

T. C.

**ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**



**JOB SATISFACTION MEASUREMENT IN THE PUBLIC AND PRIVATE
SECTORS: A COMPARATIVE STUDY IN ERBIL, IRAQ**

THESIS

HAZHAR BAHRAM MAHMOOD

Y1412.130031

Department of Business

Business Administration Program

DECEMBER 2017

T. C.

**ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**



**JOB SATISFACTION MEASUREMENT IN THE PUBLIC AND PRIVATE
SECTORS: A COMPARATIVE STUDY IN ERBIL, IRAQ**

M.Sc. THESIS

HAZHAR BAHRAM MAHMOOD

Y1412.130031

Department of Business

Business Administration Program

Thesis Advisor: ASST. PROF. DR. UĞUR ŞENER

DECEMBER 2017



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

Yüksek Lisans Tez Onay Belgesi

Enstitümüz İşletme İngilizce Ana Bilim Dalı İşletme Yönetimi İngilizce Yüksek Lisans Programı Y1412.130031 numaralı öğrencisi **Hazhar Bahram Mahmood MAHMOOD**'ün "JOB SATISFACTION MEASUREMENT IN PUBLIC AND PRIVATE SECTOR: A COMPARATIVE STUDY IN ERBIL, IRAQ" adlı tez çalışması Enstitümüz Yönetim Kurulunun 12.12.2017 tarih ve 2017/35 sayılı kararıyla oluşturulan jüri tarafından **gözetil** ile Tezli Yüksek Lisans tezi olarak **Kabul** edilmiştir.

Öğretim Üyesi Adı Soyadı

İmzası

Tez Savunma Tarihi :21/12/2017

1)Tez Danışmanı: Yrd. Doç. Dr. Uğur ŞENER

2) Jüri Üyesi : Yrd. Doç. Dr. Günay Deniz DURSUN

3) Jüri Üyesi : Yrd. Doç. Dr. Ali KABLAN

Not: Öğrencinin Tez savunmasında **Başarılı** olması halinde bu form **imzalanacaktır**. Aksi halde geçersizdir.

FOREWORD

Every challenging work needs self-efforts as well as guidance of elders of elders especially those who were very close to our heart.

I dedicate this project to the following.

- ❖ My beloved parents and spouse (who educated and enable me to reach at this level)
 - Mr. Bahram Mahmood Mahmood
 - Mrs. Zulakha Abdulrazzaq Jano
 - Nadhimah Mohammed Abdulla

- ❖ Wonderful Supervisor:
 - Asst. Prof. Dr. UĞUR ŞENER**
- ❖ Along with all hard working and respected teachers

I wish that this thesis will be useful for researchers in further study on fields related to this topic.

January 2018

Hazhar Bahram Mahmood MAHMOOD

TABLE OF CONTENTS

	<u>Page</u>
FOREWORD	ix
TABLE OF CONTENTS	xi
ABBREVIATIONS	xiii
LIST OF TABLES	xv
LIST OF FIGURES	xvi
OZET	xvii
ABSTRACT	1
1 INTRODUCTION	1
1.1 Background to the study.....	1
1.2 Job Satisfaction Overview.....	2
1.3 Employee dissatisfaction and employee satisfaction.....	3
1.4 Job Satisfaction in the Public Sector and Private Sector.....	5
1.5 Importance of the Research.....	5
1.6 Statement of the Problem.....	5
1.7 Organization of the Research.....	5
2 LITERATURE REVIEW AND THEORETICAL FRAMEWORK	7
2.1 Literature Review.....	7
2.2 Theories of Job Satisfaction.....	9
2.2.1 Abraham Maslow's theory of needs.....	9
2.2.2 Frederick Herzberg's two factor theory.....	11
2.2.3 Edwin Locke's theory of value.....	12
2.3 Job Satisfaction Variables.....	12
2.3.1 Independent variables.....	13
2.3.2 Dependent variables.....	13
3 RESEARCH METHODOLOGY	14
3.1 Introduction.....	14
3.2 Research Design.....	14
3.3 Sampling Method.....	15
3.3.1 Population.....	15
3.3.2 Sample size.....	16
3.4 Data Collection and Analysis Procedure.....	16
3.5 Questionnaire Validity.....	17
3.6 Questionnaire Reliability.....	17
3.4 Correlation.....	32
3.5 Two-way ANOVA.....	35

3.6 Aim of the Research	18
3.4 Research Objectives	18
3.5 Research Questions	18
3.6 Hypothesis.....	19
4 DATA ANALYSIS AND RESULTS	20
4.1 Introduction	20
4.2 Correlations	20
4.3 Descriptive Statistics of Survey Questions	20
4.4 Frequencies Statistics of Survey questions	22
4.5 Demographic Frequency Distribution.....	28
4.6 Frequency Distribution of Job Satisfaction and Job Performance Questions	29
4.7 Histogram of Demography, Job Satisfaction and Job Performance Frequencies	42
4.7.1 Histogram of demography frequency	42
4.7.1 Histogram of Job satisfaction and job performance frequencies	46
4.8 Mean and Standard Deviation Statistics for Demographic Frequencies	66
4.9 Reliability Statistics	67
4.10 Crosstabs	71
4.11 Crosstabs for Educational Qualification and Job Sector.....	73
4.12 Educational Qualification and Job Sector in the Public and Private Sector	73
4.13 Chi-Square Test Analysis	74
4.14 Regression	75
4.15 Model summary	76
4.16 ANOVA (Analysis of Variance)	76
4.17 General Linear Model	77
4.18 Results of data Analysis	81
5 CONCLUSION AND RECOMMENDATIONS	83
REFERENCES	86
APPENDIX	90
RESUME	95

ABBREVIATIONS

ANOVA	: Analysis of Variance
STD	: Standard Deviation
SPSS	: Statistical Package for Social Science
HR	: Human Resource
KRSO	: Kurdish Regional Statistics Office
GDP	: Gross Domestic Product
MBO	: Management by Objectives

