



**Job Satisfaction: A Study on Civil Servants working under Finance
and Engineering services in Thimphu District of Bhutan**

By

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**Public Policy & Governance Program
North South University**



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**Public Policy & Governance Program
North South University**

**Dedicated to my parents,
Without their love and support I would be nothing**

Declaration

I declare that the dissertation entitled “Job Satisfaction: A Study on Civil Servants working under Finance and Engineering services in Thimphu District of Bhutan” submitted to the PPG Program of North South University, Bangladesh for the Degree of Master in Public Policy and Governance (MPPG) is an original work of mine. No part of it, in any form, has been copied from other sources without acknowledgement or submitted to any other university or institute for any degree or diploma. Views and expressions of the thesis bear the responsibility of mine with the exclusion of PPG for any errors and omissions to it.

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Abstract

As there is no study found whether the civil servants working under finance and engineering services of professional and management category falling under P4 level at Thimphu district are satisfied with their job, the main objectives of this study are to map whether those officials are satisfied with their job and to identify different factors that affect their job satisfaction level.

Relevant literature discussed to build an analytical framework and from different theories of job satisfaction Herzberg's Two Factor Theory is used to analyze collected data of this study. In this study job satisfaction for civil service was measured with six independent variables i.e. Recognition, Scope of Work, Supervision, Working Environment, Interpersonal Relationship and Salary.

Primary and secondary data were used for the study. Primary data were collected through a survey. The secondary data were gathered from journals, books, reports, etc. The study employed quantitative and qualitative methodology. Data was collected through the administration of questionnaire and an in-depth interview. Questionnaires were administered to 26 civil servants of finance and engineering occupational sub groups under Thimphu district. In-depth interviews were conducted on 5 civil servants to elicit their responses on job satisfaction. Statistical Package for Social Science (SPSS) tools is used for data analysis.

The result of this study indicates that the civil servants, who are now working at Thimphu district under finance and engineering services of professional and management category of P4 level, are not highly satisfied or they are not completely dissatisfied with their work. The overall satisfaction level of civil servants is at moderate. Analysis indicates that the most prominent factors to contribute for their satisfaction level are scope of work and interpersonal relationship in which majority of the civil servants has agreed. Rest other factors like supervision, working environment and salary also contribute for their satisfaction level but factors like recognition and other factors from respondents' perspective contribute less.

Finally, the findings of this research will help other future researchers in knowing the facts and figures and also job satisfaction level of mentioned civil servants of Bhutan.

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List of Abbreviation

GoB:	Government of Bhutan
RCSC:	Royal Civil Service Commission
NSB:	National Statistic Bureau
PCS:	Position Classification System
BCSR:	Bhutan Civil Service Rules
GNH:	Gross National Happiness
BBS:	Bhutan Broadcasting Service
UNODC:	United Nation Office on Drugs and Crime
UNDP:	United Nation Development Program
MOF	Ministry of Finance

Chapter 1

Introduction

1.1. Background

The public servants of Bhutan have played fundamental roles occupying centre stage in nations' numerous stride towards modernization and development as well as in strengthening the country's security and sovereignty (BCSR, 2012). A critical period that saw the role of the civil service in Bhutan was during the Sixth Five-Year Plan period (1987–1992). Against a backdrop of shortage of indigenous entrepreneurs and capital in Bhutan, the civil service had to play a 'leading role' in Bhutan's economy that extended into the direct involvement in operating commercial enterprises (Ugyel, 2016). One such role played by civil servants is during the time of transformation of the state from constitutional monarchy to democracy in 2008. They act as a bridge between government and common citizens. It's assumed that they play a significant role in shaping the lives of the community as whole. His majesty the Fifth king of Bhutan mentioned that "a small country like Bhutan will follow the example of civil servants. He felt that strengthening the civil service would be the first step to creating a strong foundation for a successful democracy. He expected civil servants to strive for the highest standards, live by higher ideals and nurture a sense of duty towards fellow Bhutanese" (Tenzin, 2013). As a civil servant, challenging though but it is quit rewarding and satisfying to witness the nation progress, thus gives passion and a drive for further challenges in future. In the process of serving the nation and taking assigned task, civil servants the main stakeholder, should be satisfied with his job as it is the basic requirements in the profession.

The goal and objective of the administration can be scaled and conquered only if civil servants are satisfied with their job (Drukpa, 2010). With the previous studies suggested that better job satisfaction would lead to higher performance, improved processes, increased productivity and enhanced commitment, whereas low level of job satisfaction would create counterproductive behaviors, such as withdrawal, burnout or absenteeism, turnover (Prasad & Kumar, 2014). The burgeoning literatures in the global context suggests that, job is recognized as not the only a means of earning a living, but as a major extension of identifying person's happiness (Owusu, 2014). It is important to make all employees to be

happy and satisfy with their working environment because it can improve the productivity level of work force. Moreover understanding the employees' job satisfaction is important as it is one of the determinants of a person's overall satisfaction. Hence, employee's satisfaction leads to customer satisfaction. When internal customers (employees) are happy, they treat external customer well. Customers will keep coming back for more. This grows the relationship and leads to customer loyalty (Malik et al, 2013). Thus the satisfaction level is an important indicator of well-being of an employee in a particular organization.

Therefore this proposed study, aims at analyzing the job satisfaction level of civil servants of Bhutan.

This chapter introduced topic of the current study followed by rationale, significance, problem statement, research objectives, research question, hypothesis, scope and limitations as well as the structure of this research.

1.2. Rationale of the study

Bhutan constitution of 2008 requires the state to provide necessary conditions to pursue Gross National Happiness (GNH)¹ so that wellbeing and happiness of people is achieved at the national level (Dorji & Schreven, 2007; Ura, et al., 2012). Also His Majesty the fourth king has indicated that its people are the strongest asset ('what we have are our people'); achieving their well-being is the ultimate purpose (Dorji, n.d). With this vision in mind, every civil servant is expected to indicate its specific contribution to the well being of the people. But will it be possible if civil servants themselves are not happy and satisfied with their job to further provide services to others?

As per the UNODC (United Nation Office on Drugs and Crime) and UNDP (United Nation Development Program) report the levels and volume of corruption is not significant in Bhutan. But potential exist, as democratization, the development of Bhutan's natural resources, the lower ethical standards of neighboring countries (possible effect on companies from those countries which operate in Bhutan) create opportunity and incentive for financial crime, including corruption, at a faster rate (Doig & Jaegere, 2010). Therefore

¹ *Gross National Happiness: The term GNH was coined by the government as a benchmark and developmental goal, (Ura & Kinga, 2004), that remains the principal guiding philosophy of the country's long-term development vision and is now increasingly being mainstreamed in the planning and business processes in the public sector (ADB, 2009).*

from the beginning itself it is better for government to implement some measures to minimize before the corruption cases accelerate. The mission of Ministry of Finance (MoF) is to formulate and implement dynamic fiscal policies and sound financial management through maximization of resource generation, efficient allocation, prudent expenditure and debt management and proper accountability of public resources. For this it is very important for government to identify possible measures to maintain the satisfaction level of civil servants especially working under finance service because as a backbone of good governance, they are main actors who handles and deals with government's budget including donor resources (Ura & Kinga, 2004).

Now a days in Bhutan there are so many development works taking place with full of infrastructure projects especially at capital city. And there are still many more government plans and manifestos yet to implement, for that engineers are the main role performer for the developmental activities (BBS, 2012). The main mission of engineering service is to provide safe, reliable and sustainable infrastructure for human settlement and transportation towards balanced regional development within the nation.

Therefore the very high expectations placed on the finance and engineering services in the nation make satisfaction level of those civil servants an important area to research to establish the implications for government to motivate the existing civil servants to perform their best.

Moreover Bhutan is considered one of the high power distance nation (Hofstede, 2001), therefore the study wants to find out how hierarchical nature in the work place affect the satisfaction level of the civil servants working under finance and engineering services.

1.3. Significance of the study

The finding or the result of this study will help the policy and decision maker in understanding the satisfaction level of civil servants working under engineering and finance services. In addition this study will serve as a source of reference for future researchers who conduct research in same area and the findings from the study will bring as useful baseline data which can inform numerous follow up studies in future. From a theoretical point of view this research will contribute to the existing literature in the field of job satisfaction. Recommendations from this research may help develop policies or programs that will aid to

give a positive direction towards the government to enhance the satisfaction level of civil servants of finance and engineering services in Bhutan. In addition there have been relatively no researches on this topic using Herzberg's two-factor theory. Therefore, this paper endeavours to address this literature.

1.4. Statement of the problem

A number of researchers indicated that satisfied employees are more productive and have positive influence in the whole organization (Gregoriou, 2008). As per the study done by Luddy (2005), states that employees experience a lack of job satisfaction resulting in a low level of employee commitment that, in turn, impacts on performance and the achievement of organizational goals. In case of Bhutan the nation's ultimate goal is to make contribution in realizing of Gross National Happiness (Adler, 2009). Therefore it will be difficult to make contribution for it, if civil servants lack job satisfaction. The symptoms for lack of job satisfaction result in low productivity, high absenteeism, labour unrest, industrial action and high labour turnover (Luddy, 2005). For case of Bhutan also the government faces with labour turnover as civil servants are resigning from their job. At the time when so many development works are taking place in Bhutan, some engineers (civil and architect) from engineering service, were resigning from civil service. About 35 engineers resigned in 2011-2012 from the Department of Road alone. Many engineers, who would not want to come on camera, cited job dissatisfaction as the main reasons due to over qualification, lack of training, failure to apply creativity and skills in the service, better opportunities in others (BBS, 2012). In the last two years, between July 2013 and August 2015, a total of 134 engineers resigned from the ministry (Pokhrel, 2015). The Director of Department of Road Karma Galey stated that the employees resigned as they were not satisfied with their jobs.

A finding from Chophel (2013), in his research mentioned that out of 259 respondents of civil servants 34.7% responded that they want to stay in civil service and serve the nation. On the other hand 19.3%, 23.6%, and 7.3% responded that they want to join private, corporate and political party respectively. Further 15.1% responded others, which comprise of joining international organizations, multinational companies, open up their own private firms and look for better opportunities elsewhere. The main concern here is not about the 34.7% of civil servants that are willing to stay in civil service, but is all about those civil

servants who want to leave civil service and join other organizations and institutions which constitutes to 65.3%. His findings reveal that the civil servants turnover is due to uncompetitive compensation system, lack of recognition and appreciation, lack of career path and no direct link between high performance and increased reward.

With total civil servant of only 27,029 out of whole population - 790079 (UN, 2017), for a young democracy moving in a stable environment with all its institutions doing well, it is surprising that civil servants are resigning and what could be the other reasons? Moreover it will be surprised to see if these trends continue in future which might hamper to fulfill nation's ultimate goals and policies. Therefore it's important to find the satisfaction level of civil servants working under engineering and finance services.

The government of Bhutan revised salaries of civil servants within the nation in the year 2014 (MOF, 2014), but there is no study done after the latest pay revision.

On the other hand, although several studies were conducted about job satisfaction, it was difficult to find literature related to this topic. This situation leads to the research problem "What is the existing situation of job satisfaction level of civil servants under finance and engineering service in Bhutan?"

1.5. Objectives

1.5.1. The main objective of this study is to identify the level of job satisfaction of civil servants working under Finance and Engineering services (P4 level) at Thimphu district.

1.5.2. To identify the factors that affect job satisfaction level of those civil servants

1.6. Research Question

1.6.1. Are the mentioned civil servants satisfied with their present job condition and situation?

1.6.2. What are the important factors that contribute to the satisfaction of those civil servants?

1.7. Research Hypothesis

1.7.1. Female civil servants are more satisfied than male civil servants.

- 1.7.2. Variation in type of services affect level of job satisfaction
- 1.7.3. Different age group will show same level of satisfaction with the job
- 1.7.4. Higher the recognition higher motivation level
- 1.7.5. The better the nature of relationship with supervisor higher the level of job satisfaction of employee.

1.8. Scope of the study:

This study should possibly provide insight to enhance satisfaction level of civil servants working under finance and engineering service.

The main purpose of this research is to measure the level of job satisfaction of the civil servants working under Finance and Engineering service in Thimphu district of Bhutan. The study includes only civil servants working under professional and management major category that is at P4 level in which Engineering and Finance service consists of 145 and 43 respectively in Bhutan. Therefore as a whole, the country has a total population of only 188 civil servants at P4 level working under professional and management category of finance and engineering service. While isolating that total population among twenty districts of Bhutan, Thimphu district alone consists less numbers, thus sample size of only 31 will be selected for the study.

1.9. Operational Definition

1.9.1. Job Satisfaction

Job satisfaction refers to both positive and negative feelings an individual come across while performing his job, which further motivates or de-motivate him/her to perform in future. Positive feeling means if an individual is content with end result of the work and negative feeling means if he is not content with the end result of the work. If he has positive thoughts he gets motivated and eventually leads to job satisfaction. But his negativity towards his job, contributes for dissatisfaction.

1.9.2. Civil Servant

A person registered with the Commission and employed in the services of the Judiciary, the Legislature, the Executive, Constitutional Offices and Autonomous Agencies of the Bhutan Government.

1.9.3. Royal Civil Service Commission (RCSC)

It is the central personnel policy making, coordinating and monitoring agency for the public sector especially civil servant.

1.9.4. Civil servants under Engineering service

Civil servants performing the job of architectural and engineering under the Ministry of Work and Human Settlement in Bhutan. There are 12 architecture and 133 engineers under professional and management (P4 level) category in Bhutan as per Civil Service Statistics (2016). Therefore, a total number of 145 civil servants are there under engineering service.

1.9.5. Civil servants under Finance service

Civil servants performing the job of finance, accounting and budgeting under the Ministry of Finance in Bhutan. There are total of 43 civil servants under professional and management (P4 level) category in Bhutan as per Civil Service Statistics (2016).

1.10. Limitations of the study

The study is based on 31 respondents of civil servants who are in P4 level grades, collected from Thimphu district which is not enough to generalize on the whole population of civil servants of Bhutan. Moreover the civil servants serving under other occupational sub group in Bhutan will not be able to cover and therefore their job satisfaction level might differ from those civil servants selected for this study.

Another major limitation of this study is that due to limited time and resources, this research is focused only on civil servants in Thimphu and the use of purposive sampling method for civil servants in this research may result in biased response and may lack representativeness. Since, there is no prior research conducted on this topic in Bhutan and moreover as a beginner in research, it has been a big challenge for researcher in getting required information. As sample size for the study was particularly focused on those civil servants of engineering and finance service which are at P4 level under professional and management category, researcher faced difficulty in getting respondent.

1.11. Organization of the study

This study is organized in six chapters.

Chapter 1

Chapter one presents introduction of the study followed by rationale, significance, problem statement, research objectives, research question, hypothesis, scope and limitations as well as the structure of this research.

Chapter 2

After the introductory chapter, this second chapter reviews existing literature, relevant theories regarding job satisfaction through which an analytical framework developed for this study.

Chapter 3

The third chapter discusses an overview on the Civil Service of Bhutan.

Chapter 4

Chapter four focuses on the methodology adopted for the study. This deals the design and method, nature and type of the data, sampling, data collection instrument and a complete data analysis plan.

Chapter 5

Chapter five deals with data presentation and analysis. It describes, tabulates and analyses the data and findings.

Chapter 6

In the sixth chapter a conclusion is drawn with the findings. It presents the summary of the entire work and provides a brief discussion on the findings and results of the study. It assesses whether research questions have been answered and objectives of the study have been fulfilled and provides implications for policy/future study of this whole study.

Chapter 2

Literature Review and Analytical Framework

2.1. Introduction

Chapter one outlined the context within which the research was undertaken and set out the research objectives, research questions and the significance. This chapter reviews the existing literatures on Job satisfaction of the worker in an organization to know the factors that contribute for very satisfied with the job versus the factors that lead to low satisfaction in the organization. Moreover there might be different findings from different studies and therefore literature review helps to compare other's findings with results of the study. It gives the outline for establishing the significance of the study. The aim of the literature review is to provide the reader information about the "state of art", which provides basis for the research undertaken (Aminuzzaman, 2011). With the numerous of literatures available from various country perspectives where intellectuals and researchers have discussed, based on those findings a brief literature review is being presented.

2.1.1. Related Research on Job Satisfaction

Siddika (2012) discussed about the Job satisfaction in his working paper "Job Satisfaction: A Study on Civil Servants Working at the Field Level in Bangladesh". The aim of his study was to examine whether field officials are satisfied with their job and to find the different factors affecting their job satisfaction. Interestingly his findings reveal that salary and career planning is not significant predictor of Job satisfaction. Whereas posting; working environment and recognition are the significant predictor of Job Satisfaction.

Prasad & Kumar (2014), found that the Nepalese civil servants have low level of job satisfaction in terms of given salary and facilities. However they have average satisfaction level in other factors such as supervisor, promotion, work opportunities and human relationship.

Jayathilaka (2014) provides an explanation of how extrinsic (hygienic) factors influence the overall satisfaction than the intrinsic (motivational) factors. His study reveals that the employees are more dissatisfied with their Work Environment, the reward structure, their

responsibilities and the opportunities for advancement. Moreover extrinsic factors influence overall satisfaction than the intrinsic factors but the most significant positively related intrinsic factor was recognition.

