Dynamic Profile of Subcomponents of Job Satisfaction in the Function of Job Opportunity for Bank Employees

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Abstract

The subject of the research in this paper corresponds to the intention of determining the predictive value of job satisfaction subcomponents in function of job opportunities of bank employees.

The intentional sample consists of a total of 244 subjects (25-62) employed in the bank sector in Macedonia and Kosovo.

The purpose of this research is to confirm the predictive value of job satisfaction subcomponents through the explanation of job opportunities to bank employees.

The research results prove the hypothesis regarding the linearity and the predictive value of predictive variables. Related to the partial coefficient we can conclude that statistically significant contribution in forecasting job opportunities provide the following predictors: a) the satisfaction which derives from income (ß = 0441, p <0.01), b) the nature of work (ß = 0334, p <0:01), c) awards (ß = 0329, p <0:01), d) works procedures (ß = 0319, p <0:01) and d) the satisfaction that derives from work promotions (ß = 0.317; p <0:01). In the context of predictors: supervision, contingent rewards, Co-workers and communication, despite their partial significant contribution, yet the same are not included in the predictive model because of the small contribution they provide in forecasting criterion variable.

The low correlation significance validated in the research confirms the lack of relation between job satisfaction and job characteristics (job position, job duration in the current position, length of total employment, promotion, number of promotions, the number of awards).

Keywords: job satisfaction, carrier, job opportunities, predictors.

Introduction

Businesses mostly want to understand the importance of a work environment for employee job satisfaction in order to achieve the highest organizational performance while claiming a higher level of innovation and inventiveness (Aiken, Clarke, & Sloane, 2002). Employee is an essential component in the process of achieving the mission and vision of a business. Employees must meet the performance criteria set by the organization to ensure the quality of their work. To fulfill an organization's standards, employees need a work environment that allows them to work freely without problems that may prevent them from performing to their full potential. The purpose of the research is to validate the predictive value of Job satisfaction and the relevant factors in predicting Job opportunities.

Job satisfaction

The current issue of job satisfaction and job support preachers are the essence of this research, so this section attempts to provide some theoretical definitions and insights regarding the basic notions of this study. Bullock (1993) defined job satisfaction as an attitude that results from a balancing and summation of many particular likes and dislikes experienced by a worker during work. Morse (1953) stated that job satisfaction is a function of (I) job content (II) identification (III) local management (IV) supervision (V) coworkers (VI) working conditions. Job satisfaction is the positive orientation of an individual towards the job role he or she currently has. It refers to the general attitude of employees towards their work. Mehta and Bedi (2006) stated that job satisfaction is not a unitary concept, but a composition of many factors or dimensions. Job satisfaction is defined in terms of meeting the need, attitude and outcomes of non-compliance.

The reliance on some data that affected the relationship between job satisfaction and some variables was intended to allow comparisons between what was found in relevant research and the achievements of this research. According to Chhabra (2010) it has been seen that there is no interaction effect between gender and job satisfaction associated with occupational stress of workers. In this context, Gowari (2011) found that the level of attitude toward teaching has a significant effect on job satisfaction regarding physical factors and self-esteem.

Job satisfaction is related to a person's norms, values, and expectations, in this case to those of a teacher. Bogler (2001) defines job satisfaction using teacher's perceptions of professional prestige, self-esteem, job autonomy, and professional self-development. Examining the factors that influence job satisfaction plays a major role in achieving organizational intentions.

Earlier studies like that of (Crossman & Harris, 2006) suggest the performance factors that each individual possesses as the best predictors of teacher's satisfaction at work. Recent studies (Griva, Panitsidou, & Chostelidou, 2012) suggest mixing both factors as the main predictors of teacher's job satisfaction.

Teacher's job satisfaction is important for student's achievement and school performance. Job satisfaction affects the performance of the teacher's own work. It enhances teacher's motivation and commitment to more effective teaching (OECD, 2014; Van Maele & Van Houtte, 2012). Satisfied teachers are more likely to provide better quality teaching by promoting student's success (Griva et al., 2012; Demirtas, 2010).