LIST OF TABLES

	<u>Page</u>
Table 4.1: Descriptive Statistics showing Mean and Standard Deviation	21
Table 4.2: Frequencies Statistics of Survey questions	22
Table 4.3: Frequencies Statistics of Survey questions	22
Table 4.4: Frequencies Statistics of Survey questions	23
Table 4.5: Frequencies Statistics of Survey questions	24
Table 4.6: Frequencies Statistics of Survey questions	25
Table 4.7: Frequencies Statistics of Survey questions	26
Table 4.8: Frequencies Statistics of Survey questions	27
Table 4.9: Demographic Frequency for Gender.....	28
Table 4.10: Demographic Frequency for Educational Qualification	28
Table 4.11: Demographic Frequency for Job Sector.....	29
Table 4.12: Job Satisfaction and Job Performance Frequencies	29
Table 4.13: Question 1	29
Table 4.14: Question 2	30
Table 4.15: Question 3	31
Table 4.16: Question 4	31
Table 4.17: Question 5	32
Table 4.18: Question 6	33
Table 4.19: Question 7	33
Table 4.20: Question 8	34
Table 4.21: Question 9	34
Table 4.22: Question 10	35
Table 4.23: Question 11	36
Table 4.24: Question 12	37
Table 4.25: Question 13	37
Table 4.26: Question 14	38
Table 4.27: Question 15	39
Table 4.28: Question 16	39
Table 4.29: Question 17	40
Table 4.30: Question 18	40
Table 4.31: Question 19	41
Table 4.32: Question 20	42
Table 4.33: Descriptive Statistics.....	66

Table 4.34: Descriptive Statistics.....	66
Table 4.35: Mean and Standard Deviation of Item Statistics.....	68
Table 4.36: Summary Item Statistics	69
Table 4.37: Item-Total Statistics	70
Table 4.38: Case Processing Summary	71
Table 4.39: Crosstabs for Gender and Job Sector in the Public and Private Sector.....	72
Table 4.40: Symmetric Measures.....	72
Table 4.41: Educational Qualification Job Sector Cross tabulation.....	73
Table 4.42: Chi-Square Tests	74
Table 4.43: Symmetric Measures.....	66
Table 4.44: Variables Entered/Removed	66
Table 4.45: Model Summary.....	68
Table 4.46: ANOVA (Analysis of Variance).....	69
Table 4.47: Coefficient.....	70
Table 4.48: Between-Subjects Factors	71
Table 4.49: Descriptive Statistics.....	72
Table 4.50: Levene's Test of Equality of Error Variances	72
Table 4.51: Tests of Between-Subjects Effects.....	73

LIST OF FIGURES

	<u>Page</u>
Figure 1.1: Factors of Employee Dissatisfaction and Employee Satisfaction	4
Figure 2.1: Maslow’s Hierarchy of Needs	10
Figure 4.1: Histogram of Demographic Frequency for Gender	43
Figure 4.2: Histogram of Demographic Frequency for Educational Qualification	44
Figure 4.3: Histogram of Demographic Frequency for Job Sector	45
Figure 4.4: Q1	46
Figure 4.5: Q2	47
Figure 4.6: Q3	48
Figure 4.7: Q4	49
Figure 4.8: Q5	50
Figure 4.9: Q6	51
Figure 4.10: Q7	52
Figure 4.11: Q8	53
Figure 4.12: Q9	54
Figure 4.13: Q10	55
Figure 4.14: Q11	56
Figure 4.15: Q12	57
Figure 4.16: Q13	58
Figure 4.17: Q14	59
Figure 4.18: Q15	60
Figure 4.19: Q16	61
Figure 4.20: Q17	62
Figure 4.21: Q18	63
Figure 4.22: Q19	64
Figure 4.23: Q20	65

KAMU VE ÖZEL SEKTÖR'DE İŞ MEMNUNİYET ÖLÇÜMÜ: KUZHEY İRAK'TA ERBİL ÖRNEĞİ

ÖZET

Bu çalışmanın amacı, Erbil'deki kamu ve özel sektörlerde iş memnuniyeti ölçümünü yapmaktır. Bu çalışmanın araştırma sorularını inceledikten sonra, bu araştırma çalışması için veri toplamak ve verileri analiz etmek için kullanılan yöntem, veri toplamak üzere katılımcılara anketin dağıtılması olan kantitatif araştırma metodolojisidir. Katılımcıların cevapları araştırma kullanışlı olan yeterli bilgi ve verileri sağlamıştır.

Korelasyon analizi ve iki yönlü ANOVA, kantitatif verileri analiz etmek için kullanılan yöntemlerdir. Bu durum, iş memnuniyeti ve iş verimliliği arasındaki korelasyonu oluşturmuştur. İş memnuniyeti ve iş verimliliği, Kuzey Irak'ta Erbil'deki kamu ve özel sektörlerde iş memnuniyetini ölçmeyi incelemek üzere kullanılan bu çalışmadaki iki değişkendir.

Bulgulardan elde edilen sonuçlar, kamu sektörüne nazaran özel sektörde iş memnuniyetinin ve iş verimliliğinin önemli ölçüde daha yüksek seviyesini göstermişlerdir. Özel sektör, doğru insanları işe almak ve onlara çok daha iyi çalışma koşulları sunmak için işe alım politikalarında çok büyük ilerleme göstermektedir. Bu durum, özel sektördeki iş verimliliğini büyük ölçüde arttırmıştır. Her ne kadar, siyasi kriz nedeni ile Irak'ta ekonomik bağlamda düşüş olsa da özel sektördeki iş verimliliğindeki artışı takiben iş verimliliğinin seviyesi de özel sektörde artmıştır.