The purpose of the study of Naeem et al (2011) was to investigate the level of job satisfaction of civil servants of Maldives and to explain the relationship between job satisfaction and salary, supervision and coworkers. The findings indicated that civil servants were satisfied with their job and statistically positive relationships existed between the dependent variable and the three mentioned aspects of job satisfaction.

Rehman et al (2010) findings reveal that rewards systems for the job are proved to be strong determinant of job satisfaction. Employee show high level of Job satisfaction if they are provided more with extrinsic rewards than the intrinsic rewards. It means that employees are more concerned with what the job is actually paying to them. The age differences have moderating effect on job satisfaction as it increases with rise in age.

Owusu (2014) findings reveal that compensation is the main factor that determines job satisfaction of workers and their performance is positively affected by this factor. On the other hand nature of work negatively affects workers' performance but they are highly satisfied with the safety policies in place. Author further mentioned that inadequate training was a major challenge that contributes for workers' job satisfaction and he made recommendation for training to the management.

Luddy (2005) discussed about the Job satisfaction among public sector employees of South Africa in his working paper on "job satisfaction amongst employees at a public health institution in the western cape". The main objective of his study was to find out the levels of job satisfaction experienced by employees at a public health institution in the Western Cape region. His findings reveal that employees shows satisfaction towards co-workers, nature of work and the supervision they receive. But they are dissatisfied with opportunities for promotion and pay.

Interestingly, McCue and Gianakis (1997) argued that public finance officials in Ohio local government appear to be satisfied with their job but dissatisfied with organizational system for recognizing and rewarding outstanding performance. They concluded that satisfaction is a function of correspondence between expectations, aspirations, needs, and the degree to which the organization fulfills these needs and matches the expectations and aspirations.

Forsyth & Copes (1994) researched on determinants of job satisfaction among police officers taking demographic variables such as age, sex, year service, rank, years in position and education as independent variables. Their findings reveal that there is a moderately high level of job satisfaction among the sample of police officers but independent variables were moderately correlated with Job Satisfaction in a negative direction. Education showed a low association with job satisfaction. Gender had nearly no association with the dependent variable.

One of the finding from Seda (2014), research mentioned that males and females do not show any significant difference in terms of general satisfaction. In terms of factor satisfaction, males are more dissatisfied in 'taking responsibility' compared with females. Moreover up to 3 years of experience employees are more satisfied with "Internal Group Dynamics" than employees with over 10 years of experience. Young people have better relationships in their departments.

2.1.2. Research on Job Satisfaction of Civil Servants in Bhutan

Chophel (2013) has done a research on "Retention in Bhutanese Civil Service". The main objective of his research was to find out why top talents (above professional and management position category level) civil servants are leaving public service and to find the causes of labor turnover. His findings shows that voluntary resignation of civil servants is mainly caused due to lack of motivation, good compensation system, poor benefits and working environment, lack of career advancement, gap between subordinates and superior in terms of thinking and understanding, unclear civil service rules and regulation, corruption, biases, poor system, lack of transparency, mismatch between skills and job and civil servants are not ready to future change as they are adapted to old system.

Turnover related issues are difficult in the organization where the productive capacity is concentrated in human capital (skills, knowledge and abilities of employee) as it lies within a person. Human capital is not easily transferable; it can be gained only by investing in a person over a long period of time (Barak et al, 2001).

In 2015, a comparative study of job satisfaction at public and private sector in Thimphu (Capital city of Bhutan) was done. The main objective was to make comparison between the two sectors and to examine different factors affecting job satisfaction in both sectors. It is

found that working environment and availability of resources have significant impact on satisfaction of public employees and organizational contribution, job security, requirement for extra efforts, recognitions and opportunity to learn has significant effect on private employee's satisfaction. Author mentioned that the satisfaction from security and salary is lower in private sectors because, as a developing economy, private sectors are weak and unstable (RIM, 2015).

This research is similar to the research made by Bora (2014) where he made a comparison between public and private sector banks. He found that variables like job security, lack of recognition of the work in organization and salary are the main reasons that contribute for dissatisfaction level of worker in private sector which was the same case for Bhutan also. Moreover employees from public sector banks are slightly more satisfied in comparison to private sector banks.

Another interesting finding came from a study that concluded that the civil servants held positive perceptions towards reward and recognition practices as it is the essential factors to motivate employees. The factor's strategy in an organization benefits both the organization as well as employees (Dekar, 2016).

Drukpa (2010) in his study "Job satisfaction of Secondary School Teacher in Thimphu district of Bhutan" focused on personal characteristics and job characteristics with that of some of the aspects of job satisfaction (work, income, working condition, self esteem, policy and management, intrinsic rewards and interpersonal relations). His findings indicated that the overall satisfaction levels of teachers were satisfied and out of the seven dependent variables of job satisfaction, teachers are highly satisfied with interpersonal relationship and the least satisfaction is the income. And one more interesting findings indicated that teachers are satisfied with given responsibilities as it gives them opportunity to utilize their knowledge and skills. This means that job of teacher in secondary school satisfies the needs of the teacher by providing opportunity for them to use their own skills, abilities, creativity and variety. The result supports the study of Baron & Paulus (1991) which states that work which satisfies the needs of employees is work providing opportunity to use one's value skills and abilities, creativity and variety. From Drukpa (2010) result it also indicated more number of female respondents than male. And he mentioned that the reason for more

number of female teachers could be because most of the spouses work in other department and ministries in the capital city.

2.1.3. Synthesis from Literature Review

Several approaches were developed for determination of the employee job satisfaction and many studies were conducted about factors that affect employee job satisfaction in the literature. Findings from different country perspectives shows that different variables of Job satisfaction lead to low or high effect for the satisfaction level of employee. After going through various literatures the researchers focus on the demographic variables and the job characteristics. Job satisfaction means different things to different people, given that people are affected by various factors including personal characteristics, needs, values, feelings and expectancies. Also, it varies from organization to organization, since job satisfaction influencing factors such as working environment, job characteristic, opportunities for employees and working environment differ according to organization.

Some of the studies concluded with similar findings as in most of the cases the factors like recognition, reward and pay are the most prominent factors that contributed for the higher satisfaction level for the employees. But other factors like job security and posting/transfer are not common in most of the studies. This means they are not the driving factors that motivate and encourage every employee to increase his/her satisfaction level in the organization.

After reviewing through various literatures in case of Bhutan, there is no prior study done on this particular topic and a further research need to be done. Therefore to support the aforesaid literature reviews and moreover to support current research the theories of job satisfaction are discussed below.

2.2. Theoretical Framework

The theories of job satisfaction will make an effort to endow with a supporting background for analyzing job satisfaction. Arguably the most famous job satisfaction theory is Edwin A Locke Range of Affect Theory (Nalem, 2015). And the other theories like motivational theories are usually divided into two categories, that is, content (Internal) theories and process (External) theories. Content theories are related to job satisfaction and assume a

direct relationship between job satisfaction and improved performance (Luddy, 2005). Theories are concerned with identifying people's needs and strengths, and the goals they perceive in order to satisfy their needs (Jayathilaka, 2014). In other words these theories identify factors within an individual that energize, direct, sustain, and stop behavior (Rahman, 2013). While the process theories reflect in more detail the relationship between motivation, satisfaction and performance (Luddy, 2005). It describes how personal and situational (environmental) factors interact and influence each other to produce certain kinds of behavior (Rahman, 2013).

Major content theories include: Range of Affect Theory, Maslow's hierarchy of needs, Herzberg's two factor theory and Macgregor's theory X and Theory Y.

And process theories include: Expectancy Theory, Equity Theory and Goal Theory (Jayathilaka, 2014 & Luddy, 2005). These theories are been discussed below:

2.2.1. Range of Affect Theory

Edwin A. Locke's (1976) argued that satisfaction is determined by a difference between what one wants in a job and what one has in a job. The relevant of this theory to work is to assume that employees have expectations on their jobs that act as factors that influence their satisfaction on the job and enhance performance. If their expectations (example of such expectation are promotion, reward etc) are met they are satisfied and if their expectations are not met they become dissatisfied, which has a negative effect on their performance (Torkabadi & Kheirkhah, 2013). Moreover, Nalem (2015) mentioned that in this theory employees give priority to one factor of the job which differs from other employees. For example, one employee may value good working conditions more than anything at work, for another employee job placement might be more important compared to working conditions. The absence of the feature will lead to job dissatisfaction of the employee.

2.2.2. Maslow Hierarchy of Needs

Abraham Maslow stated that human needs are not of equal strength and they emerge in a definite sequence. In 1954, he developed the five level 'hierarchy of human needs', which are expected by every human being (Davis & Newstrom, 2007).

Level 1: Physiological Needs - Include the primary needs or basic needs for existence like food, shelter, clothing and medicine for which the organization pays salary to fulfill those needs (Drukpa, 2010).

Level 2: Safety needs - Includes security and protection from physical and emotional harm which in organization include job security, safe working environment and having suitable policies or comfortable retirement plans, to enhance employee job performance (Luddy, 2005).

Level 3: Social or Belonging needs - includes affection, belongings, acceptance and friendship.

Level 4: Esteem needs - Includes internal esteem factors as self respect, self-sufficiency/self image and external esteem factors as status, recognition and attention.

Level 5: Self Actualization needs – Which means becoming all that one is capable of becoming, using one's skills to the fullest and stretching talents to the maximum (Davis & Newstrom, 2007) in contributing to the society and leaving behind a legacy.

The above needs are related to each other and the higher level of needs is more important as it enhance performance of employees (Luddy, 2005).

2.2.3. Herzberg's Two Factor Theory:

Fredrick Herzberg's theory of motivation is another relative and realistic model of job satisfaction which consists of two main components: motivators and hygiene factors. He identified the factors, which, when present, lead to extreme satisfaction (motivators) and those, when not present, leading to extreme dissatisfaction (hygiene) (Herzberg 1959 cited in Gregoriou, 2008).

Motivating factors also known as Intrinsic Factors are related to job tasks. It has a strong hold over the personal emotion towards the job thereby generates the individual efficiency and can lead to job satisfaction. But the absence thereof cannot lead to job dissatisfaction. Motivation factors include achievement, recognition, work itself, responsibility, advancement and growth (Robbins, 1993 cited in Luddy 2005 & Drukpa, 2010).

Whereas when the hygiene factors also known as extrinsic factors are low the employee is dissatisfied, but when these factors are high it means the employee is not dissatisfied (or neutral), but not necessarily satisfied (Herzberg 1959, cited in Luddy 2005). Herzberg states

that hygiene issues cannot motivate employees but prevents dissatisfaction as it takes care of the lower needs like that of physiological, security or social needs of Maslow theory, preventing dissatisfaction. Hygiene factors include supervision, work condition, coworker, pay, policies, job security and status (Drukpa, 2010).

The Herzberg model has been criticized widely when it comes to factor like salary. Critics are of the notion that salary can be both motivator as well as hygiene factor. And also the hygiene factors may be motivators to some individual, and motivators may be hygiene factors to others. Moreover this theory is not generally applicable because it was based on and applies best to managerial, professional and upper level white collar employees (Davis & Newstrom, 2007).

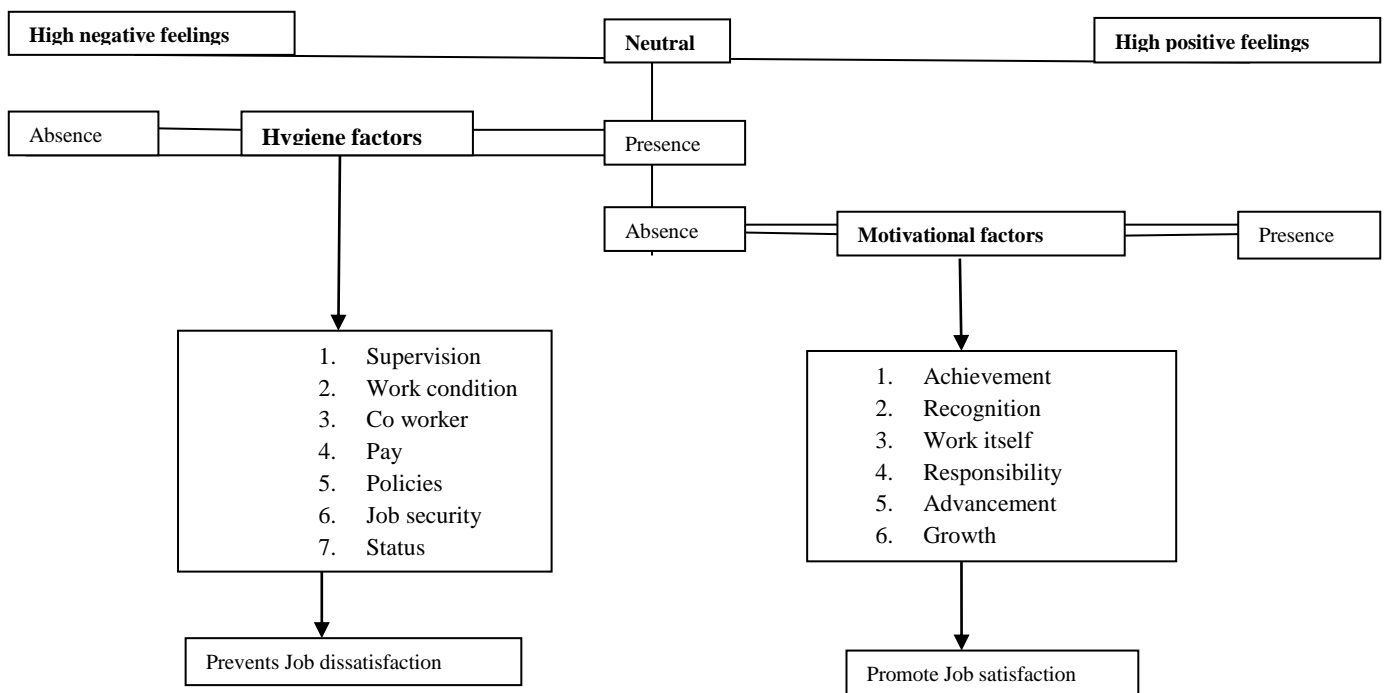


Figure.2.1: Herzberg’s Two Factor Theory – Effects of Hygiene & Motivational Factors
 (Source: Davis & Newstrom, 2007 & Drukpa, 2010)

2.2.4. Macgregor’s theory X and Theory Y

Theory X and Theory Y are theories of human motivation and management. These theories describe two contrasting models of workforce motivation applied by managers in human resource management, organizational behavior, organizational communication and

organizational development. According to the models, the two opposing sets of general assumptions of how workers are motivated from the basis for two different management styles. Theory X stresses the importance of strict supervision, external rewards and penalties in contrast. Theory Y highlights the motivating role of job satisfaction and encourages workers to approach tasks without direct supervision.

2.2.5. The Expectancy Theory

This is also a further explanation of motivation introduced by Victor Vroom. Job satisfaction and the motivation are somewhat similar concepts because if someone is motivated to work, he can achieve job satisfaction relating to his career. This theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome to the individual. This theory highlights the motivation of a person. If a person is highly motivated with his job it leads to the job satisfaction. This theory focuses on three relationships as;

- Effort – Performance Relationship
- Performance – Reward Relationship
- Rewards – Personal goal Relationship

When the employees use their total effort and performance to achieve the organizational goals and objectives, the organization rewards them appropriately; finally it can help to meet personal goals. When the employee is satisfied with the rewards the final result is they are satisfy with the job.

2.2.6. Adam's Equity Theory

Adams' equity theory explains that individuals has a tendency to compare and contrast between the input and the output of the job, which means that they compare the work load they shoulder and the number of hours they work with the salary, benefits, bonus and other they receive. When the ratio between the input and the output are not equal, humans or the individual tends to be dissatisfied and gives way towards job satisfaction. In principle, individuals tend to compare among the fellow mates whom they feel are of the same category. And on the other hand they experience job satisfaction when the ratio between

the input and the output is equal and it gives an avenue motivation for the worker or the individual to raise the level of input for better output or maintain the consistency of the job.

2.2.7. Goal-Setting Theory

In the late 1960s Edwin Lock proposed that intentions to work toward a goal are major sources of work motivation. Although Lock argued, "Goal setting is more appropriately viewed as a motivational technique rather than as a formal theory of motivation", his theorizing was faced as a useful approach to work motivation and performance. Furthermore, the theory states that the more difficult the goal, the higher level of performance exists. Individuals will try to do the best when they are well informed. The administration ought to give them feedback in order to be in a position to progress toward business goals. Moreover, feedback helps to identify discrepancies between what they did and what they want to do. Feedback acts as a guide. The administration must be in a position to measure the self-generated feedback. By measuring this, managers will be able to understand who employee is competent to perform the difficult targets that the organization needs to achieve. By giving the opportunity to workers to participate in the decision making and setting their own goals a possibility appears to try harder.

2.3. Choice of Theory for the Study:

In this study, the researcher is using Herzberg's Two-Factor Theory to shape the foundation for the analysis, because this theory is more relevant to measure the job satisfaction for civil servant of engineering and finance service in Bhutan. After reviewing different literatures, researcher found that the factor - 'recognition' seems to be the strong aspect that increases satisfaction level, thus the researcher wants to take this strong factor to measure the level of job satisfaction. And the study contains two different nature of job such as engineering and finance, in which the satisfactions derive from respective job, might be different from each other.

In addition the researcher wants to find out how the civil servants react to their job in presence of hierarchical nature. Consequently, the Herzbergs' theory clearly mentions the necessary factors which the researcher have raised some issues above to measure the satisfaction level of civil servants.