Teacher's job satisfaction has serious implications for the positive development of the school and the teachers themselves. In particular, this may reduce the number of teachers leaving the profession and increase school effectiveness (Ingersoll, 2001). Satisfied and motivated teachers are more interested in professional development, which can subsequently improve the quality of teaching (OECD, 2014).

Baah and Amoako (2011) described that motivational factors (nature of work, sense of accomplishment, recognition, responsibility given to them, and opportunities for growth and personal advancement) help employees find their value in relation to their value given to them by the organization. Further, it can increase the motivational level of employees that will ultimately increase employee's internal happiness and that internal happiness will produce satisfaction.

Job opportunities

Through the opportunity of working at the bank, we aim to unravel the concept of employee development, training and career by viewing it as the most appropriate form of employee support by the organization.

Almost every single organization has its own systems that it applies to employees to enable them to move up and down the career ladder. Advancements are seen by organizations as opportunities for motivation and commitment of employees, where they first consider skills and processes of work-related learning.

Support from the organization is an attitude that fosters the overall emotional sensitivity of the worker, taking into account "mental health of the worker in connotation with work and which corresponds to commitment, dedication and absorption" (Schaufeli, Salanova, Gonzalez-Roma & Bakker, 2002, p. 74).

Worker vigilance is associated with higher energy level and mental resilience during the work, persistence to endure and withstand difficulties. Dedication associated with firm involvement and enthusiasm in the task given by the organization. While absorption is associated with focused care, complete concentration and satisfactory involvement in certain tasks (UWES: Schaufeli, Bakker & Salanova 2006). Research conducted in 2009 in Europe and the US has revealed that the labor force displayed through labor involvement and support is close to 25% versus only 15% of the labor force found in Europe (Attridge, 2009). Seen from the profile of organizations it can be seen that the highest involvement\support of employees is found in executives, managers, actors, farmers and teachers. Whereas the lowest level of involvement\support for work was observed among blue-collar workers, police officers, officers, retail workers and home caregivers.

Methodology

The problem of this research, we can define as an attempt to determine to what extent Job satisfaction and its structural components on the one hand, as well as relevant factors on the other, appear in the role of job opportunity predictors.

The purpose of the research is to validate the predictive value of Job satisfaction and the relevant factors in predicting Job opportunities. The assumptions that emerge from the problem and the research purpose can be defined as follows:

> H.1. Important research variables professional satisfaction and its structural components, appear in the role of highly predictive value variables for the criterion variable the job opportunity, and
>
> H.2. Relevant Predictors: type of rewards, number of rewards, promotion, tenure, salary, job position, length of current position, and number of promotions successfully predict individual bank employee differences in the context of opportunity for work.

The sample consisted of employees and sub-branches of commercial banks operating in the Prizren and Tetovo regions. The sample consists of a total of 244 bank employees from all levels of the banking hierarchy. The following instruments were used to measure the variables:

a. **Job Satisfaction** (Job satisfaction survey) Paul Spector (Spector, 1985). 36 items measuring 9 structural components of occupational satisfaction: salary, promotion,

supervision, benefits, potential rewards, work procedures, coworkers, nature of work and communication. Cronbach alpha α = 0.92.

b. **Job opportunities** were measured using the Job opportunities questionnaire. The 37 scale items are Likert-type. Reliability Alpha Cronbach's α = 0.97 categorizes the instrument NO into highly reliable instruments

Results

The results of the study are presented through tables and statistical charts referring to the hypotheses raised in the methodological section on the predictive value of Job satisfaction for Bank employee's job opportunities. Cronbach's alpha indicates the reliability of the data used in the questionnaire (α = 0.92 for Job satisfaction questionnaire and α = 0.97 for Job opportunities). The questionnaires make the collected answers more valuable as the data are appropriate to analyze the most appropriate prediction models of job satisfaction for job opportunities of employees.

Graph 1 shows the correlations between Job satisfaction and Job opportunities r = 0.43; p> 0.01 and Job satisfaction and Job involvement r = 0.37; p> 0:01.