Kuzey Irak'taki özel sektör, finansal kazançlar elde ederek ve büyük yatırımlar yaparak karlı hale gelmiştir ve Kuzey Irak hükümetinin gelecek yıllarla ilgili olarak büyük beklentileri bulunmaktadır, özel sektöre tapılan yatırım çok daha fazla kazanç sağlayacaktır ve Kuzey Irak ekonomisinin gelişmesine muazzam bir katkıda bulunacaktır. Özel sektör, iş memnuniyetini ve iş verimliliğini aşağıdan yukarı doğru itmek için iş yerlerini daha da konforlu hale getirmeye devam etmek istemektedir ve Kuzey Irak hükümeti de Kuzey Irak'taki yatırım ortamını daha da elverişli hale getirme konusunda isteklidir.

Çalışmanın bulguları, özel sektördeki iş memnuniyetinin ve iş verimliliğinin seviyesinin kamu sektörüne göre daha yüksek olduğunu söylemek için yeterli değildirler. Erbil'deki gerek özel ve gerekse kamu sektörünün ekonomik performansını değerlendiren süreç içindeki oyuncular, bu sektörlerin kar eden kısımlarını görmeye ve bu faaliyeti desteklemeye devam edebilirler. Ayrıca, akademisyenler, kamu ve özel sektörlerdeki iş memnuniyeti ölçümleri konusundaki araştırmalarına yoğunlaşabilirler.

Anahtar Kelimeler: *İş Doyumu, İş Performansı, Ölçme, Kamu Sektörü, Özel Sektör.*



JOB SATISFACTION MEASUREMENT IN THE PUBLIC AND PRIVATE SECTORS: A COMPARATIVE STUDY IN ERBIL, IRAQ

ABSTRACT

The aim of this study was to examine job satisfaction measurement in the public and private sectors in Erbil. After examining the research questions of this study, the method used to collect data and analyze data for this research work was quantitative research methodology where questionnaire was distributed to collect data from respondents. Respondents' answers provided adequate information and data useful for the research. Correlation analysis and two-way ANOVA were the methods used to analyze quantitative data. This comprised the correlation between job satisfaction and job performance. Job satisfaction and job performance are the two variables in this study that were used to examine job satisfaction measurement in the public and private sectors in Erbil in North of Iraq.

The results obtained from the findings showed that there is significant higher level of job satisfaction and job performance in the private sector than in the public sector. 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 was 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 investing 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 wants to continue 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 findings from the study were not enough to say that the level of job satisfaction and job performance are higher in the private sector than in the public sector. Actors in the process of evaluating the economic performance of both the private and public sectors in Erbil may continue to see the profit making side of these sectors and uphold this activity. Also, academicians may not become less intense in their researches on job satisfaction measurement in the private and public sectors.

Keywords: *Job Satisfaction, Job Performance, Measurement, Public Sector, Private Sector.*



1. INTRODUCTION

The focus of this thesis is to measure 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).

Over the past decades, a number of studies have demonstrated that the levels of job satisfaction vary widely in the public and private sectors. The effect of age, tenure, salary, job level, job type, work environment on employee job satisfaction has been discussed by many scholars.

In terms of marital status, age, pay, and other benefits, employees in the both public and private sectors have different job satisfaction levels (Noordin & Kamaruzaman 2017).

To have a better understanding of this thesis, keywords like job satisfaction, public sector, and private sector would be defined.

1.1 Background to the Study

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 main this 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 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.

1.2 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, their 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.

1.3 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 are could be caused by a number of factors portrayed in the figure below.

