Job Satisfaction Measurement in the Public and Private Sectors: The Case of Erbil in North Iraq

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Abstract:
This paper is focused on an overview of Job satisfaction Measurement in both the Public and Private Sectors, most specifically in Erbil, the North of Iraq. The private sector is making huge progress in its recruitment policies to get the right people hired and give them better working conditions. This has relatively increased job performance in the private sector. Although there has been an economic slowdown in Iraq caused by political crisis, the level of job satisfaction in the private sector has increased followed by an increase in job performance in the private sector. The private sector in North of Iraq is profitable, making financial gains and great investment and the government of North of Iraq have high expectations that in the years to come, investment in the private sector will yield more profits and enormously contribute to booming the economy of North of Iraq. The private sector continues making the workplaces more comfortable to push up job satisfaction and job performance from below and the government of North of Iraq is eager to make the investment environment in North of Iraq more conducive.

The most important people in every company are the employees. They are important because they play the important roles in given the company a good shape and helping the company to maintain its shape. This means that management of companies has the express duty to keep employees working on their job and even to influence the employees in many ways to remain with the company. If management succeeds to keep employees steadily on the job, it means that employees have been greatly satisfied. To be a satisfied employee, shows that a company’s policies and practices on satisfaction are well upheld. This mean that job satisfaction which is a widely used concept in the process of company’s management and operation is well handled. Job satisfaction element can be well handled but the degree to which it is handled matters more and this greatly determines the retention of every employee. If the degree of handling job satisfaction is high, this will obviously attract and keep employees on the job. But if the degree is low, employees will tend to leave the job. This explains why in measuring job satisfaction, companies should strive to achieve high degree of job satisfaction.

Keywords: Job Satisfaction, Job Performance, Measurement, Public Sector, Private Sector.
Introduction:
The focus of this paper is to understand the concept of Job Satisfaction in the private and public sectors. Many scholars have argued that Job Satisfaction plays the most important role in the life of employees in every public and private sector. Yet, the level of job satisfaction is different in both the public and private sectors. When employees are satisfied with their job, they can prefer to work for the company for a longer period of time. On the contrary, employees would tend to abandon their job if job satisfaction policies and practices in the company are not well performed by the Human Resource department and other levels of management in the company. In addition, people will leave their jobs because they don't like their boss, don't see opportunities for promotion or growth, or are not offered an often higher pay (Garland 2017).

To be a satisfied employee, shows that a company’s policies and practices on satisfaction are well upheld. This will again mean that job satisfaction which is a widely used concept in the process of company’s management and operation is well handled. Job satisfaction element can be well handled but the degree to which it is handled matters more and this greatly determines the retention of every employee. If the degree of handling job satisfaction is high, this will obviously attract and keep employees on the job. But if the degree is low, employees will tend to leave the job. This explains why in measuring job satisfaction, companies should strive to achieve high degree of job satisfaction. The aspect of job satisfaction measurement comes in because in every economy like that of Erbil, there are basically two kinds of companies, companies of the public sector and companies of the private sector. As their names differ, the way their employees are handled and their levels of job satisfaction differ as well. Some scholars argue that in the public sector, job satisfaction level is higher than job satisfaction level in the private sector.

Job Satisfaction Overview:
All companies in Erbil in North Iraq and elsewhere belong to either the public sector or the private sector. Although recruitment and selection process of their employees could be same, the way they handle their operations, manage and control their employees is different. Whether the company operations and employee management and control in the public and private sectors are different or not, employees who play the most important role are interested in knowing which sector has the higher job satisfaction level. Generally speaking, employees will prefer to perform their tasks effectively and efficiently in the sector with a higher level of job satisfaction than in the sector with a lower job satisfaction level. If job satisfaction level is higher in the public sector, this will attract and keep more employees than in the private sector where job satisfaction level is lower.

Redmond, (2016) defined job satisfaction to be the positive attitudes or emotional dispositions people may gain from work or through aspects of work. Employees’ job satisfaction becomes a central attention in the researches and discussions in work and organizational psychology because it is believed to have relationship with the job performance.

Basically, there are two types of job satisfaction based on the level of employees' feelings regarding their jobs.

1. Global job satisfaction: This refers to employees' overall feelings about their jobs. For example overall, I love my job. (Mueller & Kim, 2008).