2.4. Analytical Framework

By analyzing the various literatures and selected theory, the study has identified the following independent variables for the analytical framework which influence the dependent variable. Independent variables are classified into demographic factors (gender, age, and qualification), motivational factors (recognition & scope of work) and hygiene factor (Supervision, working environment, interpersonal relationship and salary).

On the other hand dependent variable consists of job satisfaction.

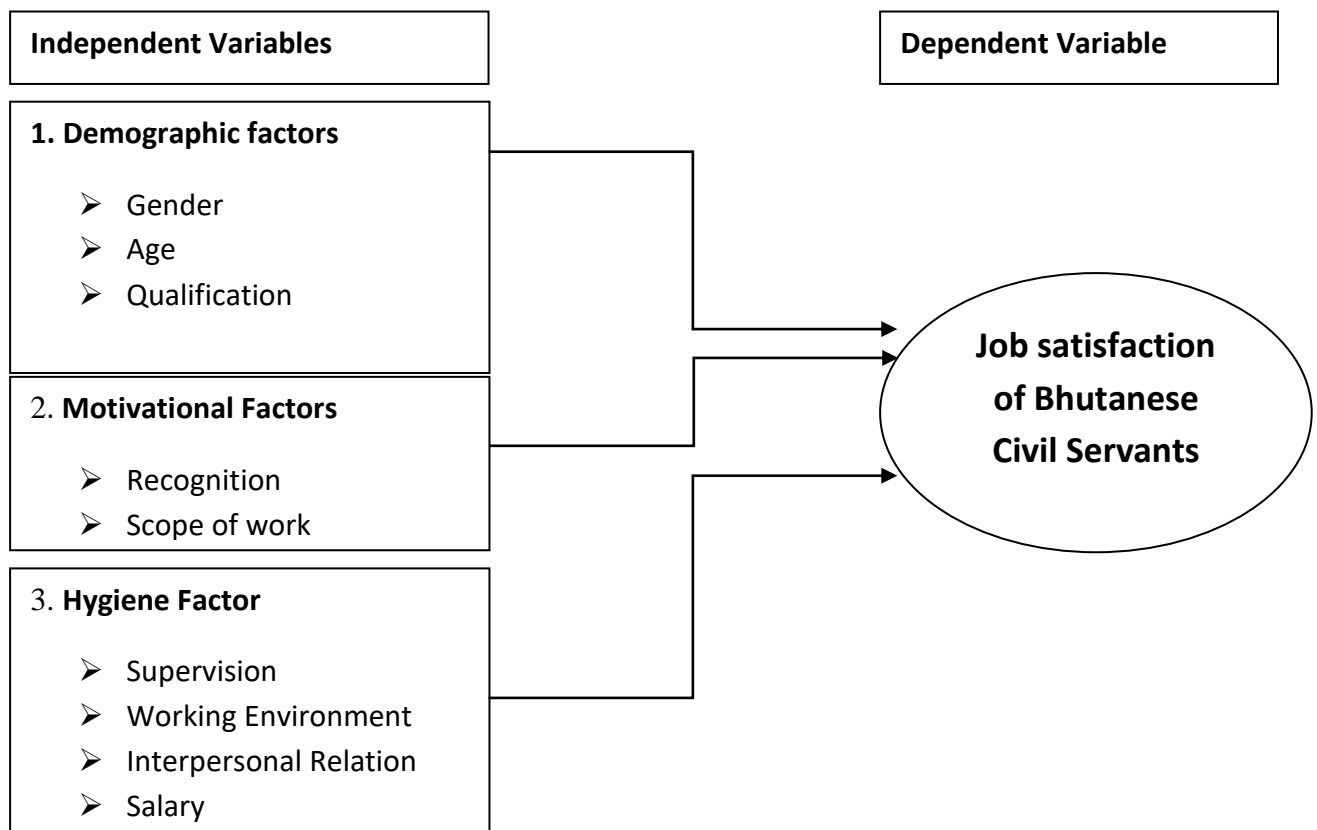


Figure 2.2: Analytical Framework

2.5. Variables contributing to Job Satisfaction and its Operational Definition

There are wide ranges of factors related to job satisfaction. However the focus of the researchers has varied depending on the interest of the researchers. Most of the researchers focus on the personal characteristics and the job characteristics. Some of the variables used by the research are discussed below along with other that contributes to job satisfaction.

2.5.1. Demographic Factors:

Gender: Gender refers to male and female civil servants working under the organization.

When the relationship between the gender and the job satisfaction was investigated, it has unveiled certain possibilities. Hoppock (1935) explains that females have the higher level of job satisfaction but Hulin and Smith (1965) explains just the reverse explaining that males are more satisfied than the females with regard to job satisfaction

Age: Life span of civil servants after he or she was born till the present day.

Herzberg, Mausner, Peterson & Capwell, 1957 cited in Clark, Oswald & Warr (1996) suggested that 'in general, morale is high among young workers. It tends to go down during the first few years of employment. The low point is reached when workers are in their middle and late twenties or early thirties. After this period, job morale climbs steadily with age'. This U-shaped pattern was interpreted in terms of new entrants to the labour market feeling positively about their novel situation and their transition to adulthood; however, increasing boredom and a perception of decreasing opportunities was thought to lead to some reduction in job satisfaction during subsequent years. There have been many investigations into the relationship between age and different forms of job satisfaction. Significant variations across age are commonly found, with older employees tending to report higher satisfaction than younger ones. Observed age differences in overall job satisfaction are greater than those associated with gender, education, ethnic background or income (Warr, 1992, Clark, 1993 and Weaver, 1980).

Qualification: Qualification refers to the education level or degree obtained by the individual. The educational status of the respondent is measured in five categories: (1) high school - Class XII completed; (2) college – graduate/bachelor; (3) post-graduate degree – Masters; (4) PhD.

2.5.2. Motivational factors:

Recognition: An individual appreciated and given nice feedbacks by his boss and other colleagues, for his amazing work contributed in the organization.

The study found very interestingly that recognition for good works motivate civil servants more than salary (Miner, 2007).

Scope of work: Nature of job an individual perform or the assigned task. For this research there will be two different jobs like engineering and finance.

The study of Baron and Paulus (1991) states that work which satisfies the needs of employees is work providing opportunity to use one's value skills and abilities, creativity and variety.

2.5.3. Hygiene factors:

Supervision: A strong bonding between employer and employee, where employee can express any kind of official matters and sometime share important personnel issue to seek support from employer. And in case of employer, his willingness and ability to provide official/technical support, a proper guidance for the work task and creating room to express emotional matters by employees. If these kinds of situation are present in the organization, employees might feel much more motivated to remain in that organization which leads to low rate of turnover.

Research demonstrates that a positive relationship exists between job satisfaction and supervision (Smucker, Whisenant & Pedersen 2003). Supervision forms a pivotal role relating to job satisfaction in terms of the ability of the supervisor to provide emotional and technical support and guidance with work related tasks. The supervisor's attitude and behavior toward employees may also be a contributing factor to job-related complaints. Supervisors with high relationship behavior strongly impact on job satisfaction (Robbins et al., 2003). As per Jayathilaka (2014) the behavior of the supervisor plays an important role with regard to employees' reactions to a problematic event. It was showed that the employees who perceived their supervisor as more approachable and responsive were more likely to voice their concerns.

Working Environment: Working environment refers to the availability of the basic infrastructure like office building; enough space; proper ventilation; furniture; safe environment; availability of office equipment like computers, photocopy machine, printer,

fax machine, etc. According to Baron and Paulus (1991), employees are satisfied with physical surroundings which are not dangerous or uncomfortable. Moderate rather than extreme degree is preferred, since extremes cause physical comfort and reduce ability of work. Most employees also value a location close to home, new buildings, cleanliness and adequate tools and equally as working condition. Gol (2010) reveals that congenial work environment in job are very important factors for job satisfaction.

Interpersonal Relationship: Interpersonal relationship refers to friendliness and supportive bonding/relation with co-workers.

A number of authors maintain that having friendly and supportive colleagues contribute to increased job satisfaction. As per the survey report more than 21000 women occupying the most demanding jobs indicated that those participants, who lacked support from co-workers, were more likely to suffer from job dissatisfaction. Another survey conducted amongst 1250 Food Brand employees found that positive relationships with co-workers enhance job satisfaction (Johns, 1996; Madison, 2000 & Berta, 2005).

Salary: Salary refers to monthly income received from his/her office or work for the services rendered.

Wages and salaries are important factors for job satisfaction. Money not only helps personnel attain their basic needs but also instrumental in providing upper-level needs satisfaction (Luthans, 1992).

2.6. Measurable Indicators for variables:

Some indicators are identified to analyze the independent variables accurately and to collect related data properly. The identified indicators are shown in following table:

Table 2.1: Variables and Indicators

Independent Variables	Indicators	Dependent Variables	Indicators
Demographic	Gender	Job	Perception of

factors	Age	Satisfaction of Bhutanese civil servants	civil servant (liker scale)
	Qualification		
Motivational factors: Recognition	Formal recognition by issuing notes / letter of appreciation		
	Providing constant feedback		
	Number of times employee get acknowledge by the supervisor for performing good work		
Scope of work	Number of times important work has been assigned		
	Freedom to make own decision within the given responsibilities		
	Number of opportunity to utilize own knowledge and skills		
Hygiene Factors: Supervision	Number of times employee meet with supervisor / per unit time		
	Number of meetings conducted to discuss issues related to professional & personal matters		
	Number of occasions the supervisor asked/ enquired about personal welfare/wellbeing of the employee		
Working environment	Opportunity to use new technology in office		
	Available resources (financial & physical)		
	Adequate working staff		
Interpersonal relationship	Number of times employee perform official work/task with his/her colleagues together		
	Number of times employee had official dinner or other celebration together with his/her colleagues		
Salary	Amount received in the end of every month		
	Highly paid or under paid		

Chapter 3

An Overview: Civil Service of Bhutan

3.1. Introduction

This chapter attempts to discuss an overview about the civil service of Bhutan. Till date the Government of Bhutan has been the largest sector in society. The private sector is fairly small and civil society is in its infant stage. Civil Service is the most important workforce of Bhutan public sector, as government initiatives are implemented by that civil workforce. Therefore, there should be a clear understanding about Bhutan Civil Service before analyzing the factors of job satisfaction of the civil servants.

3.2. Background of Bhutan's Civil Service

A period where an ultimate form of Bhutan's public administration originated is when the spiritual – political (choe-sid) system was established before 1907. This diarchal system of governance sought to separate the spiritual (choe) from the political (sid), and under this system the Zhabdrung² (priest) remained the head of state. An important development of the spiritual - political system was the establishment of the state council (lhengye tshok). As per the literatures little is known about the administration system beyond the construction of fortress (dzongs) and collection of some taxes during the period between Zhabdrung's era and the establishment of monarchy in Bhutan in 1907(Ugyel, 2016).

In 1913, the first batches of 46 students were sent to India to study the modern education which was deviation from traditional monkish students. This batch of modern educated students became first to serve in various capacity in government of Bhutan though monkish human resources were in majority even to the reign of third king. The highest bureaucratic posts of secretaries to the king were occupied by the monks or ex-monks (Tenzin, 2013). The first two monarchs of Bhutan inherited a structurally and operationally simple administrative system and no major efforts were made to change the

² *Zhabdrung Ngawang Namgyal was a Tibetan Buddhist priest and the unifier of Bhutan as a nation-state. He created a distinct Bhutanese cultural identity separate from the Tibetan culture from which it was derived)*

status. It was only since the Third King's reign (1952) that Bhutan's governance system underwent major transformations from 1960s (Ugyel, 2016 & Mathou, n.d).

With the modernization, the needs for qualified civil servant became imperative, as the civil service administration became more complex due to rapid social economic development activities. The government recognized the need to further strengthen the central personnel agency with clear mandates. Thus on 2nd May 1982, Royal Civil Service Commission (RCSC) was established in the country (Zangmo et al, 2015). During the transformation of the country from monarchy to democracy, fifth king of Bhutan felt the need to make civil servants apolitical without involving them with any related politics. On July 2008, RCSC became independent and apolitical body governed by the supreme law of Bhutan (Tenzin, 2013). It is one of the only four Constitutional Offices of Bhutan and mandated to be the Central Personnel Agency of the Government, amongst others, to promote and ensure an independent and apolitical Civil Service, and fully capable of 'implementing the policies and programmes of the Government', good governance, and uniform rules and regulations on Human Resource (HR) actions throughout the Civil Service (BCSR, 2012).

The administrative division of Bhutan includes ministries, commissions and twenty districts which are further divided into 205 blocks (sub-districts). To facilitate the direct participation of the people in the development and management of their own social, economic and environmental well being the power and authority are decentralized and devolved from central to district level and further to block level. The lowest tier of administration in Bhutan is the block level. At the Block level there are also sector representatives from agriculture, livestock, forestry, health, accounts, engineering and education, being accountable vertically to their respective Ministries through the district level officer of their respective sector (LGSP, 2008).

From 1989 till 2006, the civil servants are structured in grades (cadre) system where lowest were grade 17 and the highest grade 1, who were at ministerial or secretarial rank (Tenzin, 2013). Later in 2006, to help the civil servants discharge its public duties in an efficient, transparent and accountable manner, - government of Bhutan transformed the old system of civil service that is cadre system into Position Classification System (PCS). The PCS policy advocated three key principles of right person for the right position, open competitive selection and equal pay for equal value of work. The other determining principles of PCS

were professionalism, meritocracy, efficiency, fairness, transparency and accountability (Pradhan, 2014). It is based on the performance and professionalism in the Civil Service that is capable of delivering effective services to the people and in meeting the needs of the public administration (Dorji & Schreven, 2007).

3.3. Structure and Hierarchy of Civil Servants

According to BCSR (Bhutan Civil Service Rules) 2012 and Civil Service Statistics 2016, the civil service occupations are classified into nineteen major occupational groups and ninety five occupational sub group. And the position category is structured into four major categories and seventeen position levels. The civil servants classified above are distributed among ten ministries, independent bodies, autonomous bodies, constitutional bodies and judiciary as administrative bodies.

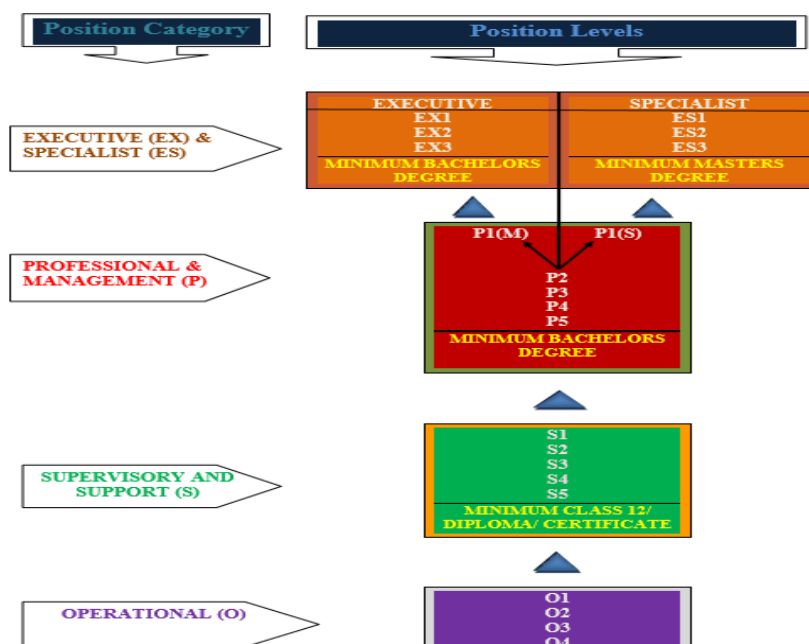


Figure 3.1: The structure and hierarchy of civil servants' positions

(Source: BCSR, 2012)

3.3.1. Executive (EX) and Specialist (ES)

A Secretary to the government is the highest position in the Civil Service which is at executive level. And Specialists are recognized as experts in their fields and they are responsible for carrying out research, analysis and tasks requiring top-level expertise which can develop, influence or otherwise affect organizational or national policies and processes.

3.3.2. Professional and Management (P)

The responsibility of civil servant under this category is to perform day to day activities towards influencing larger-range outcomes. They provide input to major policy issues and decisions focusing mainly on determining tactical level issues or decisions undertaking some thinking and planning tasks. They implements decisions as determined by the EX/ES; and develop/ recommend changes in policies and procedures. In addition they have the task of initiating disciplinary action of the Supervisory & Support and Operational Categories.

3.3.3. Supervisory and Support (S)

The main task under this category is to supervise and support employees including scheduling and assigning of work, training and making decisions impacting daily job functions. It implements decisions determined by the P category.

3.3.4. Operational (O)

The main role of this category consists of public contact responding to and routing phone calls to appropriate respondents, typing and use of computers and other office equipments to input information/data and prepare reports.