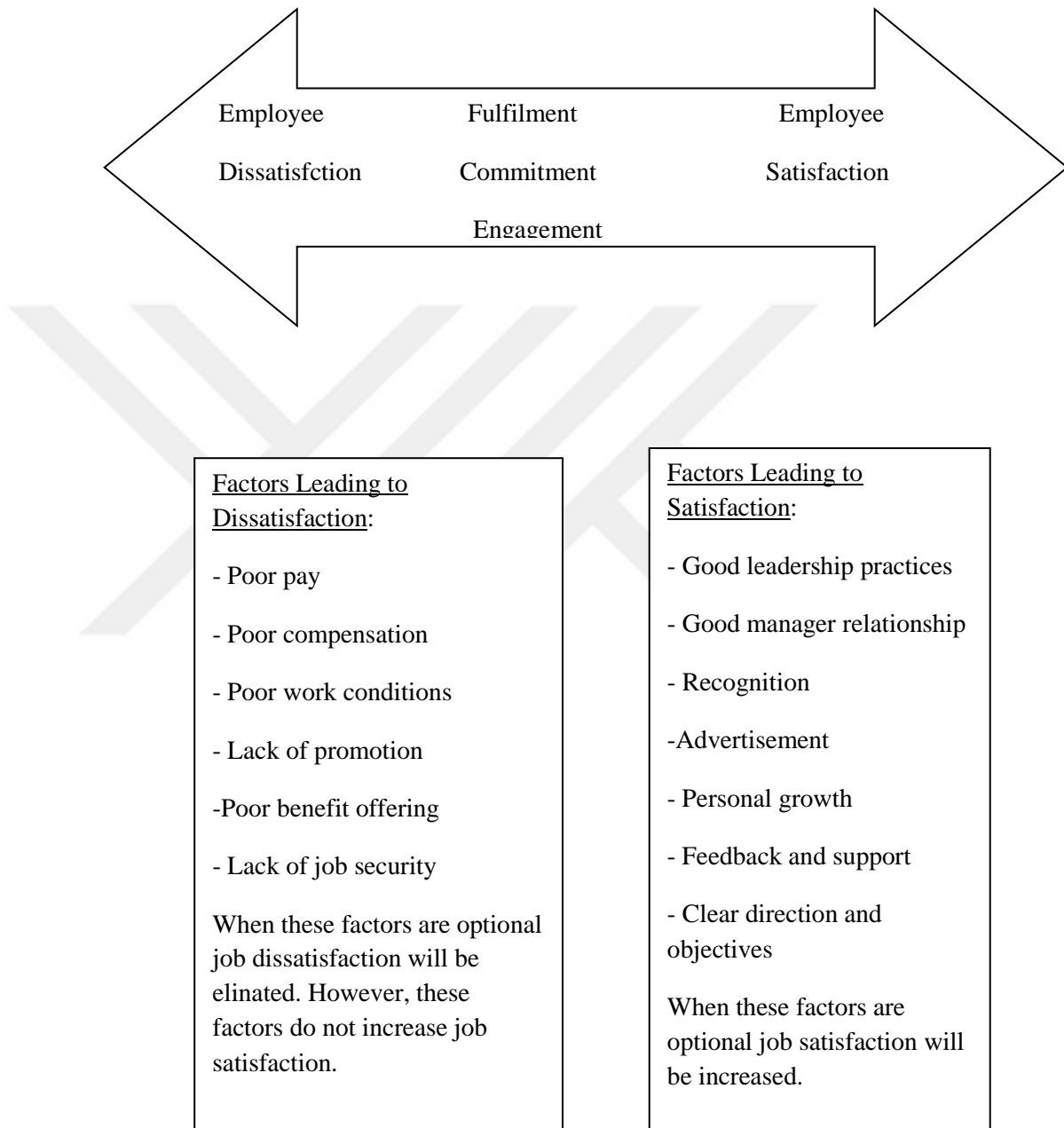


Figure 1.1: Factors of Employee Dissatisfaction and Employee Satisfaction.

Source: Job Satisfaction Model (Field, 2008).

These factors are positive factors and so increase satisfaction and organizational performance.

1.4 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.

1.5 Importance of the Research

The importance of this research is to investigate the sector with the higher degree of Job Satisfaction in Erbil in North of Iraq. Is it public sector or private sector?

1.6 Statement of the Problem

Job satisfaction a great motivational factor for the employees to decide whether to work for the public sector or for the private sector. The public sector argues that job satisfaction level is higher and job seekers are encouraged to come and work for them, while the private sector holds the opinion that working for them, employees will have no reasons to regret because job satisfaction level higher with their sector.

1.7 Significance of the Research

This study will contribute significantly to knowing the sector with the higher job satisfaction level. The greater demand for research in this field of study justifies the need for measuring the job satisfaction in the public and private sectors. Institutions that apply the recommended approach derived from the results of this study will be able to make better researches and contribute their own quota of job satisfaction measurement in Erbil.

For the academics, this study will help them discover critical areas in job satisfaction measurement that many researchers were unable to explore. Thus, a new approach on the measurement of job satisfaction in the public and private sectors may be arrived at.

1.8 Organization of the Study

This study is organized as follow:

Chapter 1: General introduction and background to the study of job satisfaction measurement in the public and private sectors.

Chapter 2: Literature review and theoretical frame. Here, relevant literature will be reviewed and some theories about job satisfaction measurement in the public and private sectors will be discussed.

Chapter 3: Methodology of the research mentioning the aim, objectives, research questions, and hypotheses of the research. The research method is quantitative research methodology where questionnaire will be distributed to collect data from respondents. Respondents' answers will provide adequate information and data that will be analyzed in chapter four.

Chapter 4: Data collected from the designed questionnaire will be analyzed and results derived will be in this part of the research. This chapter will dwell on the analysis and results of the adequate data provided by respondents. Correlation analysis and two-way ANOVA will be the method used to analyze quantitative data. This will comprise the correlation between job satisfaction and job performance.

Chapter 5: Chapter five consists of conclusion and recommendations for further research. Conclusion gives a summary of what the research examined, results derived, and comparisons with other fields of study. Recommendations for further research will give academics more information on investigating into Job Satisfaction measurement in the two sectors and to establish facts and reach new results.

2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Literature Review

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.

Looking at the concept many studies have been carried out to give job satisfaction the importance it deserves. 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 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 is 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 and unstable. Therefore, this research will include 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. The major reasons behind this were. This is because of lack of need for information and the society did 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.

In their study, Togia, Koustelios, & Tsigilis (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), 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. In their study, 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 favourable 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.

2.2 Theories of Job Satisfaction

The theories are available below

2.2.1 Maslow's Theory of Needs

Abraham Maslow provided for the humanitarian needs of his theory and arranged it in a hierarchy according to the degree runway satisfy. The psychologist Abraham Maslow's 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.

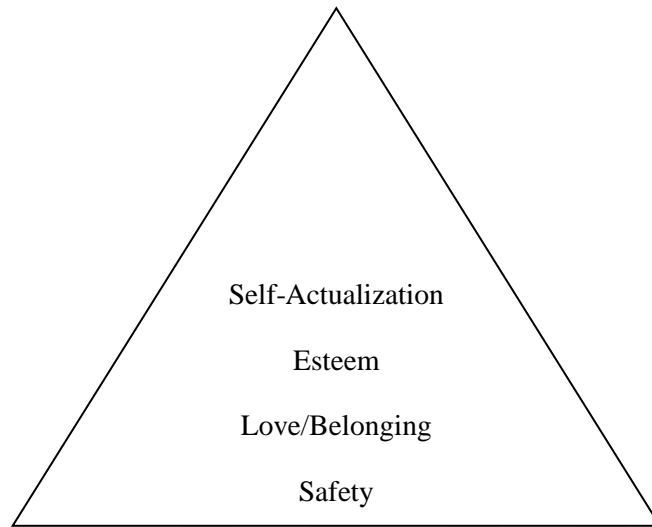


Figure 2.1: Maslow's Hierarchy of Needs

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.

2.2.2 Frederick Herzberg two factors theory

Frederick Irving Herzberg was an American psychologist (Herzberg, Mausner & Snyderman 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).

2.2.3 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.

2.3 Job Satisfaction Variables

In this study of job satisfaction measurement, two types of variables will be examined. There will be independent variables and dependent variable(s).

2.3.1 Independent variables

Independent variables include:

- ❖ Salary
- ❖ Time schedule
- ❖ Working environment
- ❖ Relationship with supervisor
- ❖ Relationship with coworkers
- ❖ Job security
- ❖ Recognition Schemes
- ❖ Promotion Schemes
- ❖ Participation in decision making processes
- ❖ Personnel development

These variables are independent variables in every organization. This is because as they are called factors of job satisfaction, they play significant roles in the functioning of every public and private organization. One variable can cause employee satisfaction or employee dissatisfaction in the organization.

