enjoy good interrelationships to the extent that motivates them. This is reflected in the low degree of extrinsic job satisfaction (2.9299) with regard to employees' relationships. Training programs should aim at instituting organizational loyalty to the government institutions which employees work for, and create a sense of friendship between employees, in order to substitute traditional social tribal relationships which make people inclined to associate themselves with their families and tribes more than with the nation or the institution.
- 2 - Government organizations should make room for employees to participate in the decision making process this seems necessary as the degree of extrinsic job satisfaction (3.2178) of public service employees' satisfaction with the ways policies are implemented in their ministries.
- 3 - More concern should be given to improve superior-subordinate relationships as the fifth low degree of extrinsic job satisfaction indicates a lack of clear cut formal relationship between the two parties. This seems to be due to the fact that employees do not separate enough between formal and informal relationships, and

instead they give their family status priority over their formal administrative ranks in the organizations.

- 4 - Hiring and promotion practices should be reviewed to ensure selecting the most qualified superiors instead of sacrificing objective and merit standards for subjective factors, which can negatively affect the way policies and rules are implemented. This is reflected in the low job satisfaction of public service employees regarding efficiency of supervisors in decision making.
- 5 - It is very important that the Kuwaiti Civil Service Commission emphasizes hiring the most qualified personnel and do not discriminate between candidates on other subjective grounds. This is important as the study reveals that public service employees' job satisfaction at all levels is attributed to educational qualifications at a (0.000) significance level. It is logical to assume that highly qualified public servants appreciate incentives more and can have a better sense of job satisfaction more than less qualified people.
- 6 - Finally, it is important to emphasize that it is useful that future research examines the effect of organizational variables on job satisfaction in order to better explain the public service employees' job satisfaction.

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