2. Job facet satisfaction: This refers to feelings regarding specific job aspects, such as salary, benefits, work hierarchy, growth opportunities, work environment and the quality of relationships with one's co-workers. For instance overall, I love my job, but my schedule is difficult to manage. (Mueller & Kim, 2008).

According to Kerber& Campbell (1987), measurements of job facet satisfaction helps identify specific aspects of a job that require improvement. These findings may help organizations in improving overall job satisfaction or in understanding organizational issues such as high turnover rates (Kerber& Campbell, 1987). The sector with the higher job satisfaction level will leave an employee happier and this lead to productivity shifting from productivity to satisfaction (Basset 1994). On the workplace and in the society as a whole, employee happiness affects
productivity positively and this increases organizational performance and brand image.

**Employee Dissatisfaction and Employee Satisfaction:**

While working for the public sector or for the private sector, employees are fond of evaluating their work experiences which they base them on their feelings of dissection or satisfaction regarding the tasks they perform as well as the sector for which they work whether it is the private or public (Jex, 2002). Jex (2002) argues that the nature of an employee’s job and the characteristics of the company determine whether the employee is dissatisfied or satisfied. Dissatisfaction and satisfaction could be caused by a number of factors portrayed in the figure below.

![Factors of Employee Dissatisfaction and Employee Satisfaction](image)

**Factors Leading to Dissatisfaction:**
- Poor pay
- Poor compensation
- Poor work conditions
- Lack of promotion
- Poor benefit offering
- Lack of job security
When these factors are optional job dissatisfaction will be eliminated. However, these factors do not increase job satisfaction.

**Factors Leading to Satisfaction:**
- Good leadership practices
- Good manager relationship
- Recognition
- Advertisement
- Personal growth
- Feedback and support
- Clear direction and objectives
When these factors are optional job satisfaction will be increased.

**Source:** Job Satisfaction Model (Field, 2008). These factors are positive factors and so increase satisfaction and organizational performance.

**Job Satisfaction in the Public Sector and Private Sector:**

Actually, job satisfaction in the public sector and private differ from one another in the way in which the effects of age, tenure, salary, job type, job level, and work environment on an employee’s job satisfaction are handled in the public sector and in the private. Therefore, to remake jobs, reward
systems, human resource management policies that will result in optimum job satisfaction and productivity, managers need to know employees value absolutely well. Definitely, the sector with a higher level of job satisfaction will attract and keep its employees working for a longer period of time whereas employees will not be satisfied to work for the sector with a lower level of job satisfaction. Job satisfaction of employees depends on the nature of the job and the sector in which the employees work. One of the significant roles of human resource department is to maintain employee satisfaction in the organization. But this has become a challenge for the HR department to maintain the highest level of satisfaction for employees. Job satisfaction of employees is determined by the various factors in an organization and it is the employee’s sense of achievement.

Khan & Praveen (2014), studied that those working in the public banks are more satisfied than those working in the private banks. This implies that job satisfaction level is higher in the public sector than in the private sector. As a result, employees who desire to work under higher job satisfaction conditions will prefer the public sector to the private sector. This is because employees in the private banks are not satisfied with their job security, lack of promotion and the absence of recognition for the efficient and effective work done. Employees of the public sector show a stronger service ethic than employees of the private sector (Wittmer 1991). Public service satisfaction elements comprise of opportunity to have an impact on public affairs, commitment to serving the public interest, and an interest in achieving social justice (Naff and Crum 1999). In their study, Work motivation differences between public and private sector, Rashid & Rashid, (2012) examined that employees in the private sector are more motivated by the career development opportunities, rewards, and the supportive work environment. Comparatively, the level of job satisfaction of employees in the private sector in slightly lower than the level of job satisfaction in the public sector. Job satisfaction variables such as job security, salary and lack of recognition of the work in the organization are highlighted as the main cause of dissatisfaction for employees in private sector (Bora, 2014).

Focusing on job satisfaction measurement in the public sector and the private sector in Erbil region of North of Iraq, job satisfaction from salary and job security is likely to be lower in the private sectors because as a developing country facing economic crisis and political instability, the private sectors are weak are unstable. Therefore, this research also includes the study of security of jobs and satisfactory salary for the employees in private sectors and public sectors in Erbil. Kaya (1995) found that the level of job satisfaction of librarians in developing countries was lower than that of developed countries and is related to the need of information in society. This is because of lack of need for information and the society does not give indispensable value to the information experts and to the librarians. The case is same in Erbil where the private universities still lag behind in getting information. As a result, employees in the private sector universities especially the librarians are not satisfied with their job.