2.3.2 Dependent variables

There is only one dependent variable in this study. That dependent variable is job satisfaction. As a dependent variable, job satisfaction depends on the independent variables. How an independent variable is handled in the organization will determine the degree of job satisfaction of employees. For example, if there is no job security and personnel development plan in an organization, its employees will become dissatisfied and the level of job satisfaction of employees in that organization will be less.

3 RESEARCH METHODOLOGY

3.1 Introduction

This part of the research explains the methods used in finding the significance of independent variable which is job satisfaction and the level of job satisfaction of employees in the public and private sectors. This research is focused on public and private sector employees in Erbil in North of Iraq.

3.2 Research Design

This research mainly uses quantitative designs for which data was collected through survey questionnaires. As this study intends to examine job satisfaction measurement in the public and private sectors in Erbil and quantitative method was used to collect information. The survey questionnaire is divided into two main parts. That is part A and part B.

Part A

This part contains 20 questions of job satisfaction and performance and includes the overall satisfaction of the employees explaining the dependent variable level of job satisfaction of the public and private sector employees. The two variables; job satisfaction and job performance are to be rated at 5-points likert scale format response scale. That include:

- 1 Strongly Disagree
- 2 Disagree
- 3 I don't know

4 Agree

5 Strongly Agree

Part A contains 20 questions. These are the correlated two variables. These correlated variables include:

1. Job Satisfaction
2. Job Performance.

Part B

This part is demographic questions or personal questions that give details of respondents' personal information. These details include:

- Gender
- Education
- Kind of job

3.3 Sampling Method

The population and sample size of the study will be used as sampling method of the research.

3.3.1 Population

The research was carried out within the area of Erbil, North of Iraq and the sampling method was used amongst public and private sector employees in Erbil, North of Iraq. The samples in the study basically involve two categories of employees.

1. Public employees
2. Private employees

According to North of Iraq Statistical Office (2016) there are 235,761 public employees only in Erbil. This number includes the civil service, other government agencies and public owned companies.

Also, there are 191,521 employees working in private sector in Erbil.

The population size of this research is:

Public Sector Employees = 235,761

Private Sector Employees = 191,521

Therefore the population size of this research ► $235,761 + 191,521 = 427,282$

The reasons to choose the region and sectors are as follow.

- ❖ Erbil is the summer capital of Iraq and the governorate of north Iraq.
- ❖ Economy in north of Iraq consists of the autonomous economy in Northern Iraq.
- ❖ Erbil is the economic capital of Iraq.
- ❖ Erbil has been ranked the first in North of Iraq in life stock breeding and the abundance animal products.
- ❖ Erbil city is the center for trade North of Iraq and the imported materials from abroad to Iraq pass through Erbil.
- ❖ Majority of the population working in trade, agriculture, and industry sectors are government employees.
- ❖ According to the economy of North of Iraqi fiscal year (2015), the Gross Domestic Product (GDP) of Erbil stands at \$ 26.5 billion. The GDP per capita is \$ 7.000. The GDP by sector (petroleum industry) stands at % 80 of revenues. Inflation (Consumer Price Index) is % 97 (2016). Population below poverty line is % 12 (2016). The Labor force in Erbil is 1.300.000 (2016), while unemployment is just

% 14 (2016). Externally, the Gross External debt stands at \$ 22 billion. Public finance statistics (2016) shows that the total revenue of Erbil is \$ 54 billion.

3.3.2 Sample Size

For the purpose of simplicity and circumstances such as respondents' refusal to fill in the questionnaire and working outside their offices, only 385 of them participated in survey. Therefore, the sample size of the research was 385. That is 179 employees from the public sector and 206 employees from the private sector.

3.4 Data Collection and Analysis Procedure

Secondary data was collected through extensive use of books, journals, magazines, and statistics from government, articles, and web pages appropriate to the research.

Primary data was also collected through the structured questionnaire which was equally distributed to public and private sector employees in Erbil. The data collected from the structured questionnaire were summarized and tabulated through the means of Statistical Package for Social Science (SPSS). SPSS, software that allows the researcher to interpret, summarize and operate statistical tests if necessary.

The method used to analyze quantitative data for this research will be correlation and two-way ANOVA will be applicable. This will comprise the correlation between the two variables;

- A. Job Satisfaction
- B. Job Performance

3.5 Questionnaire Validity

A research becomes actually valid when it measures what it claims to measure and if there are no logical mistakes in making judgments from the facts and statistics.

In this study of job satisfaction measurement the question is:

Do the 20 questions on the questionnaire actually measure job satisfaction and level of performance in the two sectors?

To answer the question above, it will be obligatory to take a look at the various questions and determines their relation to the two variables; job satisfaction and performance.

3.6 Questionnaire Reliability

Results obtained from the survey should only be interpreted within the context of job satisfaction and performance measurement in the two sectors.

How the correlation between job satisfaction and performance produces stable and consistent results is said to be reliability.

If this same study is done in a different setting it should give the same results. In spite of that, it is obvious that the number of respondents in this research is limited and the survey questions in these organizations are different.

Therefore, it is apparent that the data interpretation of this same research will produce different results if applied to same organizations after a particular period of time.

3.7 Correlation

Correlation is defined as the integration between more variables. In this research study, there are two significant variables. These variables include job satisfaction and job performance. There is a correlation between these two variables. The correlation shows that:

- ❖ A higher level of job satisfaction determines a higher level of job performance in the public and private sectors
- ❖ A lower level of job satisfaction signifies a lower level of job performance in the public and private sectors
- ❖ Job satisfaction has an impact on employees in the public and private sectors.

3.8 Two-way ANOVA

ANOVA will be used in this study which shows two independent variables. Two-way ANOVA is analysis is used where groups of variables are defined on two independent variables. There are basically two independent variables in this study. There is job satisfaction and there is job performance.

Two-way ANOVA analysis was used to assess whether there was any important correlation between the two variables.