Job satisfaction & Job involvement= 0.37

Job satisfaction& Job opportunities = 0.43

Figure 1. Correlations between Job satisfaction, Job opportunities and Job involvements

The results of the correlation analysis presented in Table 1 shows that between Job satisfaction and criterion variables (duration in current position, total length of service, promotion, number of promotions, educational level of bank employees, salary level and number of awards) there are no statistically significant correlations.

Table 1. Table showing correlation values and significance level between Job satisfaction and relevant variables

	Duration in current position	Experience	Promotion	Nr of promotion	Education level	Highness of salary	Nr of awards
Job satisfaction	r=0,088 p>0.05	r=0,069 p>0.05	r=-0,046 p>0.05	r=0,000 p>0.05	r=0,098 p>0.05	r=0,000 p>0.05	r=0,116 p>0.05

Regression analysis was conducted to determine the impact of predictive variables: Job satisfaction subcomponents on the criterion variable: Job opportunities.

Table 2. Predictive contribution of structural components of Job satisfaction the context of Job opportunities
(step-wise analyzes)

Depending variable model – Job opportunities	predictor	R^2 partial	ß	t
$R^2=0.238$; p< 0.01	Salary	$R^2=0,194$; p< .001	0.441; p< 0.01	4.96; p< 0.01
	Promotion	$R^2=0,101$; p< .001	0.317; p< 0.01	3.38; p< 0.01
	Supervision	$R^2=0,075$; p< .001	0.274; p< 0.01	2.88; p< 0.01
	Fringe Benefits	$R^2=0,081$; p< .001	0.285; p< 0.02	2.99; p< 0.01
	Contingent rewards	$R^2=0,108$; p< .001	0.329; p< 0.01	3.52; p< 0.01
	Operating conditions	$R^2=0,102$; p< .001	0.319; p< 0.01	3.40; p< 0.01
	Co-workers	$R^2=0,044$; p< .003	0.211; p< 0.01	2.18; p< 0.03
	Nature of work	$R^2=0,112$; p< .001	0.334; p< 0.01	3.58; p< 0.01
	Communication	$R^2=0,048$; p< .003	0.219; p< 0.01	2.27; p< 0.03

The regression result shows that the structural components of Job satisfaction which make up the prediction model that there is a statistically significant effect on the criterion variable job opportunity R = 0.238; p <0.01. The R value of 23.8% indicates that there is a positive linear relationship between job opportunity and job satisfaction. Moreover, the result also shows that job satisfaction explains 13.2% of the change in job opportunity. The value of F = 9.124 is statistically significant after p <0.05. Stepwise analysis shows that the model contributes the most to the subcomponents: income, nature of work, awards, work procedures and advancement which together explain 21.5% of the job opportunity which is the criterion variable.
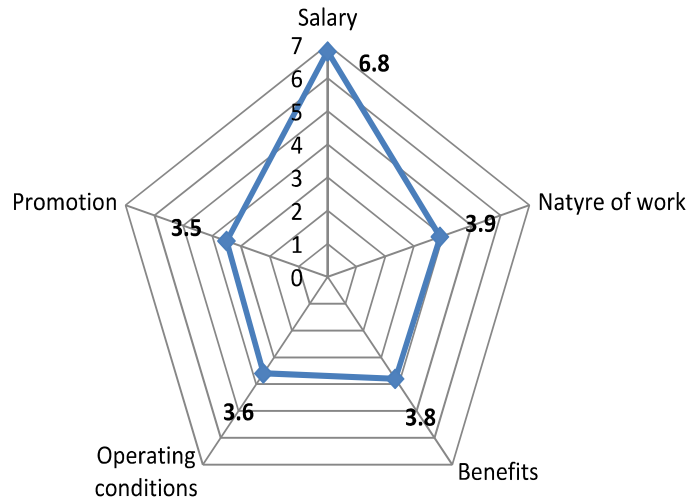
Figure 2. Predictive values of subcomponents of Job Satisfaction

The partial value of explaining predictor variables included in the most determinant model for Job opportunities is as follows: "Salary" (6.8%), followed by the "nature of work" sub-component (3.9%), fringe benefits (3.8%), operating conditions (3.6%) and "promotion" sub-component (3.5%) which together explains the 21.5% of Job opportunities.