Togia, Koustelios, &Tsigidis (2014), used the Employee Satisfaction Inventory (ESI) scale and examined job satisfaction among Greek academic librarians and found that their job satisfaction level was higher with job supervision, working conditions, job itself, and their job satisfaction level was lower with promotion and pay. These discoveries are in accordance with earlier studies and particularly valuable for providing a comparative and comprehensive understanding of job satisfaction in all areas of both the private sector and the public sector. In comparing Turkish public and private sector employees’ job and life satisfaction levels, Özsoy, Uslu, & Üztürk (2014), examined that, both job and life satisfaction of the employees working in public sector scored higher than employees working in private sector. In Erbil, employees of the public sector are more satisfied than those of the private sector owing to stability and security working with the public sector as in Erbil; the government is making more efforts to revive the private sector.

According to the studies of Volkwein & Parmley (2014), teachers in the public sectors are paid low as compared to teachers in the private sectors and also employees in the public sectors have fewer career development opportunities, hence increasing the
level job satisfaction for teachers in the private sectors. In his 2010 study, Ayub looked into the difference in the level of satisfaction between private and public university teachers. He found out that private university teachers are more satisfied than public university teachers in terms of pay. In Erbil, employees teaching in private universities get more pay than their counterparts of the public sector. Public schools in Erbil and in other parts of Iraq and in others countries are almost tuition-free. Still in his study, Ayub (2010) says that the employee-employee relationship and the communication within the organizations have no difference for private sector and public sector employees. There is also clear evidence that public sector employees are less motivated than private sector employees (Khojasteh, 1993). In their 2013 joint study, Pannu & Gupta examined that employees in both private sector and public sector are satisfied with their job. Organizational culture and flexibility of time schedule are two factors which contribute to the higher level of job satisfaction for the public sector workers than the private sector workers. If the organizational environment is conducive employees will feel very comfortable at work and employees will not be comfortable when the organizational environment is really not conducive. Sabri, Ilyas & Amjad (2011), argued that the private sector work environment is more attractive and more conducive than the public sector work environment. This implies that the level of job satisfaction is higher in the private sector and lower in the public sector.

Motivation is also an aspect of job satisfaction. When an employee is motivated on the job, the employee will perform his tasks effectively and efficiently and this will lead to increase in organization’s productivity. Sinha (2013) highlighted that factors such as economic, social, and organizational culture motivate employees and these factors need to be addressed. Chen, (2005), suggested that the public sector should give good pay, provide favorable working conditions, good communication, safe working place, equal and effective reward system, work recognition and transparent promotion. The levels of job satisfaction in the public sectors and in the private sectors are different and difficult to measure. Therefore, the sectors which need improvement should be improved and the employees in the public sectors and in the private sectors will enjoy same amount of job satisfaction. Looking at job satisfaction to be the focus of this study, some theories have been advanced to add more importance to job satisfaction of the employees in both public and private sectors.

Theories of Job Satisfaction:
Maslow’s Theory of Needs:
Abraham Maslow, who is psychologist, provided for the humanitarian needs of his theory and arranged it in a hierarchy order. He focused his interpretation of human behavior on the basis of its needs. According to this theory, the unmet needs become the main determinant of individual behavior until they are satisfied. Based on Maslow's hierarchy theory, the hierarchy of needs is divided into five levels.

Maslow’s Hierarchy of Needs

Source: Finkelstein, Maslow’s Hierarchy of Needs, 2006

Physiological needs: it is the basic human needs for survival live, such as the needs for air, food, water, sex, sleep, homeostasis and excretion. Maslow stressed that these circumstance needs that were not saturated with the needs of the rest of the slow, that is, these needs capture the interest of rights and overwhelm all other needs that were not saturated.
The needs of safety: once the satisfaction of physiological needs dominates the human needs of safety, and the needs of security and reassurance of risk and fear, and need of security and reassurance of risk and fear, and the manifestations of these health insurance and insurance needs manifestations of these health insurance and insurance needs life against the disease or accident. Job safety, resources and the safety for morality.

Love/Belonging or Social needs: once that’s done to satisfy the physiological needs and security, according to Maslow, they remain the consuming in stimulating behavior, and become social needs here are incentives for stimulant-like behavior need and social interaction, family, friendship, and sexual intimacy do not satisfy these needs will result in the inability to adaptation in society.