The null hypothesis for the two-way ANOVA will be, for example the integration of the human resource policies and getting employees satisfied will not have any significant difference with the correlation consequence of job satisfaction and job performance.

Conversely, the alternative hypothesis for the two-way ANOVA will be that the integration of human resource policies and getting employees satisfied will have significant difference with the correlation consequence of job satisfaction and job performance.

3.9 Aim of the Research

The aim of this research is to investigate job satisfaction measurement in the public and private sectors.

3.10 Research Objectives

- To identify the determinants of job satisfaction among employees of the public and private sectors in Erbil.
- To identify the challenges of job satisfaction in the public and private sectors.
- To identify the impact of job satisfaction on the performance of employees in the public and private sectors in Erbil.

3.11 Research Questions

- What are the determinants of job satisfaction among employees of the public and private sectors in Erbil?
- What are the challenges of job satisfaction in the public and private sectors in Erbil?
- How does job satisfaction influence the performance of employees in the public and private sectors in Erbil?

3.12 Hypothesis

H1: Job satisfaction is positively correlated with job performance.

H2: Job satisfaction is negatively correlated with job performance.

4 DATA ANALYSIS AND RESULTS

4.1 Introduction

Data collected from the designed questionnaire will be analyzed and results derived will be in this part of the research. This chapter will dwell on the analysis and results of the adequate data provided by respondents. Correlation analysis and two-way ANOVA will be the method used to analyze quantitative data. This will comprise the correlation between job satisfaction and job performance. Job satisfaction and job performance are the two variables in this study that will examine job satisfaction measurement in the public and private sectors in Erbil in North of Iraq.

4.2 Correlations

Correlation is defined as the integration between more variables. In this research study, there are two significant variables. These variables include job satisfaction and job performance. There is a correlation between these two variables. See Inter-Item Correlation Matrix table in the appendix.

4.3 Descriptive Statistics of Survey Questions

Descriptive statistics showing mean and standard deviation of survey questions can be seen in tabulated description below.

Table 4.1: Descriptive Statistics showing Mean and Standard Deviation.

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	385	1,00	2,00	1,4026	,49106

Educational qualification	385	1,00	4,00	1,7922	,79283
Job Sector	385	1,00	2,00	1,4649	,49942
1	385	1,00	5,00	2,7377	1,48649
2	385	1,00	5,00	2,7506	1,33079
3	385	1,00	5,00	3,6649	1,19654
4	385	1,00	11,00	2,8935	1,54670
5	385	1,00	5,00	3,7065	1,16126
6	385	1,00	5,00	3,9766	1,18012
7	385	1,00	5,00	2,9506	1,29106
8	385	1,00	5,00	3,5662	1,19739
9	385	1,00	5,00	3,0000	1,28290
10	385	1,00	5,00	2,7558	1,34731
11	385	1,00	5,00	3,1455	1,23518
12	385	1,00	5,00	3,2805	1,27649
13	385	1,00	5,00	3,7714	1,15457
14	385	1,00	5,00	3,0026	1,27781
15	385	1,00	5,00	3,3974	1,12523
16	385	1,00	5,00	3,1039	1,25814
17	385	1,00	5,00	3,5922	1,18253

18	385	1,00	5,00	3,8545	1,11085
19	385	1,00	5,00	3,9065	1,17552
20	385	1,00	5,00	3,4104	1,32794
Valid N (list wise)	385				

Descriptive statistics shows mean and standard deviation of survey questions can be seen in the description above. The total number of respondents was 385, minimum stayed at 1, 00 meanwhile maximum registered a score of 5, 00 and mean and standard deviation saw fluctuation in the results.

4.4 Frequencies Statistics of Survey questions

The table below shows frequency statistics of survey questions

Table 4.2: Frequencies Statistics of Survey questions

		Gender	Educational qualification	Job Sector	1	2
N	Valid	385	385	385	385	385
	Missing	0	0	0	0	0
Mean		1,4026	1,7922	1,4649	2,7377	2,7506
Median		1,0000	2,0000	1,0000	2,0000	3,0000
Mode		1,00	1,00	1,00	1,00	1,00
Std. Deviation		,49106	,79283	,49942	1,48649	1,33079

Variance	,241	,629	,249	2,210	1,771
Range	1,00	3,00	1,00	4,00	4,00
Minimum	1,00	1,00	1,00	1,00	1,00
Maximum	2,00	4,00	2,00	5,00	5,00
Percentiles 25	1,0000	1,0000	1,0000	1,0000	2,0000
50	1,0000	2,0000	1,0000	2,0000	3,0000
75	2,0000	2,0000	2,0000	4,0000	4,0000

Table 4.2.1 examines the frequency statistics of survey questions where the sample size is 385 and the missing number of cases is 0. The mean fluctuated from 1, 4026 at the 1st category being gender to 2, 7506 being the 2nd question on the questionnaire. The Mean for educational qualification is 1,7922 and Median is 2,0000. In regards to job sector, the mean is 1,4649 while the median is 1,0000. Question 1 has a mean of 27377 and the Median is 2,0000 while the Mean for question 2 is 2,7506 and the median is 3,0000. The minimum range for gender is 1 and maximum range is 2, that of educational qualification and the maximum range is 4. For job sector the minimum range is 1 and maximum 2. Question 1 and 2, have the same minimum and maximum scale of 1 and 5 respectively.

Table 4.3: Frequencies Statistics of Survey questions

		3	4	5	6
N	Valid	385	385	385	385
	Missing	0	0	0	0
Mean		3,6649	2,8935	3,7065	3,9766

Median		4,0000	3,0000	4,0000	4,0000
Mode		4,00	1,00	4,00	5,00
Std. Deviation		1,19654	1,54670	1,16126	1,18012
Variance		1,432	2,392	1,349	1,393
Range		4,00	10,00	4,00	4,00
Minimum		1,00	1,00	1,00	1,00
Maximum		5,00	11,00	5,00	5,00
Percentiles	25	3,0000	1,0000	3,0000	4,0000
	50	4,0000	3,0000	4,0000	4,0000
	75	5,0000	4,0000	5,0000	5,0000

In continuation of the above questions, it continues in the above table from question 1 to 6. The result shows that all the questions have similar minimum scale of 1 and a maximum scale of 5. The mean fluctuate from 3, 6649 in the 3rd question to 3, 9766 in the 6th question on the questionnaire. The change in the result for median was between 4, 0000 to 3, 0000 and mode is increases from 1, 00 to 5, 00.