3.4. Recruitment and Promotion

His Majesty the king, exercising the constitutional prerogative, appoints to the highest executive positions specified in the constitution, for which the process is specified in the constitution itself. In making appointment to such positions specified in the constitution, trust and confidence levels of the candidates are weighted alongside the merit (Pradhan, 2014). For rest of the positions the process of recruitment promotion and transfer of civil servants are based on seniority, merit and performance with the rules framed by RCSC. In

addition the Civil Service provides opportunity for the professionals to go forward in their career as Specialists to Position Level ES1 (Civil Service Act of Bhutan, 2010). Recruitment of civil servants consists of two types: fresh recruitment and in-service recruitment. Recruitment at the Executive and Specialist Position Category is exclusively in-service. In other Position Categories, fresh recruitment is done at the entry Position Levels, while in-service recruitment through open competition is done to fill up the vacant positions at the non-entry Position levels. Fresh recruitment at the entry positions in the Professional and Management Position Category is done by RCSC through Bhutan Civil Service Examination (BCSE). The technical graduates enter at P4 Position Level, while non technical graduates enter at P5, after undergoing one year Post Graduate (PG) Diploma training. The recruitment in the Supervisory and Support, and Operational Position Categories, both at entry level as well as at vacant positions are decentralized to the agencies (Pradhan, 2014).

3.5. Occupational Groups

The civil service occupations are classified into nineteen major occupational groups and ninety five occupational sub groups (Civil Service Statistics, 2016). Civil servants working under engineering and finance falls under two respective occupational sub groups. As the engineer falls under technical category, they are placed one grade higher than other general civil servants which means the civil servants falling under finance service category starts their position grade from P5. These shows in order to reach next grade/level, the civil servants have to serve five years in between.

3.6. Statistics of Civil Servants in Bhutan

As per Bhutan Civil Service Statistics (2016) there are a total of 27,029 civil servants within the nation comprising of 25,161 regular civil servants and 1,868 on contract as of 31st December 2016. A total male civil servant consists of 17,444 of whom 16,233 are regular civil servants and 1211 are on contract. And the female civil servants consists of 9,585 (35.46%) of whom 8928 are regular civil servants and 657 are on contract. Civil servants under the Executive Position Category consists of 141 (0.52%) and in Specialist Position Category it consists of 107 (0.40%). There are 13,090 (48.43%) civil servants in Professional and Management Position Category as compared to 11,661(43.14%) in Supervisory and

Support Position Category, and 2,030 (7.51%) in Operational Position Category. The General Service Personnel (GSP) and Essential Service Personnel (ESP) are considered outside the Civil Service. As on 31st December 2016, the number of civil servants constituted 3.44% of the total population of the country. The ratio of civil servants strength to the total population was 1:29.

3.7. Background of Thimphu District

Thimphu is the capital city of the country and is located in the western part of the country. With a population of 104000, it is also Bhutan’s largest city. The city has grown from a very small town to a major city functioning as the administrative and economic hub of Bhutan. The district has an area of about 1,819 sq.km with elevation ranging between 1300 to over 7300 meters above sea level.

By location, Thimphu has the highest number of civil servants which consists of 8,459 including civil servants of all central agencies, in which 431 civil servants are actually under District Administration and 1,251 are under the Thimphu Thromde (Municipal) and the rest remaining are under various ministries.

Table 3.1: Statistics of Civil Servants under various Categories at Thimphu District

Categories	Total Civil Servants
Executive	110
Specialist	91
Professional & Management	3838
Supervisory & Support	3536
Operational	884
TOTAL	8,459

Source: Civil Service Statistics, 2016

Chapter 4

Research Methodology

4.1. Introduction

Previous chapter had a discussion about an overview of Bhutan's Civil Service. This chapter is discussing about the research methodology applied in the study for achievement of desired objectives. Variables of the study were identified through the literature review. In developing the theoretical framework, the study fellow deals with the dependent variable: job satisfaction and the selected independent variables such as, demographic factors, Motivational factors (Recognition, scope of work) and Hygiene factor (supervision, working environment, interpersonal relationship and salary) in order to identify the relationship between job satisfaction and above mentioned independent variables. In this chapter the details of the methodology which is carried out prior, during and after field work have been described as follows:

4.2. Research Design

4.3. Sampling Method

4.4. Research Instrument (data collection instrument)

4.5. Rating System

4.6. Area of Study

4.7. Study population and Sample size

4.8. Voluntary nature of survey

4.9. Ethical Consideration

4.10. Data analyzing plan

4.2 Research Design

According to Creswell (2003), research designs are procedure for collecting, analyzing, interpreting and reporting data in research studies. As this study has intention to find out the level of job satisfaction and to identify the relative importance of job satisfaction factors of the civil servants working at engineering and finance service, mixed method the use of both quantitative and qualitative techniques is appropriate to fulfill its objective.

By using Qualitative method, the study can have more in depth analysis of the information collected as the researcher can have direct contact with the respondents. However, a qualitative study does not convert all observations into a single, common medium such as numbers but leaves the data in a variety of nonstandard shapes, sizes and forms (Neuman, 2013). Thus, the usage of Quantitative data would supplement the qualitative data, making it interpretable and empirical based. Quantitative research is the numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect (Siddika, 2012). In this study the researcher adopted “mixed method” as combining the two methods help researcher to achieve credibility of result, for better interpretation of result, to offset the weakness associated with using one method and to achieve corroboration between the two methods. Moreover, the use of mixed methods in social science research in the study of the same phenomena has received significant attention among scholars and researchers (Jick, 1979 cited in Owusu, 2014).

There are four major types of mixed methods designs namely Triangulation design, the Embedded design, the Explanatory design and the Exploratory design (Creswell, 2003). Under this study Triangulation design is used as the researcher wants to compare, contrast and validate quantitative statistical results with qualitative findings. In this design, a researcher first collects and analyzes the quantitative (numeric) data. After that the qualitative data are collected and analyzed in the sequence.

To reach the objectives, the study is mainly based on primary data. Secondary sources is also be used. The secondary data will be collected from different literatures, national and international journals, articles and books.

4.3. Sampling Method

For the purpose of the study a non-probability sampling design in the form of a purposive sampling method was adopted and considered to be appropriate to gather the data. The rationale for using this sampling method was to identify particular types of cases for in depth investigation to gain a deeper understanding and the units to be observed are selected on the basis of the researcher’s judgment about which one will be the most useful or representative (Neuman, 2013). It’s nonrandom technique that does not need

underlying theories or a set number of informants. Simply put, the researcher decides what needs to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience (Bernard 2002, cited in Siddika, 2012). Further in this sampling method the researcher uses a wide range of methods to locate all possible cases of a highly specific and difficult to reach population (Neuman, 2013). As this study aimed at finance and engineering service focusing particularly at P4 level civil servants of capital district, purposive sampling is the best option for this research as these groups of people especially civil servants under Finance service are difficult to trace due to less number.

4.4. Data Collection Instrument: Questionnaire Survey and Interview

Survey questionnaire was adopted as the study tool for primary data collection. The questionnaire is one of the most widely used instruments for collecting data in survey research. Bryman (2012) suggests that the appeal of the questionnaire partly stems from its cheapness and quickness in terms of administration, the absence of the interviewer effect and its convenience for correspondence. This makes the questionnaire an indispensable tool in gathering primary data about people, their behavior, attitudes, opinions and awareness of specific issues. In addition, as the sample is highly educated, it is expected that questionnaire survey will be very useful to generate high quality data.

Two different sets of structured questionnaires were used for the study including open and close ended questionnaires. The use of open and close-ended questionnaires ensures that quantitative data can be captured (Owusu, 2014). Both open and close-ended questions were adopted in capturing quantitative data responses from the employees with regard to their perception about the effect of employee job satisfaction on performance. The questionnaire was made up of 2 sections consisting of 15 questions. The section 'A' dealt with the demographic characteristics of the respondents and section 'B' is to find out the level of job satisfaction and to identify the relative importance of job satisfaction factors.

Qualitative analysis for the study was obtained through in-depth interview on management. The use of in-depth interview and conversation are synonymous but interview is considered as conversation with a purpose. In-depth interview is helpful when we want detailed information about a person's view and behaviors or want to explore new issues in depth. It

provides enough detailed information in more relaxed environment to collect data than other methods (Owusu, 2014). But interviews are time consuming and expensive. The information gathered during interviews can be unreliable as the interviewee may not give the accurate level of satisfaction due to fear of being victimized by management. Therefore, Survey Method is used more compare to interview in this study, to collect primary information because it is the preferred choice in many organizations due to the element of confidentiality they offer as well as the fact that respondents can be outspoken without fear of being victimized and they can complete the questionnaire when it is convenient (Spector 1997 cited in Siddika, 2012 & Neuman, 2013).

4.5. Rating System

The rating scale used in this study is the liker – type scale. Siddika (2012), in his research paper mentioned that it is most widely used rating scale in quantitative research method to measure individual attitudes. It allows the individual to indicate agreement or disagreement and the strength of agreement and disagreement with the statement. The Likert - scale uses 5 or 7 point scale but most commonly 5 point scale is used.

For this study, a 5-point scale is used with “strongly agree”, “agree”, “neutral”, “disagree” and “strongly disagree”. The middle point of this scale, “neutral”, indicates “neither agree nor disagree”.

4.6. Area of Study

The data for the research were collected from Thimphu district The main reason for selecting Thimphu as the city of research is that all the ten ministries of Bhutan is located and the place is traditionally inhabited by civil servants representing from all other 19 districts of Bhutan having skilled and expert in different fields. There are highest numbers of civil servants working under Thimphu compare to other districts of Bhutan, so it is easy to draw job satisfaction level of civil servants who are engaged in two different ministries. Moreover from researcher perspective it is easy and convenience to study in Thimphu district due to limited fund and time.

4.7. Study Population and Sample Size

By location, Thimphu District has highest number of 8,459. The civil service occupations are classified into nineteen major occupational groups and ninety five occupational sub groups (Civil Service Statistics, 2016) among which two occupational sub groups (Engineering and Finance services) is been selected for this study.

The targeted populations for this research are those civil servants working under Finance and Engineering services which falls under P4 level of professional and management position category. In Bhutan the total number of civil servants working under Engineering and Finance services at P4 level are 145, and 43 respectively (Civil Service Statistics, 2016). And from there a total sample size of 31 respondents is been chosen for the study. With limited time and resources a whole population of 188 is not been selected. Moreover the study is focusing only in one district therefore, only 31 respondents are taken.

Table 4.1: Sample size

Group	Types of Respondent	Study Sample	Information Method
1	Engineering Services (P4 level)	16	Questionnaire Survey
2	Engineering Services (P4 level)	3	Interview
3	Finance Services (P4 level)	10	Questionnaire Survey
4	Finance Services (P4 level)	2	Interview
Total Respondents (interviewed and surveyed)		16+3+10+2=31	

The researcher distributed and collected the questionnaire from the respondents personally by visiting fields. Some of the questionnaires were also distributed through e-mail. Whenever needed, responses were cross-checked with the respondents over telephone. In case of content analysis, principle of authenticity and objectivity was maintained. So data were credible and reliable from statistical consideration.

4.8. Voluntary nature of survey

Participation in this survey and interview is voluntary and this has been one of the key features of the present study. There have been no attempts to force participation either through the superior authority or by any other means. However, the researcher took the help of the government/ other officials through personal connection.

4.9. Ethical Consideration

- While collecting primary data, respondents were assured that their identities will not be disclosed and will be kept confidential.
- The views expressed in the study will not harm the institution and respondents of the study.
- The respondents were also alerted on the sensitive issues before they started filling up the questionnaire.

4.10. Data Analyzing Plan

Data analysis plan is where the researcher continually reflects on collected data, moving deeper for understanding and representing the data, and deriving an interpretation of the larger meaning of the data (Creswell, 2003). Quantitative data was gathered for the study using structured questionnaires which are analyzed using mathematically based methods. For the present survey, the software “IBM SPSS Statistics 20” is used to analyze primary data. The descriptive statistics (mean) is used for analysis of demographic data. The mean is used to explore the job satisfaction of civil servants and the factors contributing for it. The correlation analysis is used to examine the relationship between dependent and independent variables and finally results are presented in forms of tables and graphs for better understanding.

And for the qualitative data, in-depth interview is used for the purpose of achieving reliability and validity of result to support argument.

Chapter 5

Analysis of Data and Findings

5.1. Introduction

The main objective of this study is to find out the level of job satisfaction of Bhutanese civil servants working under finance and engineering services. The specific objectives are to measure whether the officials working at finance and engineering services at P4 level are satisfied with their job and to identify the different factors impacting job satisfaction. To fulfill the research objectives structured questionnaire were distributed to two different sub groups which comprise of 26 civil servants working under Finance and Engineering services who are at P4 level of professional and management category. And a respondent of five people, three from engineering and two from finance were interviewed, which is the total strength and the response was very positive with 100 percent respondent. As previous chapter has discussed the method of study, there were two sections in the questionnaire. First section asked respondents demographic information and second section asked their perceptions to find out the level of job satisfaction and to identify the relative importance of job satisfaction factors. The researcher has used a 5 point Likert type scale in the variable subscale designing the questionnaire to get the responses of the civil servants.

The chapter presents analysis and discussions of findings of both the quantitative and qualitative approaches of the study.

5.2 Quantitative: Analysis and Discussion of findings

After the collection of the data, the data was analyzed and the research findings of quantitative approach of the study are presented in the following way:

5.3. Demographic details of respondents under finance and engineering occupational sub group

5.4. Satisfaction level from respondents under finance and engineering occupational sub group.

5.5. Factors affecting level of job satisfaction for the respondents

- 5.6. Relation among variables (Dependent variables with independent variables namely demographic, motivational and hygiene factors)
- 5.7. Comparison of employee satisfaction level based on gender
- 5.8. Comparison of employee satisfaction level based on variation in type of services
- 5.9. Comparison of employee satisfaction level based on age
- 5.10. Comparison of employee satisfaction level based on recognition from service and relationship with supervisor

All the data set used for this analysis was derived from responses generated from the research questionnaires. The findings are displayed using tables and graphs in order to provide a simplified picture of the data collected.

5.3. Section A: Demographic details of respondents

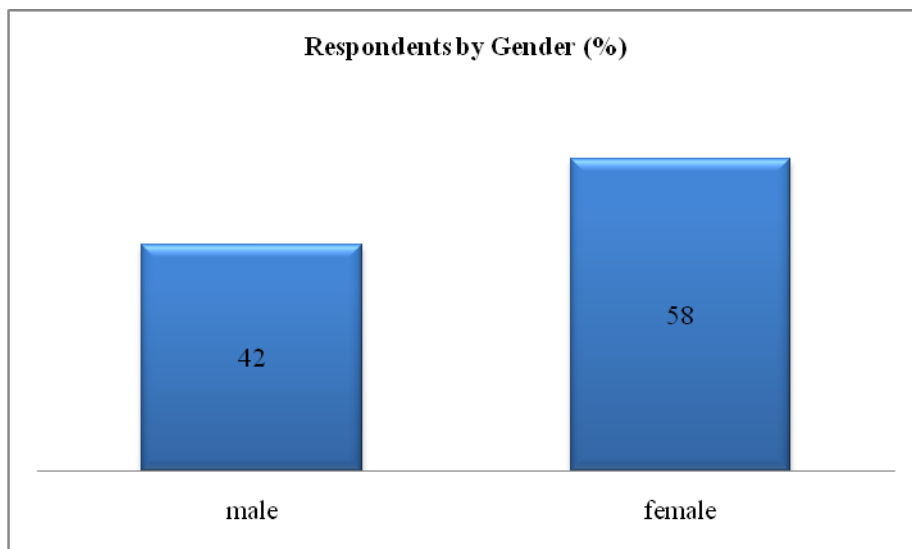


Figure 5.1: Respondents (Overall) by Gender

Figure 5.1 presents the percentage of gender distribution of the sample. Though civil service in Bhutan consists of more number of male civil servants than female but in this study the sample was representative of a larger number of female respondents to that of male respondents. Male respondents comprised only of 42% (n = 11) compared to 58% (n = 15) female respondents. This also shows that female participated more in this study compare to male.

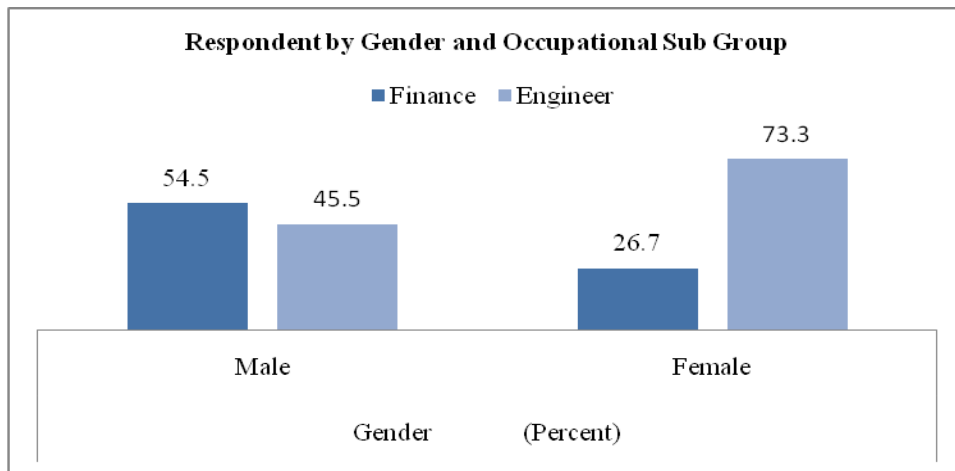


Figure 5.2: Respondents by Gender and Occupational Sub Group

The survey questionnaire was distributed equally amongst male and female employees of finance and engineering services. However in figure 5.2 the finding shows that 54.5% (n=6) of respondents from finance are male and remaining 26.7% (n=4) is female. But in engineering service there are more respondents of female (73.3%, n=11) than male (45.5%, n=5).