Table 3. Coefficients of multiple regression when as predictive variables shown subcomponents of Job satisfaction

R	R Square	Adjusted R Square	Std. Error of the Estimate	F
,306[a]	,093	,007	5,708	1.076 ; p> 0.05
a. Predictors: (Constant), communications, promotion, operating conditions, salary, supervision, fringe benefits, Contingent rewards, nature of works, Co-workers				

From the results presented it can be seen that the model which in itself integrates the structural components of Job satisfaction in predicting occupational involvement is statistically insignificant. The model in question explains 9.4% of the variance of bank employee's job opportunities. The value of the determinant through which we understand the amount of disclosures on the other hand, the value of F = 1,076 p> 0.05 suggests that the determinant coefficient is statistically insignificant, namely the information provided by the model that incorporates Job satisfaction it is small and insignificant.

Table 4. Predictive values of set of variables in subsets of subjects with relevant variables that has to do with job

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
0.159[a]	0.025	-.068	21.233	0.270	0.981[a]
a. Predictors: (Constant), type of rewards, number of rewards, promotion, experience, highness of salary, position at work, duration in actual position, number of promotions					
b. Dependent Variable: Job opportunities					

The analysis of regression values shows that the model of inclusion of relevant variables: type of rewards, number of rewards, promotion, duration of work, salary, job position, duration in current position, number of promotions, jointly explain 2.5% of the variance of bank employee's job opportunity (R = 0.1592). The information we obtain through the model in question suggests that the value of F = 0.270, p> 0.01 that the model which incorporates predicate variables is small and insignificant.

Discussion

In the modern age, changing organizational constellation is the key attribute. Contemporary management and workforce management on the one hand, as well as the legislative constellation that regulates worker's rights on the other, bring about interdependence in mutual relations. Organizational performance and psychological status of workers are not only determined by material insights (Osmani &Gashi, 2015), but the responsibility given to them and opportunities for personal growth and advancement help employees find their value in relation to the value given to them by the organization (Baah and Amoako, 2011). Therefore, the purpose of the research was to determine the most appropriate Job opportunity determinants model for bank employees.

The research results confirm the validity of the propositions regarding the linearity and the predictive value of the predictive variables. The values of partial coefficients suggest a statistically significant contribution to Job opportunity prediction. The R value of 23.8% indicates that there is a positive linear relationship between Job opportunities and Job satisfaction. Moreover, the result also shows that Job satisfaction explains 13.2% of the change in Job opportunity. Stepwise analysis shows that the most of the others, contributes the model that includes these subcomponents: Salary (β = 0.441; p <0.01), Nature of work (β = 0.334; p <0.01), Fringe Benefits (β = 0.329; p < 0.01), Operating conditions (β = 0.319; p <0.01) and Promotion (β = 0.317; p <0.01) which together explain 21.5% of the criterion variable job opportunity describes that motivational factors (the nature of the job, the sense of accomplishment from their job, recognition, further, this can increase the motivational level of employees that will ultimately increase employee's internal happiness and that internal happiness will produce pleasure (Baah and Amoako, 2011). In the context of predicates: Supervision, Contingent rewards, Co-workers and Communication, even with regard to their significant partial contribution, they are still not included in the predicative model because of the small contribution they make to predicting the variable criterion.

The study enables the identification of the organizational constellation which refers to the needs of the employees, in order to ensure the effective achievement of its goals and objectives. The results of the study stated that a well-designed work environment would include both the factors pertaining to the organizational environment (nature of work and working procedures) and the three factors referring to bank employees (income, rewards and advancements), enhances job opportunity, employee loyalty, commitment levels, efficiency and effectiveness, productivity, which ultimately enhances organizational effectiveness as well as avoids the costs that arise as a result of dissatisfied employees.

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