The needs of self-esteem: It includes the needs for respect of others and respect by others, self-esteem, confident, achievement, and the needs to develop a sense of self-confidence, and can achieve these circumstance needs by successfully completing certain tasks and others to estimate the capabilities of the individual and the performance of a stunt for impressive.

The needs of self-actualization: It represent the highest stages of saturation which is also referred to as express need which the individual needs to be, or is able to access it, including the need to develop the capabilities of the individual. Self-actualization includes; morality, spontaneity, creativity, problem solving, lack of prejudice, innovation and the achievement of maximum ambition.

1.2.1 Frederick Herzberg two factors theory:
Frederick Irving Herzberg was an American psychologist (Herzberg, Mausner & Snydermam 2010). The two factor theory also known as Herzberg’s Motivation-hygiene theory and dual-factor theory states that there are certain factors in the workplace that cause job satisfaction, while there are a separate set of factors that lead to job dissatisfaction. Herzberg’s theory analysis is contrary to the theory of Maslow about job satisfaction and the basis on contents that the factors that lead to job satisfaction are different from those factors that lead to the removal of the case of dissatisfaction. There are two factors in this theory which include hygiene factor and driving factor.

Hygiene factors: It is responsible for the demise of the state of dissatisfaction factors and availability well lead to avoid feelings of dissatisfaction. But these health factors do not lead to create momentum and enthusiasm of the individual. When the employees on the job think of a situation in the workplace where they felt really bad, they will often mention factors like company policy and administration, supervision, the physical working conditions, personal life, social status, relationship with colleagues, the relationship with superiors and subordinates, pay, and security (Smerek & Peterson 2006).

Driving factors: This factor represents the sum of the factors that lead to the creation of an impetus to the behavior of workers the cause of job satisfaction and on their way to exert more effort to achieve the desired goals, achievement, recognition from colleagues, management, work itself, advancement, responsibility, are better motivators than money or pay (Shannon 2005).

Edwin Locke's theory of value:
In his theory, Edwin Locke believed that the main cause of job satisfaction is the ability of position to provide returns of value and benefit to any individual factor foundation. This is because goal-setting is a powerful people especially employees. The theory of goal-setting is highly valued and recognized that the entire management system like Management by Objectives (MBO) (Thomas, 1998) have goal setting ethics within them. From this point, it can be seen that whether the individual is satisfied or not the theory reflects two things: Firstly, the importance of returns earned by an individual from his job and secondly, the incompatibility between what the individual wants and gets is done. Goal setting indicates and gives direction to the employees about what needs to be done and how much efforts are required to be put in (Management Study Guide, 2017).

The important elements of Locke’s goal theory are that the goals should be specific and clear. Also, the goals should realistic and challenging. Specific and clear goals lead to better performance and greater output. Talking about reality and challenge, the
employee will feel proud and triumph when he attains his goals and he will set for he himself even more challenging goals. This so because the more challenging the goal, the greater the reward and the more the love for achieving the goals.

Conclusion:

The economy of North of Iraq which has been in a bad state caused by political unrest in the Iraq saw new performance of the private and public sectors in 2016. Although political unrest caused serious problems, the North of Iraq still has the private sector and the public sector to depend on for economic growth. Economic growth is the only factor the government of North of Iraq has to depend on for building a stronger society. Theories in this research include Abraham Maslow’s theory of Needs, Frederick Herzberg two factor theories, and Edwin Locke’s theory of value. The strong arguments by these theorists showed that job satisfaction play an important role in job performance by either increasing or decreasing the level of job performance. When the measured level of job satisfaction is high, there is a corresponding high level of job performance. The level of job satisfaction is higher in the private sector than in the public sector. As a result, job performance is higher in the private sector and lower in the public sector.

The level of Job satisfaction in the private sector differs from the public sector in the way in which the Salary, time schedule, working environment, relationship with supervisor, relationship with coworkers, job security, recognition schemes, promotion schemes, participation in decision making processes, and personnel development in the work environment are well handled in the private sector than in public sector. Communication, training, acquiring skills, Leadership and employees relations and management are aspects of job satisfaction and job performance. These aspects account for giving employees the best satisfaction in the workplace. Employees of the public sector in Erbil are inadequately trained, poorly led and employee relations are not harmonious. Unable to get satisfied at the workplace, employees prefer to work for the private sector which in return gets a higher level of job performance.

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