Table 4.4: Frequencies Statistics of Survey questions

		7	8	9	10
N	Valid	385	385	385	385
	Missing	0	0	0	0
Mean		2,9506	3,5662	3,0000	2,7558

Median		3,0000	4,0000	3,0000	3,0000
Mode		3,00	4,00	3,00	3,00
Std. Deviation		1,29106	1,19739	1,28290	1,34731
Variance		1,667	1,434	1,646	1,815
Range		4,00	4,00	4,00	4,00
Minimum		1,00	1,00	1,00	1,00
Maximum		5,00	5,00	5,00	5,00
Percentiles	25	2,0000	3,0000	2,0000	2,0000
	50	3,0000	4,0000	3,0000	3,0000
	75	4,0000	4,0000	4,0000	4,0000

Questions 7, 8, 9 10 follows the previous questions though having its own mean, median and mode scale. Out of the 385 valid numbers of responses from respondents, results show that the mean for the 7th question is 2.9506 that of question 8 are 3.5662, for question 9 it is 3.0000 and 2.7558 for question 10. The Median follows suits as follows; 3.0000, 4.0000, 3.0000 and 3.0000 (questions 7-10 respectively). The minimum and maximum scale for all the questions ranges between 1 and 5 respectively. The standard deviation for question 7 shows 1.29106 and that of question 8 is 1.19739, then 1.28290 for question 9 and 1.34731 for question 10.

Table 4.5: Frequencies Statistics of Survey questions

		11	12	13	14
N	Valid	385	385	385	385

Missing	0	0	0	0	
Mean	3,1455	3,2805	3,7714	3,0026	
Median	3,0000	3,0000	4,0000	3,0000	
Mode	4,00	4,00	4,00	3,00	
Std. Deviation	1,23518	1,27649	1,15457	1,27781	
Variance	1,526	1,629	1,333	1,633	
Range	4,00	4,00	4,00	4,00	
Minimum	1,00	1,00	1,00	1,00	
Maximum	5,00	5,00	5,00	5,00	
Percentiles	25	2,0000	2,0000	3,0000	2,0000
	50	3,0000	3,0000	4,0000	3,0000
	75	4,0000	4,0000	5,0000	4,0000

The table above shows frequency statistics of survey questions where the sample size is 385 and the missing number of cases is 0. The mean of question 11 is 3, 1455 while 3, 0026 is the mean for 14th question on the questionnaire. The change in the result for median was between 3, 0000 to 4, 0000 and mode is increases just from 3, 00 to 4, 00. The minimum scale for questions 11, 12, 13 and 14 is 1 while the maximum scale is 5. The standard deviation for the above questions are; 1.23518, 1.27649, 1.15457 and 1.27781 respectively.

Table 4.6: Frequencies Statistics of Survey questions

		15	16	17	18
N	Valid	385	385	385	385
	Missing	0	0	0	0
Mean		3,3974	3,1039	3,5922	3,8545
Median		3,0000	3,0000	4,0000	4,0000
Mode		3,00	3,00	4,00	4,00
Std. Deviation		1,12523	1,25814	1,18253	1,11085
Variance		1,266	1,583	1,398	1,234
Range		4,00	4,00	4,00	4,00
Minimum		1,00	1,00	1,00	1,00
Maximum		5,00	5,00	5,00	5,00
Percentiles	25	3,0000	2,0000	3,0000	3,0000
	50	3,0000	3,0000	4,0000	4,0000
	75	4,0000	4,0000	4,0000	5,0000

Table 4.2.5 clearly presents the results of questions 15, 16, 17 and 18. It shows that the mean is 3,3974, 3,1039, 3,5922, and 3,8545 respectively. The mode is 3.00 and 4.00, while the std is 1,12523, 1,25814, 1,18253, 1,11085 for all the questions. The range is 4.00 while the minimum scale is 1 and the maximum is 5.00.

Table 4.7: Frequencies Statistics of Survey questions

	19	20	
N	Valid	385	385
	Missing	0	0
Mean	3,9065	3,4104	
Median	4,0000	4,0000	
Mode	5,00	4,00	
Std. Deviation	1,17552	1,32794	
Variance	1,382	1,763	
Range	4,00	4,00	
Minimum	1,00	1,00	
Maximum	5,00	5,00	
Percentiles	25	3,0000	2,0000
	50	4,0000	4,0000
	75	5,0000	4,0000

The above table equally continues with the results of the questionnaires. The mean is 3,9065 and 3,4104 for question 19 and 20 respectively. The median is 4,0000 and the mode is 5.00. The standard deviation is 1,17552 and 1,32794. The minimum scale for both questions is 1 and the maximum scale is 5.

4.5 Demographic Frequency Distribution

Demographic frequency distribution for demographic questions can be seen in the tables below.

Table 4.8: Demographic Frequency for Gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	230	59,7	59,7	59,7
	Female	155	40,3	40,3	100,0
	Total	385	100,0	100,0	

The Demographic frequency for gender presents a total sampling size of 385, with the frequency for male being 230, and that of female 155. The percentage for male is 59.7 while that of female is 40.3. This is a clear indication that more male are employed than females.

Table 4.9: Demographic Frequency for Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	162	42,1	42,1	42,1
	Bachelor	148	38,4	38,4	80,5
	Master	68	17,7	17,7	98,2
	PhD	7	1,8	1,8	100,0
	Total	385	100,0	100,0	

The results for demographic frequency for educational qualification indicates that from the 385 sample size of 385, the number of employees with high school qualification is 162 with 42,1%, Valid percent 42,1% and Cumulative percent 42,1 %. Number of employees with bachelor degree qualification is 148 with 38, 4%, valid percent 38, 4% and Cumulative percent 80, 5%. The number of employees with mater degree qualification is 68 with 17, 7%, Valid percent of 17, 7% and Cumulative percent of 98, 2%. Employees with PhD degree are just 7 with 1, 8%, Valid percent of 1, 8% and cumulative percent 100, 0%.