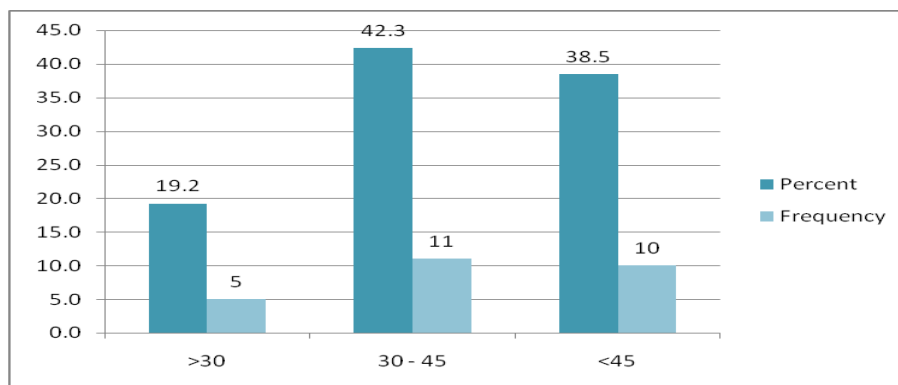


Figure 5.3: Respondents (Overall) by age

The graphical presentation of the age distribution of the sample (overall) is presented in Figure 5.3. The majority of the respondents (n=11 or 42.3%) falls under the age group of 30-45 years. Followed by the age group of <45 years. There are less respondents falling under the age group of >30 (n=5 or 19.2%). From the results it can therefore be concluded that the majority of the workforce participating in the study is fairly young, ranging between the ages 30 - 45 years old.

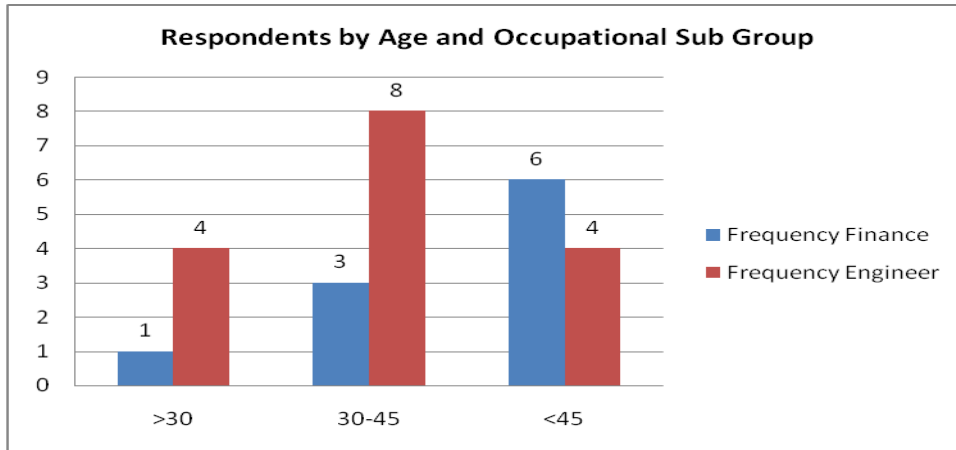


Figure 5.4: Respondents by Age and Occupational Sub Group

In figure 5.4, the finding shows that the research was undertaken amongst finance and engineering civil servants mainly aged from “ less than 30” to “45 years and above”. This was to determine the level of job satisfaction amongst the civil servants in Thimphu falling under P4 level. In determining the age of respondents, it is found that in finance service the majority of respondents falls in age group “<45 years” (n=6) followed by age group 30 to 45 years and comparatively low respondents from age groups “>30 years” (n=1). In case of engineering service the majority of respondents falls in age group “30 to 45years” (n=8) and low respondents from age group “<45 years” (n=4) and >30 years (n=4).

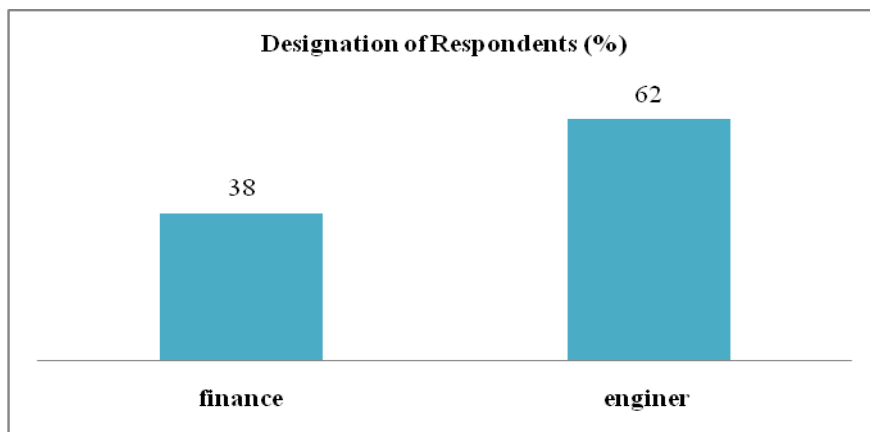


Figure 5.5: Designation of Respondents

The graphical presentation for the designation of respondents is presented in Figure 5.5. Respondents from engineering is more 62% (n=16) than the respondents from finance

service which is 38% only (n=10). This depicts that the overall civil servants under finance are less in comparison to engineering service which was discussed in Chapter 3 (an overview: civil service of Bhutan) of this study.

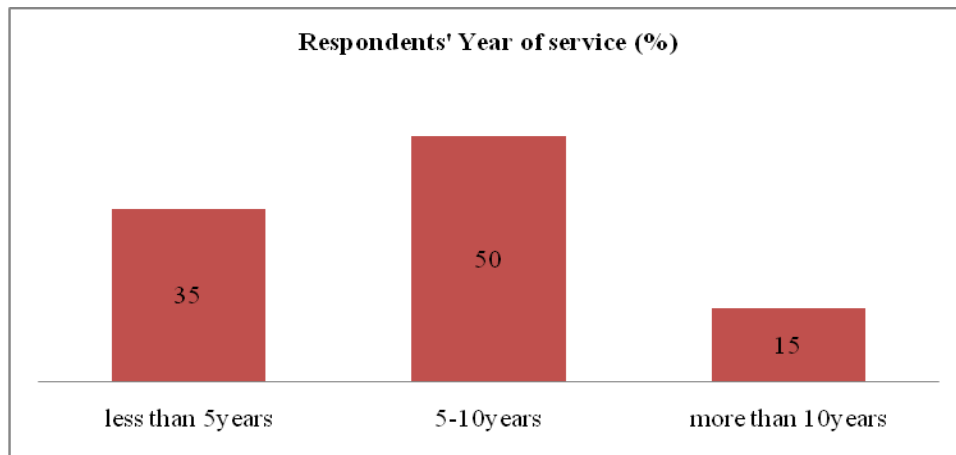


Figure 5.6: Respondents' Year of Service

Figure 5.6 indicates the year of experience in the civil service. Most of the respondents (50%, n=13) have been working in the civil service for five to ten years while four respondents (15%) have worked in the civil service for more than ten years. Other respondents who have less than five years experience represents 35% (n=9).

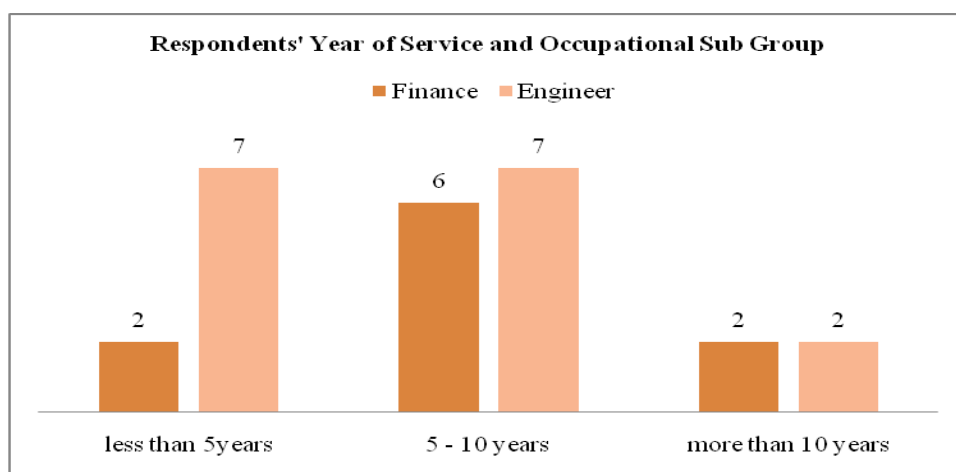


Figure 5.7: Respondents' Year of service and Occupational Sub Group

Result of figure 5.7 shows that those respondents working for less than five years is comparatively high than the respondents working for more than ten years under

engineering service. This depicts that their working experience is less in comparison to finance service. The entrance level for civil servants working under finance service starts from P5 whereas under engineering services the entrance level is P4. Civil servants have to serve minimum of five years to reach from P5 to P4 as discussed in an overview of civil service of Bhutan under chapter three of this study. However there are equal respondents (n=2) from both finance and engineering services whose year of experience in the civil service is “more than 10 years”.

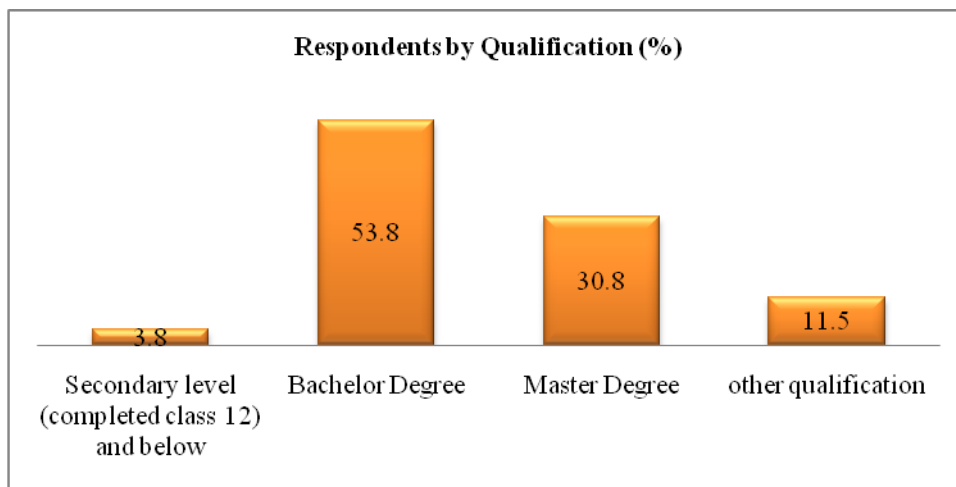


Figure 5.8: Educational Qualification of overall respondent (%)

The Figure 5.8 shows that the civil servants under finance and engineering at P4 level consists maximum employee with qualification under bachelors’ degree which comprised of 53.8 percent (n=14) followed by master degree with 30.8 percent (n=8). Other education means employee those are having MPhil/MS, PhD and Diploma and in that category there are 11.5 percent (n=3). The respondents under secondary level have least number of employees that comprise of only 3.8 percent (n=1).

5.4. Section B: Satisfaction level from Respondents

Table 5.1: Satisfaction level of Respondents (overall)

Descriptive Statistics					
Factors	N	Minimum	Maximum	Mean	Std. Deviation
Supervision	26	.00	5.00	3.4	1.20576
Recognition	26	.00	5.00	3.0	1.18257

Scope of work	26	.00	5.00	3.7	1.12318
Working environment	26	1.00	5.00	3.4	1.20256
Interpersonal relationship	26	.00	5.00	3.8	1.14220
Salary	26	1.00	5.00	2.7	1.19228
Others	26	.00	5.00	.8	1.35703
level of satisfaction	26	1.00	5.00	3.3	1.19228
Valid N (list wise)	26				

The first objective of this study is to identify the level of job satisfaction of civil servants working under Finance and Engineering services (P4 level) of professional and management category at Thimphu district. Table 5.1 displays the level of employee satisfaction by total mean score derived from seven facts of employee satisfaction dimensions. The level of employee satisfaction is divided into three main levels which are low (1– 1.5), moderate (1.5 – 3.5) and high (3.5 – 5). The overall satisfaction level of respondents is at moderate (3.3), which means the respondents are not highly satisfied or they are not completely dissatisfied.

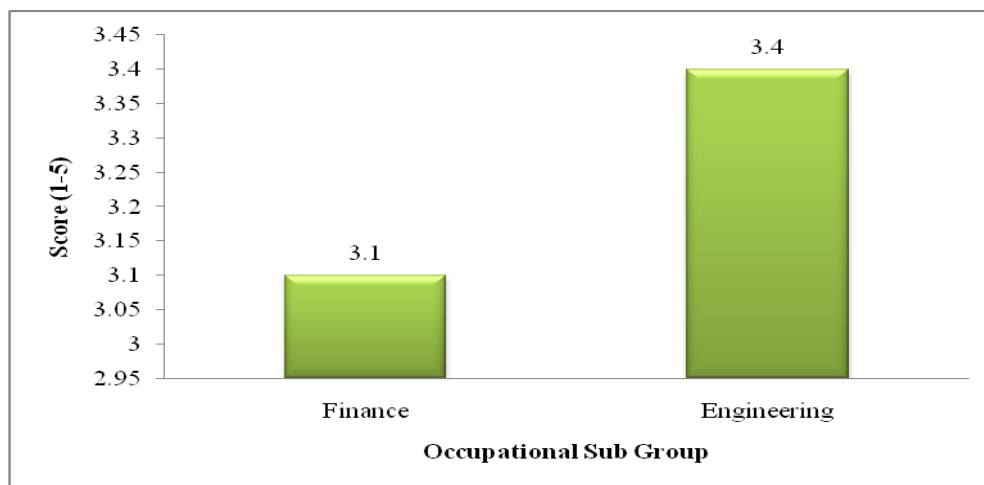


Figure 5.9: Job satisfaction level of respondents by Occupational Sub Group

Figure 5.9 illustrates the job satisfaction level of respondents from finance and engineering occupational sub groups. The respondents from respective occupational sub groups were asked that how satisfied they are (taking everything into account) with their job. From the result it shows that respondents from engineering service (mean score=3.4) are more satisfied than respondents from finance service (mean score=3.1). But the respondents under both occupational sub groups show moderate level of job satisfaction.

5.5.1. Factors affecting Level of Job Satisfaction (Mean score)

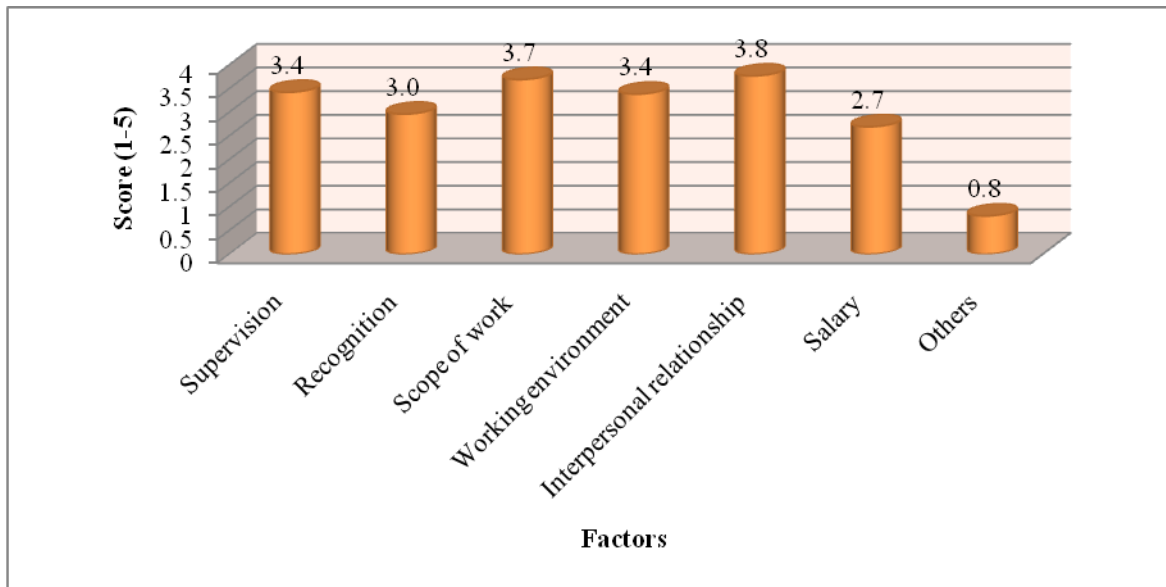


Figure 5.10: Factors affecting level of Job Satisfaction to overall respondents

(Note: the Respondents asked to put a tick mark contributing for their satisfaction level regarding the factors above mentioned to 1=completely agree, 2=partially disagree, 3=neutral, 4=partially agree and 5=completely agree).

The second objective of this study is to identify the factors that affect job satisfaction level of civil servants working under Finance and Engineering services at P4 level. The result is shown in Figure 5.10 with overall respondents both from finance and engineering services. The highest level of employee satisfaction is taken by the interpersonal relationship (3.8), follows by scope of work (3.7). Whereas other factors - Supervision (3.4), working environment (3.4), recognition (3.0) and salary (2.7) contribute moderate for their satisfaction level. The respondents were least agreed with the other factor (0.8). Other factors in this study include those factors which are not reflected or mentioned but it's from respondents' perspective.

5.5.2. Comparative Results

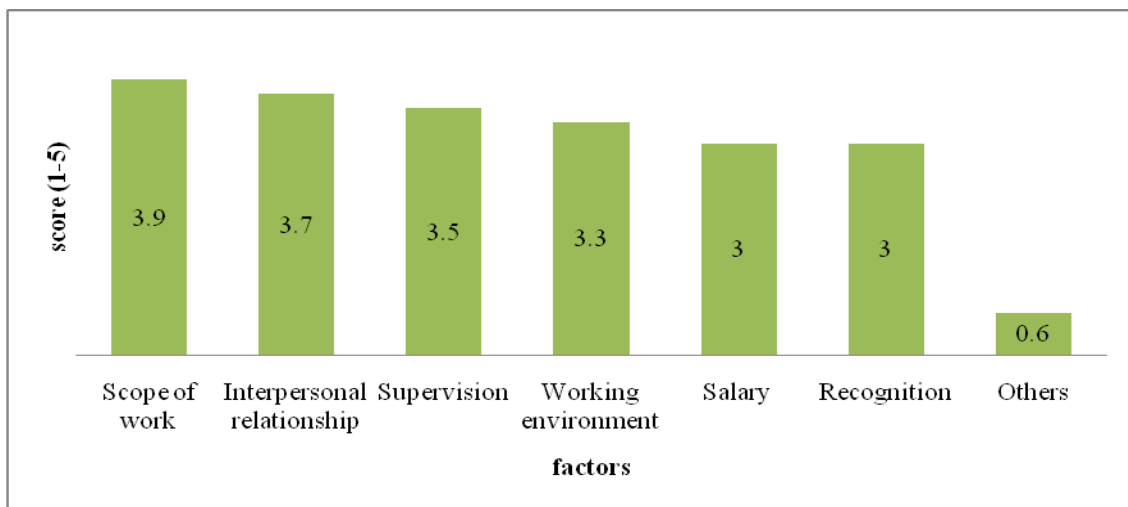


Figure 5.11: Factors affecting satisfaction level of respondents from finance service

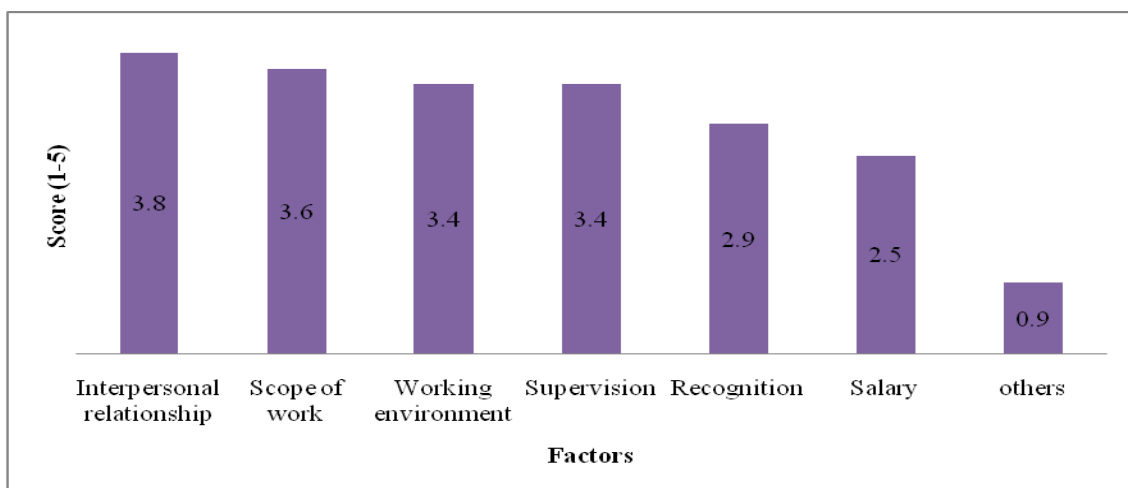


Figure 5.12: Factors affecting satisfaction level of respondents from engineering service

The above Figure 5.11 and 5.12 represent the respondents separately from respective services (Finance & Engineering), giving their perception towards various factors that help to contribute for their satisfaction level. Here civil servants are asked to respond to various factors that will help in enhancing satisfaction level namely, supervision, recognition, scope of work, working environment, interpersonal relationship, salary and other factors. It is clear from the figure 5.11 that majority of the respondents from finance service strongly agreed that “scope of work” will help most to enhance their satisfaction level followed by “interpersonal relationship” and “supervision”. Rest other factor – “working environment”,

“salary” and “recognition”, contribute moderate for the satisfaction level. And in case of engineering service revealed under figure 5.12, “interpersonal relationship” will help most to contribute for their satisfaction level followed by “scope of work”. Rest other factors – “working environment”, “supervision”, “recognition” and “salary” contribute moderate for the satisfaction level to them. The rest other factors contribute less for the satisfaction level to respective respondents. Since most of the respondents agreed that the above mentioned factors will enhance satisfaction level in Finance and engineering service, therefore Civil Service Commission have to take into consideration the above mentioned variables and improve satisfaction level in Bhutanese civil service especially for the P4 level civil servants of finance and engineering occupational sub groups under professional and management category.

5.5.3. Respondents’ perception on various factors that contribute for their satisfaction level

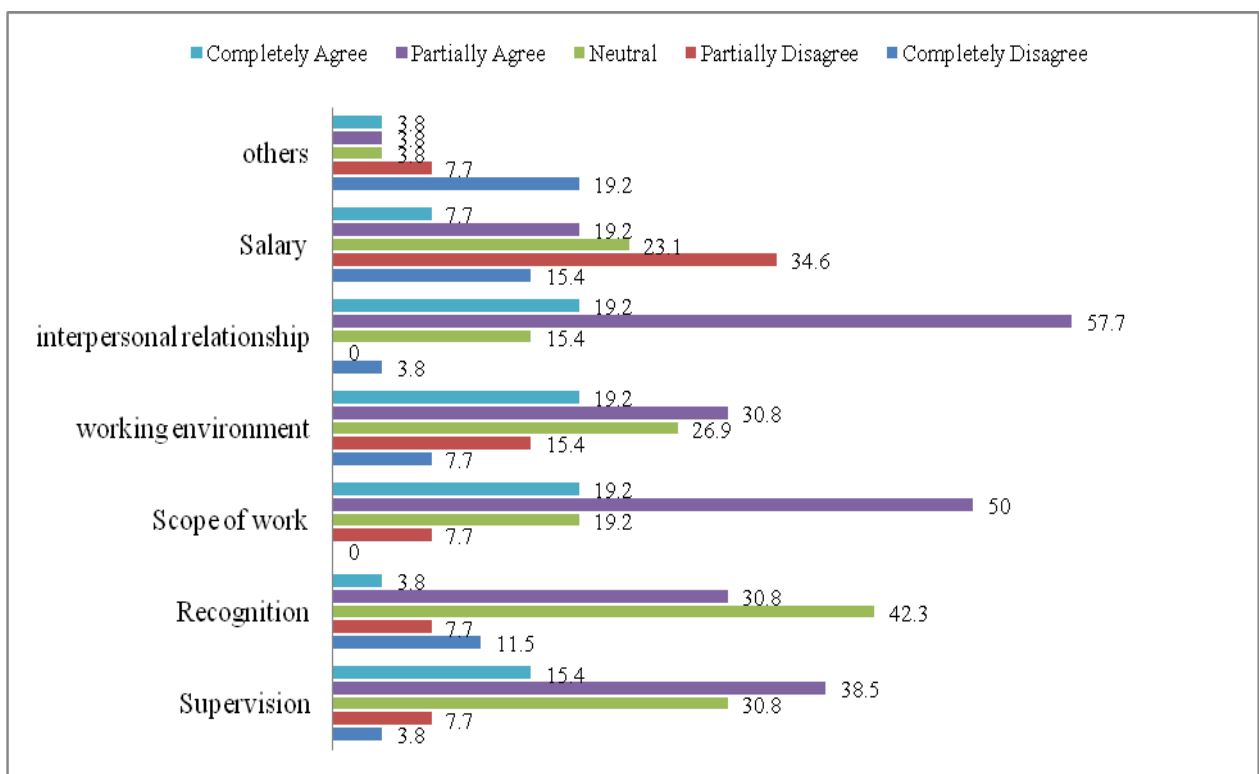


Figure 5.13: Respondents’ perception on various factor that contribute for their satisfaction level

Figure 5.13 above represent civil servants perception towards various factors that will help to contribute or enhance their satisfaction level. Here civil servants are asked to respond to various factors that will help in enhancing their job satisfaction level namely, supervision, recognition, scope of work, working environment, interpersonal relationship, salary and other factors. It is clear from the above figure that majority of respondents agree that interpersonal relationship (57.7%, 19.2%) and scope of work (50%, 19.25) will help to enhance their satisfaction level. Respondents have also agreed that other factors like supervision (38.5%, 15.4%) and working environment (30.8%, 19.2%) will also enhance for their satisfaction level. But very few respondents feel that recognition (30.8%, 3.8%), salary (19.2%, 7.7%) and other factor (3.8%, 3.8%) enhance their satisfaction level.

5.6 Relation among Variables:

For a researcher, in order to determine if there is a correlation between the variables, a Pearson correlation coefficient was used. This correlation looks at the linear relationship between two variables. It is measure of the strength of linear dependence between two variables, giving a value somewhere between +1 and -1 inclusive (Hannagan 1997 cited in Siddika, 2012). The purpose of this correlation is to determine which variables have a strong effect on job satisfaction of the respondents. Values close to zero are an indication of a weak relationship while values closer to +1 indicate a strong correlation between the two factors measured.

5.6.1. Correlation among Demographic variables and level of Satisfaction

Table 5.2: Correlation among demographic variables and level of Satisfaction

Demographic Variables	Gender	Age	Marital status	Duration of service	Major occupation	Educational qualification
Gender	1					
Age	-.389*	1				
Marital status	.104	.295	1			

Duration of service	-.013	.590**	.424*	1		
Major occupation	.283	-.495*	-.184	-.223	1	
Educational qualification	.359	-.303	.305	.001	.057	1
level of satisfaction	.092	.181	.175	.268	.140	.166

Table 5.2 above indicates the relationship between respondents' demographical factors and their job satisfaction levels. The results indicates that there was no significant but positive relationship between gender and job satisfaction, between age and job satisfaction, between marital status and job satisfaction, between duration of service and job satisfaction, between major occupation and job satisfaction and between educational qualification and job satisfaction

5.6.2. Correlation for Independent Variables (Motivational & Hygiene factors) and Level of Satisfaction

Table 5.3: Correlation among Independent variables and Level of Satisfaction

Independent variables	Supervision	Recognition	Scope of work	Working environment	Interpersonal relationship	Salary	others
Supervision	1						
Recognition	.629**	1					
Scope of work	.779**	.774**	1				

Working environment	.628**	.770**	.535**	1			
Interpersonal relationship	.771**	.585**	.691**	.591**	1		
Salary	.484*	.474*	.345	.532**	.474*	1	
Others	-.071	.095	-.040	.047	-.004	.333	1
level of satisfaction	.184	.463*	.223	.584**	.025	.294	.013

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

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

Table 5.3 shows the correlation matrix among dependent and independent variables (Motivational & Hygiene factors). The Pearson two tailed correlation coefficient was used to find out the degree of association among the variables. All respondents were asked to give opinion about the extent of their satisfaction on the independent variables i.e. supervision, recognition, scope of work, working environment, interpersonal relationship, salary and other factors and overall job satisfaction regarding everything in to account of their job. The results revealed that working environment variable have positive and significant relationship with overall level of job satisfaction followed by recognition. This can be understood as congenial work environment and recognition for good work stimulate employee for their performance which ultimately enhance their satisfaction level.

Other factors like supervision, scope of work, interpersonal relationship, salary and other variables from respondents' perspective has no significant relationship with overall level of job satisfaction but it has a positive relationship. This shows that proper guidance and support from supervisor; opportunity to utilize employee's knowledge and skills; having friendly and supportive colleagues; and satisfactory monthly salary motivates employees' performance which contributes for their satisfaction level.

5.7. Comparison of employee satisfaction level based on gender

In this study the researcher explore beyond the objectives to test the hypothesis. Researcher used Chi-Square test to compare the employee satisfaction level based on gender, variation in type of services and age group.

Hypothesis 1: Female civil servants are more satisfied than male civil servants.

Result:

There is no significant relationship between gender and satisfaction level,

$\chi^2 (3, N=26) = 0.24, P = 0.972$

It is found that female were more satisfied than male (13.3% to 9.1%), so the hypothesis is found to be true.

Effect size:

Cramer's V = .10 – small effect size in this study

5.8. Comparison of employee satisfaction level based on variation in type of services

Hypothesis 2: Variation in type of services affects level of job satisfaction

Result:

There is no significant relationship between variation in type of service and satisfaction level, $\chi^2 (3, N=26) = 5.70, P = 0.127$

Civil servants working under engineering service are more likely to be satisfied than the civil servants working under finance service (12.5% to 10.0%), so the hypothesis is found to be true.

Effect size:

Cramer's V = .50 – large effect size in this study

5.9. Comparison of employee satisfaction level based on different age group

Hypothesis 3: Different age group will show same level of satisfaction with the job

Result:

There is no significant relationship between age group and satisfaction level,

$$\chi^2 (6, N=26) = 4.32, P = 0.633$$

The civil servants under different age groups working under two occupational sub group shows satisfaction in different level. Respondents under age groups of more than 45 are more likely to be satisfied than the civil servants under the age group of 30-45 and then the age group of less than 30 (50.0% to 36.4% to 20.0%) Therefore, the hypothesis 3 is found to be false.

Effect size:

Cramer's V = .40 – medium effect size in this study

5.10. Comparison of employee satisfaction level based on recognition from service and relationship with supervisor

To test the following hypothesis the normality of variables are tested and all the variables are found normal by plotting histogram as mentioned in above table 5.3.

Hypothesis 4: Higher the recognition higher motivation level

Hypothesis 5: Better the nature of relationship with supervisor higher the level of job satisfaction of employee

The table 5.3 represents the result of Pearson's Correlation analysis regarding the relationship between Dependent variable – Job satisfaction of civil servants and Independent variables - motivational factors (recognition) and hygiene factors (relationship with supervisor).

The table 5.3 results depicts that the employees' recognition from higher/ immediate supervisor is positively and significantly correlated (.463*) with the satisfaction level. This can

be understood as more the recognition higher satisfaction level which ultimately enhance the motivational level of the civil servants. Therefore, the “Hypothesis 4” is found to be true. The table 5.3 also represents that relationship between employee satisfaction level and supervision is positive but insignificant (.184). This can be understood that when there is proper guidance and support from supervisor the satisfaction level of respondents increases. This gives the results for “Hypothesis 5” which is found to be true.

5.11 Qualitative: Analysis and Discussion of findings

The qualitative findings and analysis present interviews with respondents from finance and engineering occupational sub groups. The qualitative analysis intends to help job satisfaction level of respondents and to identify the most important factors which help them to contribute for their satisfaction level. Key findings from the study are summarized as follows:

5.12 Demographic details of respondents

In all, five (5) respondents from the two occupational sub groups (Finance and engineering) at P4 level under professional and management category from Thimphu district were interviewed by the help of an in-depth interview guide. Two out of the five respondents were male in which finance service consists of one female and one male whereas engineering service consists of two female and one male. Their ages range from >30 to <45 years. All of them have completed their Bachelor degree and their year of experience in the respective occupational sub groups ranges from five to more than ten years.

5.13 Satisfaction level of respondents

The respondents from respective occupational sub groups were asked that how satisfied they are (taking everything into account) with their job. One respondent from engineering service mentioned that he is partially dissatisfied with his work whereas four respondents from occupational sub groups are partially satisfied with their job. This also supports the quantitative findings that majority of the respondents are not fully satisfied nor they are dissatisfied with their job.

In an interaction with five respondents from finance and engineering service the following responses were revealed for their Satisfaction - Level:

“Cannot utilize the skills and experience while performing the work which leads to dissatisfaction. Moreover in the work place hard work is not been rewarded and no motivation to perform better”. (Engineer 1- Male)

“Taking everything into account I am partially satisfied with my work. What makes me to feel partially satisfied is with my monthly income. If I balance my monthly income with my daily work I feel salary needs to increase little further. Salary is said to be the main determining factor of employee satisfaction for every sector. Employees normally like comparing their salaries. They retire their performances if there is inequity in salary dispensation within an organization.” Rest other things in my work place are satisfactory”. [Engineer 2- Female]

“I have a job experience of only five and half years. So far everything the government has provided and I experience in my job are satisfactory. But deep inside I feel there are more opportunities in other sector especially corporation. In terms of benefits and opportunities, corporation has higher than the government, therefore I feel partially satisfied with my current job”. (Engineer 3 - Female)

I am completely satisfied with my monthly income, relation with my supervisor and colleagues, reward and recognition from higher authority and other factors. But I feel sometime, there is restriction on the process of working from higher authority. Therefore, as a whole I rate myself as not fully satisfied but partially satisfied. [Finance 1 – Male].

“Partially satisfied taking everything into account”. (Finance 2 – Female)

5.14 Factors affecting level of Job Satisfaction

The respondents were asked to state among seven factors (supervision, recognition, scope of work, working environment, interpersonal relationship, salary and other factors) that mostly affects their satisfaction level. Their responses are depicted in the following:

“In my opinion, supervision and scope of work are most important factors that enhance my satisfaction level. If there is no good relation with my supervisor in the working environment everything makes the situation worst in terms of my career in present and future. Every civil servant is expert in their own field in which they are trained for it. If they can’t utilize their skills and experience for their particular work then this de-motivates us that affect our satisfaction level”. [Engineer 1 - Male]

“Its salaries that encourage and motivates to perform the daily work which further prevents us from changing one job to another. For this reason I am much interested in salaries as a motivating factor to elicit performance and maintain my satisfaction level.” [Engineer 2-Female]

“In my current job I find Interpersonal relation affects most comparing to other factors (supervision, recognition, scope of work, working environment, salary and other factors) to maintain the satisfaction level because if there is no good term with our colleagues we lack every confidence to give our best performance in the work.” (Engineer 3 - Female)

“All things being equal, it’s scope of work that contributes most for satisfaction level. If we are able to use our experiences/knowledge of our job without the control from higher authority then the daily works in office function smoothly without any restriction. Next factor that enhances our satisfaction level is the working environment. If there is no proper room and enough electronic items like computer, printer, laptop and internet connection to carry out our daily work we lack smoothness in our performance that leads the room to give negative feedbacks by higher authority. This ultimately de-motivates us for the performance in future that hampers our satisfaction level. (Finance 1 – Male)

“Interpersonal relationship is most prominent factors that enhance the satisfaction level comparing to other factors. I feel homely when I have supporting colleagues at office where I can perform my daily work by chatting and discussing with them” rest other factors contributes more or less satisfactory to enhance the satisfaction level. (Finance 2 – Female)

In this qualitative analysis the finding shows that two respondents choose “scope of work” as the prominent factor to enhance satisfaction level. Similarly two other respondents agreed “interpersonal relationship” as the most important factor for the contribution of their job satisfaction level. And one respondent mentioned that salary is the prominent factor that contributes satisfaction level. The same respondents also choose other factors such as working environment and supervision to enhance satisfaction level. It shows that in this analysis maximum factor that contributes most to maintain satisfaction level are “interpersonal relationship” and “scope of work” which was true in the case of quantitative analysis also.

5.15 Summary of research result:

To sum up, the Civil Servants had valuable contributions in this study and their responses were analyzed according to the results presented above. The trends observed in results above were reasonably consistent with previous research in the area of job satisfaction. There has been an insufficiency of research on Job Satisfaction in the Government Sector of Bhutan, specially there is no study found concentrating on the occupational sub groups.

Quantitative findings:

The Descriptive Statistics (mean value 3.3077) appears that the civil servants under finance and engineering occupational sub group at P4 level of professional and management category are not highly satisfied or they are not completely dissatisfied with their work. The overall satisfaction level of respondents is at moderate. The factors that contribute most for the satisfaction level are interpersonal relationship and scope of work. Other factors namely supervision, working environment, recognition and salary contribute moderately for their satisfaction.

From this study, it is found that there is no significant but positive relationship between dependent variable and demographic variables namely gender, age, marital status, duration of service, major occupation and educational qualification. The results also revealed that working environment variable have positive and significant relationship with overall level of job satisfaction followed by recognition. But supervision, scope of work, interpersonal

relationship, salary and other variables has no significant relationship with overall level of job satisfaction.

Table 5.4: Summary of the research result

Hypotheses	Result
1. Female civil servants are more satisfied than male civil servants	Accept
2. Variation in type of services affects level of job satisfaction	Accept
3. Different age group will show same level of satisfaction with the job	Reject
4. Higher the recognition higher motivation level	Accept
5. Better the nature of relationship with supervisor higher the level of job satisfaction of employee	Accept

It shows that Hypothesis 1 is accepted as it can be understood that female are less ambitious than the male as male have to look after his family as per Bhutanese culture. The Hypothesis 2 is also accepted. The possible reason could be variation in grade. As entrance level of grade for engineer starts from P4 level and for finance the entrance grade starts from P5 which is smaller than P4. But the next Hypothesis 3 is rejected as different age groups shows satisfaction in different level. The Hypothesis 4 and Hypothesis 5 are accepted as it can be understood that more the recognition higher satisfaction level which ultimately enhance the motivational level of civil servants. And when there is proper guidance and support from supervisor the satisfaction level of respondent increases.

Qualitative findings

One respondent mentioned that he is partially dissatisfied whereas four respondents revealed that they are partially satisfied, therefore the overall satisfaction level is moderate which is true in case of quantitative finding also. The findings also revealed that maximum (two respondents each) respondents mentioned that scope of work and interpersonal relationship are the most prominent factor to enhance their satisfaction level. One of the respondent agreed salary as the important factor that contributes for satisfaction level. Rest other factors (Supervision and working environment) were also chosen by same respondents that enhance their satisfaction level.

Chapter 6

Discussion, Conclusions and Recommendations

6.1 Introduction

The chapter discusses the prominent findings of the study and makes reference to relevant research to support the findings of the current study. The discussion includes demographic information about the sample and results obtained from the descriptive statistics. Conclusions are drawn based on the obtained results and recommendations for future research that may be of worth are put forth.

6.2 Discussion

Demographic information about the sample

Gender

Both in quantitative and qualitative analysis the result indicated more number of female than male respondents. Male respondents comprised only of 42% (n = 11) compared to 58% (n = 15) female respondents in quantitative analysis and in case of qualitative analysis there are 2 male respondents and 3 female respondents. Though civil service in Bhutan consists of more number of male civil servants than female but interestingly in this study the sample was representative of a larger number of female respondents to that of male respondents. The result back up the research findings and views of Drukpa (2010), where he mentioned that more number of female could be because most of the spouses work in other department and ministries in the capital city, which is further supported by present research finding that most of the respondents' spouses work in other ministries and agencies in same district.

Age

The research finding about age showed that out of 26 respondents in quantitative analysis 19.2% which consists 5 respondents falls under age group less than 30 years, 42.3% which consists 11 respondents falls under age group 30 to 45 years and 38.5% which consists 10 respondents falls under age group more than 45 years. From results it can therefore be

concluded that majority of the workforce participating in the study is fairly young, ranging between the ages 30 to 45 years old which is same case for qualitative finding also. The main reason for more number of young civil servants from finance and engineering service at P4 level could be because in this study more number of respondents belongs from engineering service (Engineer = 19, Finance = 12) in which they falls under the technical category (see figure 5.4 showing respondents by age and occupational sub group). In Bhutan every year fresh graduates from technical and general category complete their trainings and enter into the civil service. As per Bhutan Civil Service Rules and Regulations, 2012, technical graduates are directly placed at P4 Position Level, while non technical graduates enter at P5, after undergoing one year Post Graduate (PG) Diploma training. This means engineers are placed one grade higher than other general civil servants. Another reason could be because of Thimphu district being urban area and lots of developmental work taking place, more numbers of engineers demanded and therefore, young and fresh engineers got chance to work in capital city.

Designation

Respondents from engineering service are more consisting 19 civil servants than the respondents from finance service which is 12. This depicts that the overall civil servants under finance are less in comparison to engineering service. As per Civil Service Statistics 2016, the total number of civil servants working under engineering service at P4 level is 145 which is comparatively higher than the Finance services which is only 43.

Year of experience

In quantitative findings most of the respondents (50%, n=13) have been working in the civil service for 5 - 10 years while 4 respondents (15.4%) have worked in the civil service for more than ten years. Other respondents who have less than five years experience represents 34.6% (n=9). And in qualitative analysis also the maximum respondents (4) falls under working experience of 5-10 years while only one respondents belongs to the working experience of more than 10 years. The reason for more number of respondents falling under work experience of >5years and 5-10 years in comparison to <10 years could be because of more civil servants consisting from engineering service in this study. The entrance level

grade for engineer starts from P4 level and in order to reach next grade/level, the civil servants have to serve five years in between. Therefore, comparing civil servants from two occupational sub groups, engineering cover less working experience than finance service.

Educational Qualification

In this study the finding shows that there are maximum civil servants with qualification under bachelors' degree which comprised of 19 (14+5). The respondents under secondary level have least number of respondents that comprise of only 1. The respondents who have master degree consist of 8 and respondent having other education consists of 3. The reason for maximum civil servants with bachelor degree and the reason for least number of civil servants with secondary level could be because of the emphasis of distance and continuing education where civil servants are given chance to update the qualification at least up to the bachelor degree level. And the reason for lesser number of civil servants having master degree and other education could be because of institute taking minimum number of master program eligible for engineering and finance services.

Job Satisfaction level of Civil Servants working under Finance and Engineering services (P4 level) of Professional and Management category at Thimphu district of Bhutan

The current findings suggest that the majority of civil servants from Finance and Engineering service at P4 level under Professional and Management category at Thimphu district are not highly satisfied or they are not completely dissatisfied but their satisfaction level is at moderate. The mean of overall job satisfaction for civil servants of finance and engineering service at P4 level is 3.3 in quantitative analysis.

There was a question on the questionnaire that asked each participant to rate their overall job satisfaction on a scale of 1-5 describing completely dissatisfied to completely satisfy. Self ratings from the data form indicated that 10 percent which consists of 1 respondent from finance and 12.5 percent which consists of 2 respondents from engineer were completely satisfied with their positions.

50 percent which consists of 5 respondents from finance and 31.3 percent which consists of 5 respondents from engineer were partially satisfied.

30 percent which consists of 3 respondents from finance and 6.3 percent which consists of 1 respondent from engineer were completely dissatisfied with their work.

10 percent which consists of 1 respondent from finance and 50 percent which consists of 8 respondents from engineer are neither satisfied nor dissatisfied but they show neutral for their satisfaction level towards their job.

And in case of qualitative finding also the majority of respondents (4) agreed that they are partially satisfied whereas only 1 respondent from engineering service mentioned that he is partially dissatisfied with the job.

Factors affecting Level of Job Satisfaction

The study explored seven (7) factors that contribute for satisfaction level of the job which include (i) supervision, (ii) Recognition, (iii) Scope of Work, (iv) Working Environment (v) Interpersonal Relationship (vi) Salary (vii) Other factor. Other factors in this study include those factors which are not reflected or mentioned but it's from respondents' perspective.

In quantitative analysis the study revealed that out of the seven factors that were explored, civil servants from finance and engineering service at P4 level view interpersonal relationship and scope of work as the most important factor that contribute for their satisfaction level. But supervision, working environment, recognition and salary contribute moderate for their satisfaction level. The other factor which is from respondents' perspective contributes least for their satisfaction level. Maximum respondents agreed that interpersonal relationship (partially agree: 57.7%, N=15; fully agree: 19.2%, N=13) enhance their satisfaction level. Followed by scope of work (partially agree: 50%, N=13; fully agree: 19.25%, N=5); supervision (partially agree: 38.5%, N=10; fully agree: 15.4%, N=4) and working environment (partially agree: 30.8%, N=8; fully agree 19.2%, N=5). But very few respondents feel that recognition (partially agree: 30.8%, N= 8; fully agree: 3.8%, N=1), followed by salary (partially agree: 19.2%, N=5; fully agree: 7.7%, N=2) and other factor (partially agree: 3.8%, N=1; fully agree: 3.8%, N=1) enhance their satisfaction level.

On the other hand in qualitative analysis scope of work, interpersonal relation, salary, supervision and working environment contribute most (high) to enhance their satisfaction

level whereas recognition and other factor don't contribute much like other mentioned factors.

Supervision

The finding indicated that supervision contribute most for the satisfaction level in qualitative analysis. In quantitative analysis though the result from overall respondents (figure 10) shows supervision contribute moderate (3.4) to enhance satisfaction level but in comparative result (figure 11) it shows that this factor contribute high (3.5) for respondents under finance service.

As per the Fredrick Herzberg's motivator hygiene-theory supervision is identified as hygiene factor that cannot motivate employees but prevents dissatisfaction but in this study supervision is found to be motivator factor which enhance the satisfaction level. Thus, the research findings contradict with Fredrick Herzberg's theory as supervision is found to be motivator factor. The probable reason could be as Bhutan is considered to be high power distance nation, where all the powers in the public sector are passed in a hierarchical order in which employees show great deal of respect for those in authority. Every government employee fully depends upon superior to lead and give command (Tenzin, 2013). Employees get motivated when his/her supervisor gives positive feedback or support. Therefore, the result reveals that hierarchical nature in the work place affect the satisfaction level of the civil servants working under finance and engineering services.

In support of this finding, Chopel (2013) mentioned that challenge in retaining the top talents in Bhutanese civil service is mainly caused due to gap between subordinates and superior in terms of thinking and understanding and other factors. Though the Pearson correlation coefficient analysis shows that supervision has no significant relationship with Job Satisfaction but it has positive relationship. This result is similar with the research findings of Naeem et al (2011) as in his finding also there was a statistically positive relationships existed between the dependent variable and the supervision. And this also supports the findings of Smucker, Whisenant & Pedersen (2003), where they mentioned that research demonstrates that a positive relationship exists between job satisfaction and supervision. Supervisors with high relationship behavior strongly impact on job satisfaction (Robbins et al., 2003).

Recognition

When it comes to recognition the findings reveals that this factor contribute least comparing to other factor to enhance satisfaction level of the civil servants working under finance and engineering services at P4 level. But the Pearson correlation coefficient analysis shows that recognition has positive and significant relationship with overall level of job satisfaction. Different theorists identified recognition as good motivator. Maslow treated recognition as esteem and status need while Instrumentality of Vroom's Expectancy Theory said that reward for performance motivate employees. So recognition, reward and punishment are good motivators. And also according to Herzberg's motivator hygiene-theory, recognition is one of the motivator factor but in this study recognition don't contribute much for the satisfaction level. The reason could be because as per Bhutan Civil Service Rules and Regulation (2012), civil servants with outstanding performance are recognized and rewarded with incentives. Besides every year those civil servants who have completed their ten, twenty and thirty years of services are awarded with certificate along with a bronze badge, silver badge and gold badge respectively. This policy is mainly to motivate civil servants to promote innovation, professionalism and service excellence and moreover to develop a sense of achievement and pride of being a civil servant. Consequently civil servants might have a feeling that deserving person are always recognized and appreciated which is there in the system and therefore in the current situation they don't count this factor to enhance their satisfaction level.

Scope of work

The finding indicated that civil servants of finance and engineering services at P4 level in Thimphu district have highly agreed that scope of work enhance their satisfaction level. The result back up the Fredrick Herzberg's motivator hygiene-theory where he identified the scope of work as a motivator factor which when present lead to extreme satisfaction (Herzberg 1959 cited in Gregoriou, 2008) which is further supported by the present research finding that this factor is a motivator that can lead to job satisfaction. Also there are many researches that consider scope of work as a motivational factor for job satisfaction. Drukpa (2010), in his findings indicated that teachers are satisfied with given responsibilities as it gives them opportunity to utilize their knowledge and skills. And the study of Baron and

Paulus (1991) states that work which satisfies the needs of employees is work providing opportunity to use one's value skills and abilities, creativity and variety which is further supported by the present research finding that this factor is a motivator that provide an opportunity to use one's value skills and abilities, knowledge and creativity.

Working environment

The finding indicated that working environment contributes moderate (3.4) for the satisfaction level in quantitative analysis but in qualitative analysis it contribute most (high). Moreover the Pearson correlation coefficient analysis shows that working environment has positive significant relationship with Job Satisfaction. Herzberg termed working environment as hygiene factors but Vroom (1964) see these factors as valence. Hygiene factors remove dissatisfaction while valence increases effort and motivation. In support of the above and in relation to the finding of the study, Baron and Paulus (1991) in his working paper views that the employees derive satisfaction from the surroundings which are not dangerous or uncomfortable. Most employees also value a location close to home, new buildings, cleanliness and adequate tools. Gol (2010) reveals that congenial work environment in job are very important factors for job satisfaction. The study made by Siddika (2012), disclosed in his multiple regression analysis that the respondents who are more satisfied about their work and working environment, they tend to be more satisfied about their job.

Interpersonal relationship

The finding reveals that majority of the respondent agree that interpersonal relation highly enhance the job satisfaction level. According to Herzberg's motivator hygiene-theory, interpersonal relationship was not so much a motivator as it was a hygiene factor. But critics are of the notion that hygiene factors may be motivators to some individual, and motivators may be hygiene factors to others (Davis & Newstrom, 2007). Therefore, this study also supports the critics as interpersonal relationship is found to be motivator factor. The results supports the research findings and views of Drukpa (2010), who views that teacher's job satisfaction is highest when it comes to interpersonal relationship because most of the teachers enjoy the job and are in the same level of ages in most of the schools. In this study also the finding reveals that majority of the respondent falls under the age group of 30 - 45

years and is in the same level of ages where they enjoy the job. A number of authors maintain that having friendly and supportive colleagues contribute to increased job satisfaction. As per the survey report more than 21000 women occupying the most demanding jobs indicated that those participants, who lacked support from co-workers, were more likely to suffer from job dissatisfaction. Another survey conducted amongst 1250 Food Brand employees found that positive relationships with co-workers enhance job satisfaction (Johns, 1996; Madison, 2000 & Berta, 2005).

Salary

The findings reveals that salary contribute least comparing to other factor to enhance satisfaction level of the civil servants working under finance and engineering services at P4 level in quantitative analysis and also the Pearson correlation coefficient analysis shows salary has no significant relationship with Job Satisfaction. But in qualitative analysis salary is prominent factor to enhance satisfaction level. According to Herzberg's motivator hygiene-theory, salary is one of the hygiene factor but in this study it is motivator factor. The result back up the Davis & Newstrom (2007), where they explained that the Herzberg model has been criticized widely when it comes to factor like salary. Critics are of the notion that salary can be both motivator as well as hygiene factor. And from the study of RIM (2015) and Bora (2014), they mentioned that salary is the main reasons that contribute for dissatisfaction level of worker in private sector.

Comparison of employee satisfaction level based on gender

The result found that female civil servants are more satisfied than male civil servants. Although the government of Bhutan has a non discriminatory policy against gender, there seems to be a difference in the satisfaction level. The research finding supports the findings of Seda (2014) and Hoppock (1935) who found that the females have more satisfaction level than the males. The reason could be female are less ambitious than the male as male have to look after his family as per Bhutanese culture. Therefore, the hypothesis is accepted.

Comparison of employee satisfaction level based on variation in type of services

The result revealed that the civil servants working under engineering service are more satisfied than the civil servants working under finance service. The reason could be variation in grade. As entrance level of grade for engineer starts from P4 level and for finance the entrance grade starts from P5 which is lower than P4. In order to reach next grade/level (from P5 to P4), the civil servants have to serve five years including probation period of one year. The another reason could be high scope for engineers in government offices and other private sector since they are technical graduates and also due to increasing number of developmental works taking place in the country. Thus it gives engineers an opportunity to use one's value skills, abilities and creativity which is recognized by the higher authority and they are highly respected in the society. Thus the hypothesis is found to be true.

Comparison of employee satisfaction level based on different age group

The finding shows that the civil servants under different age groups working under occupational sub group show satisfaction level in different level. Respondents under age groups of more than 45 are more likely to be satisfied than the civil servants under the age group of 30-45 and then the age group of less than 30 (50.0% to 36.4% to 20.0%). The research finding supports the findings of Warr (1992), Clark (1993) and Weaver (1980), who found that the Significant variations across age are commonly found, with older employees tending to report higher satisfaction than younger ones. The reason for younger generation to have lesser satisfaction level could be because they are more ambitious and their needs are more. The hypothesis is found to be false.

Comparison of employee satisfaction level based on recognition from service

The results shows that the employees' recognition from higher/ immediate supervisor is positively and significantly correlated (.463^{*}) with the satisfaction level. The result supports the research finding of Jayathilaka (2014) who views that the most significant positively related intrinsic factor was recognition. The result also backup the finding of Miner (2007) who views that recognition for good works motivate civil servants more than salary, which is further supported by the present research findings in quantitative analysis in which

recognition mean score is 3.0 and salary mean score is 2.7. And the findings of Dekar (2016) concluded that the civil servants held positive perceptions towards reward and recognition practices as it is the essential factors to motivate employees. This can be understood as more the recognition higher satisfaction level which ultimately enhance the motivational level of the civil servants. The Hypothesis is found to be true.

Comparison of employee satisfaction level based on relationship with supervisor

The finding reveals that the relationship between employee satisfaction level and supervision is positive. The results backup the research findings of Smucker, Whisenant & Pedersen (2003), where they demonstrate that a positive relationship exists between supervision and job satisfaction. Supervision forms a pivotal role relating to job satisfaction in terms of the ability of the supervisor to provide emotional and technical support and guidance with work related tasks. The supervisor's attitude and behavior toward employees may also be a contributing factor to job-related complaints. Supervisors with high relationship behavior strongly impact on job satisfaction (Robbins et al., 2003). This can be understood that when there is proper guidance and support from supervisor the satisfaction level of respondents increases. The hypothesis is found to be true.

6.3 Conclusions

The central objective of this study was to identify the level of job satisfaction of civil servants working under Engineering and Finance services (P4 level) of professional and management category at Thimphu district. And the subsequent objective was to identify the factors that affect job satisfaction level of those civil servants.

The findings of this study revealed that the civil servants under finance and engineering occupational sub group at P4 level of professional and management category under Thimphu district are not highly satisfied or they are not completely dissatisfied with their work. The overall satisfaction level of civil servants is at moderate.

The most prominent factors to contribute for their satisfaction level are scope of work and interpersonal relationship in which majority of the civil servants has agreed. Rest other factors like supervision, working environment and salary also contribute for their

satisfaction level but factors like recognition and other factors from respondents' perspective contribute less to enhance their satisfaction level.

On the other hand the Pearson correlation coefficient showed that working environment variable has positive and significant relationship with job satisfaction followed by recognition. But supervision, scope of work, interpersonal relationship, salary and other variables has no significant relationship with job satisfaction. And there is no significant but positive relationship between job satisfaction and demographic variables namely gender, age, marital status, duration of service, major occupation and educational qualification.

In terms of the stated research hypotheses the following specific empirical findings emerged from the investigation:

- Female civil servants are more satisfied than male civil servants
- The civil servants working under engineering service are more satisfied than the civil servants working under finance service
- The civil servants under different age groups working under two occupational sub group show satisfaction level in different level
- The employees' recognition from immediate supervisor is positively and significantly correlated with the satisfaction level
- The relationship between employee satisfaction level and supervision is positive

This paper examines the level of job satisfaction and motivational and hygiene factors which influence the job satisfaction. The first research question is to confirm that the civil servants working under Finance and Engineering services (P4 level) at Thimphu district are satisfied with their present job condition and situation. As an overall, the result reveals that the satisfaction level is moderate. The moderate level of satisfaction-level may be because the employees are satisfied with what they have gained from their jobs. And the second research question is to find out the important factors that contribute to their satisfaction-level. Majority of the respondents feel that factors like scope of work and interpersonal relationship enhance their satisfaction level which is also their motivational factors. But as per Herzberg's Two-Factor Theory though scope of work is a motivational factor but interpersonal relationship is not the motivational factor as it is hygiene factor which prevents job dissatisfaction. But the finding reveals that it is a motivational factor. The possible reason could be because in this study majority of the respondent are from the age group of 30 to 45

years and is in the same level of ages where they enjoy the job. They need friendly and supportive colleagues that contribute to increase their satisfaction level. In this study factors like supervision, working condition and salary are motivator factors that enhance the satisfaction level which disagree the Herzberg's Two-Factor Theory as they are hygiene factors. More interestingly finding of this study shows that recognition is not the motivating factor. But as per Herzberg's Two-Factor Theory and findings of other related research it is motivating factor.

6.4 Recommendations

The research finding indicated that the overall job satisfaction of civil servants under finance and engineering services at P4 level of professional and management category in Thimphu district are not satisfied fully nor they are dissatisfied but their satisfaction level is moderate. Therefore in order to enhance the satisfaction level and better equip for future challenges, following points are recommended:

1. Since in this study scope of work and interpersonal relation are found to be contributing most for satisfaction level, the RCSC as a central personnel agency should provide adequate and advance trainings to upgrade the skills and knowledge of civil servants under finance and engineering service. And often encourage team work to sustain the satisfaction level.
2. Conducive working environment need to be encourage more
3. Important to monitor the meetings conducted in the respective offices and encourage offices to keep record, how many times employee meet with his/her supervisor.
4. Improve compensation system in civil service, since one of the main factors contributing to satisfaction level is salary. Therefore, pay and benefits of civil servants should be revised in such a way that it matches or be at par with other organizations such as corporations.
5. Only finance and engineering occupational sub groups from P4 level under professional and management category were targeted in this work despite other 93 occupational sub groups working in Thimphu district. The satisfaction level of civil servants working under other occupational sub group might differ from those civil

servants selected for this study. Therefore, a survey in other occupational sub groups under different grade needs to be carried out.

6. The sample size is too small to draw any kind of overall generalization although data was based on 32 respondents which were conducted only from one district due to limited resources. Therefore, a nationwide research with larger sample size will add to understanding the satisfaction level and different conditions and factors that impact overall job satisfaction.
7. This research examined the present level of job satisfaction under finance and engineering service at P4 level in Thimphu district. In future due to a change in the system the satisfaction level might differ, therefore it will be interesting to evaluate job satisfaction in another couple of years.
8. This study is completely based on the present position and situation of the respondents regarding some limited distinct factors. It did not consider the past position and situation of the respondent and their future expectations about this service.
9. Since no data exists on job satisfaction of Civil Servants working under finance and engineering service at P4 level of professional and management category in Bhutan, future in-depth research of this may assist policy formulation and implementation to enhance Job Satisfaction of the employees which ultimately improve service delivery.

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Annexure I

Research Questionnaire

Section A: Demographics of Civil Servants

I. Gender

1. Male: 2. Female:

II. Age:

>30 years	<input type="checkbox"/>
30 – 45 years	<input type="checkbox"/>
<45 years	<input type="checkbox"/>

III. Marital Status:

1. Single

2. Married

3. Separated

4. Widowed

If married – Spouse occupation: _____

IV. How long have you been in the service?

Less than 5 years	<input type="checkbox"/>
5-10 years	<input type="checkbox"/>
More than 10 years	<input type="checkbox"/>

V. Your major occupational sub-group (Designated post): _____

VI. Educational Qualification:

Secondary level (Completed class 12) and below	<input type="checkbox"/>
Bachelor degree	<input type="checkbox"/>
Master degree	<input type="checkbox"/>
MPhil or MS	<input type="checkbox"/>
PhD	<input type="checkbox"/>

Other qualification (Pls. specify)	
------------------------------------	--

VII. Average size of your family

Alone or 1	
2	
3	
4	
5	
6	
7	
Above 8	

Section B. Job Satisfaction of Civil Servants

VIII. For each of the following issues please tick the answers about your satisfaction level (1=completely dissatisfied, 2=partially dissatisfied, 3=neutral, 4=partially satisfied and 5=completely satisfied)

Factors	Completely dissatisfied (1)	Partially dissatisfied (2)	Neutral (3)	Partially satisfied (4)	Completely satisfied (5)
Relation with supervisor					
Recognition					
Scope of your work					
Working environment					
Interpersonal relation					
Salary					

IX. In your opinion is there other factor excluding above mentioned factors that enhance/contribute for job satisfaction.

1. Yes

2. No

If "Yes", please specify one or more factors and put that in a scale of 1-5 in the table below like question VIII.

Factors	Completely dissatisfied (1)	Partially dissatisfied (2)	Neutral (3)	Partially satisfied (4)	Completely satisfied (5)

X. Do you think Bhutan Civil service is facing challenges in retaining civil servants?

1. Yes 2. No

Why? _____

XI. In your opinion which factor below is the most prominent factor to enhance job satisfaction of civil servants in Bhutan (Please rank the factor in importance from 1 to 6, 1=not important, 6=most important)

- 1. Relation with Supervisor
- 2. Recognition
- 3. Scope of your work
- 4. Working Environment
- 5. Interpersonal Relationship
- 6. Salary

XII. Please tick the answer that best describes your feelings or that you find most appropriate.

Sl. No	Factors	Completely disagree (1)	Partially disagree (2)	Neutral (3)	Partially agree (4)	Completely agree (5)
1.	My immediate supervisor is approachable					
2.	Supervisors are helpful					
3.	The organization recognizes performing employees and give positive feedback and motivates them					
4.	Most deserving person is been rewarded					

5.	You are usually assigned with important work					
6.	You have an opportunity to utilize your own knowledge and skills while performing your job					
7.	You have an opportunity to use new technology in office					
8.	There are available resources (financial & physical) in my office					
9.	You have an opportunity to perform official work with colleagues together					
10.	You have an opportunity for the official dinner with colleagues					
11.	I am satisfied with my salary					
12.	I am highly paid					

XIII. Do you have any plan to change your current organization?

1. Yes 2.No

If “yes”, what kind of organization mentioned below do you intend to work for in future and why?

- a. Private sector
- b. Corporate sector
- c. Political party
- d. Others

(Reason)_____

XIV. How satisfied are you (taking everything into account) with your present job?

- 1. Completely dissatisfied (1)
- 2. Partially dissatisfied (2)
- 3. Neutral (3)
- 4. Partially satisfied (4)
- 5. Completely satisfied (5)

XV. If you are dissatisfied (**only** if you choose '1' & '2' of question XIV) with your job, what do you think are the causes of your job dissatisfaction?

- | | |
|---|--------------------------|
| 1. Poor relation with your immediate boss | <input type="checkbox"/> |
| 2. Lack of appreciation , recognition and reward | <input type="checkbox"/> |
| 3. Cannot utilize your skills while performing your job | <input type="checkbox"/> |
| 4. Lack of resources | <input type="checkbox"/> |
| 5. Your colleagues are not collaborative | <input type="checkbox"/> |
| 6. Your monthly income is insufficient | <input type="checkbox"/> |
| 7. others | <input type="checkbox"/> |

THANKS

Annexure II

Table B1: Frequency and Percentage of Gender

Major Occupation	Gender (Percent)		Gender (Frequency)	
	Male	Female	Male	Female
Finance	54.5	26.7	6	4
Engineer	45.5	73.3	5	11
Total	100	100	11	15

Table B2: Frequency and Percentage of Age

Age group	Percent			Frequency		
	Finance	Engineer	Total %	Finance	Engineer	Total No.
>30	20	80	100	1	4	5
30-45	27.3	72.7	100	3	8	11
<45	60	40	100	6	4	10

Table B3: Frequency and Percentage of Designation

Designation	Percent	Frequency
finance	38.5	10
engineer	61.5	16
Total	100.0	26

Table B4: Frequency and Percentage of Year of Service

Year of service	Percent			Frequency		
	Finance	Engineer	Total %	Finance	Engineer	Total
less than 5years	22.2	77.8	100	2	7	9
5 - 10 years	46.2	53.8	100	6	7	13
more than 10 years	50	50	100	2	2	4

Table B5: Frequency and Percentage of Educational Qualification

Educational Qualification	Frequency	Percent
secondary level (completed class 12) and below	1	3.8
bachelor degree	14	53.8

master degree	8	30.8
Other qualification	3	11,5
Total	26	100.0

Table B6: Frequency of Civil Servants' Perspective towards various factors

Factors	Completely Disagree	Partially Disagree	Neutral	Partially Agree	Completely Agree
Supervision	1	2	8	10	4
Recognition	3	2	11	8	1
Scope of work	0	2	5	13	5
working environment	2	4	7	8	5
interpersonal relationship	1	0	4	15	5
Salary	4	9	6	5	2
others	5	2	1	1	1

Table B7: Satisfaction level

Satisfaction level	Completely dissatisfied	Partially dissatisfied	Neutral	Partially satisfied	Completely Satisfied
finance	30% (3)	0	10% (1)	50% (5)	10% (1)
engineer	6.3% (1)	0	50% (8)	31.3% (5)	12.5% (2)

Table B8: Chi-Square test (Gender and Satisfaction level)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.235 ^a	3	.972

Gender * level of satisfaction Cross tabulation

		level of satisfaction				Total	
		Completely dissatisfied	neutral	partially satisfied	completely satisfied		
Gender	male	Count	2	4	4	1	11
		Expected Count	1.7	3.8	4.2	1.3	11.0

		% within Gender	18.2%	36.4%	36.4%	9.1%	100.0%
	female	Count	2	5	6	2	15
		Expected Count	2.3	5.2	5.8	1.7	15.0
		% within Gender	13.3%	33.3%	40.0%	13.3%	100.0%
Total		Count	4	9	10	3	26
		Expected Count	4.0	9.0	10.0	3.0	26.0
		% within Gender	15.4%	34.6%	38.5%	11.5%	100.0%

Table B9: Chi-Square test (Variation in type of service and Satisfaction level)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.697 ^a	3	.127

your major occupation * level of satisfaction Cross tabulation

			level of satisfaction				Total
			Completely dissatisfied	neutral	partially satisfied	completely satisfied	
major occupation	finance	Count	3	1	5	1	10
		Expected Count	1.5	3.5	3.8	1.2	10.0
		% within your major occupation	30.0%	10.0%	50.0%	10.0%	100.0%
	engineer	Count	1	8	5	2	16
		Expected Count	2.5	5.5	6.2	1.8	16.0
		% within your major occupation	6.3%	50.0%	31.3%	12.5%	100.0%
Total	Count	4	9	10	3	26	
	Expected Count	4.0	9.0	10.0	3.0	26.0	
	% within your major occupation	15.4%	34.6%	38.5%	11.5%	100.0%	

Table B10: Chi-Square test (Age group and Satisfaction level)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.322 ^a	6	.633

Age * level of satisfaction Cross tabulation

			level of satisfaction				Total
			Completely dissatisfied	neutral	partially satisfied	completely satisfied	
Age	less than 30	Count	0	3	1	1	5
		Expected Count	.8	1.7	1.9	.6	5.0
		% within Age	0.0%	60.0%	20.0%	20.0%	100.0%
	30 to 45	Count	3	3	4	1	11
		Expected Count	1.7	3.8	4.2	1.3	11.0
		% within Age	27.3%	27.3%	36.4%	9.1%	100.0%
	more than 45	Count	1	3	5	1	10
		Expected Count	1.5	3.5	3.8	1.2	10.0
		% within Age	10.0%	30.0%	50.0%	10.0%	100.0%
Total		Count	4	9	10	3	26
		Expected Count	4.0	9.0	10.0	3.0	26.0
		% within Age	15.4%	34.6%	38.5%	11.5%	100.0%