Table 4.10: Demographic Frequency for Job Sector.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Private	206	53,5	53,5	53,5
	Public	179	46,5	46,5	100,0
	Total	385	100,0	100,0	

From the table above, the Demographic frequency for job sector shows a total number of valid cases is 385 with the private sector having a percentage of 53, 5% and the public sector having 46.5%. The result shows that the frequency for Private is 206 while that of public sector is 179. This gives a clear fact that majority of people are employ in private sectors than in public sectors.

4.6 Frequency Distribution of Job Satisfaction and Job Performance Questions

Job satisfaction and job performance are two correlated variables in this study and the survey questionnaire can be analysis in the following tables.

Table 4.11: I feel I am being paid fair amount for the work I do

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	117	30,4	30,4	30,4
	Disagree	77	20,0	20,0	50,4
	I don't Know	41	10,6	10,6	61,0
	Agree	90	23,4	23,4	84,4
	Strongly Agree	60	15,6	15,6	100,0
	Total	385	100,0	100,0	

From the first question of the questionnaire, it was found that a frequency of 117 respondents strongly disagree they felt they are being paid fair amount for the work they do. This gives a percentage of 30.4, valid percentage of 30,4 and a cumulative percent of 30,4. 77 (20%) respondents Disagree to the question, 41(10.6%) responded said they didn't know, 90 (23.4%) respondents Agree and 60 (15.6%) strongly agree. Majority of the respondents strongly disagree that they are being paid fare amount for the work they do.

Table 4.12: There is really too little chance for promotion on my job

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	90	23,4	23,4	23,4

Disagree	84	21,8	21,8	45,2
I don't Know	89	23,1	23,1	68,3
Agree	76	19,7	19,7	88,1
Strongly Agree	46	11,9	11,9	100,0
Total	385	100,0	100,0	

For the chance to promotion, out of 385, 90 respondents scoring a 23.4% strongly disagree there is really too little chance for promotion on their job. This implies that most employees have the chance to promotion in the organization and this keeps them satisfied with their job. The result also illustrates that the frequency of 84(23.4%) respondents disagree to the fact that there is really too little chance promotion on their job. Also, 89 (23.1%) responded didn't know, 76(19.7%) agree, and 46(11.9%) strongly agree.

Table 4.13: My supervisor is quite competent in doing his/her job

		frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	26	6,8	6,8	6,8
	Disagree	44	11,4	11,4	18,2
	I don't Know	73	19,0	19,0	37,1
	Agree	132	34,3	34,3	71,4
	Strongly Agree	110	28,6	28,6	100,0
	Total	385	100,0	100,0	

The supervisor is competent in doing his/her job as majority of the respondents, that is, 132 respondents with a 34.3% agree to this question. In addition to this, it was found that the frequency of 26 (6.8%) strongly disagree to the fact that their supervisor is competent in their job, 44 (11.4%) respondents disagree, 73 respondents didn't know and 110 (28.6%) strongly agree.

Table 4.14: I am not satisfied with the benefits I receive

		frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	102	26,5	26,5	26,5
	Disagree	74	19,2	19,2	45,7
	I don't Know	53	13,8	13,8	59,5
	Agree	81	21,0	21,0	80,5
	Strongly Agree	74	19,2	19,2	99,7
	11,00	1	,3	,3	100,0
	Total	385	100,0	100,0	

Results of the table above shows that the frequency of 102 respondents (26.5%) strongly disagree to the fact that they are not satisfied with the benefits they receive from their companies. 74 (19.2%) respondents disagree to the question, 53 respondents didn't know if they satisfied with the benefits they receive or not, 81 (21%) respondents agree and 74 (19.2%) respondents strongly agree. Majority of the respondents stood for the fact they strongly disagree with the satisfaction of their benefits.

Table 4.15: When I do a good job I receive the recognition for it that I should receive

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	20	5,2	5,2	5,2
	Disagree	46	11,9	11,9	17,1
	I don't Know	74	19,2	19,2	36,4
	Agree	132	34,3	34,3	70,6
	Strongly Agree	113	29,4	29,4	100,0
	Total	385	100,0	100,0	

According to the table above, agree received more answers to the question ‘When I do a good job, I receive the recognition for it that I should receive’. This shows that 132 respondents given a 34.3 % receive recognition when they do a good job. 20 (5.2%) respondents strongly disagree, 46 (11.9%) respondents disagree, 74 respondents didn't know if when they do good job, they receive recognition for it. A good number of respondents strongly agree to this fact. That is 113 (29.4%).

Table 4.16: I like people I work with

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	24	6,2	6,2	6,2

Disagree	30	7,8	7,8	14,0
I don't Know	38	9,9	9,9	23,9
Agree	132	34,3	34,3	58,2
Strongly Agree	161	41,8	41,8	100,0
Total	385	100,0	100,0	

From the first question of the questionnaire, it was found that a frequency of 24 respondents strongly disagree they felt they are being paid fair amount for the work they do. This gives a percentage of 6.2.30 (7.8%) respondents Disagree to the question, 38(9.9%) responded said they didn't know, 132(34.3%) respondents Agree and 161 (41.8%) strongly agree. Majority of the respondents strongly agree that they like the people they work with.

Table 4.17: I sometimes feel my job is meaningless

		frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	62	16,1	16,1	16,1
	Disagree	86	22,3	22,3	38,4
	I don't Know	104	27,0	27,0	65,5
	Agree	75	19,5	19,5	84,9
	Strongly Agree	58	15,1	15,1	100,0
	Total	385	100,0	100,0	

Majority of employees do not really know if they sometimes feel their job is meaningless. 104 of the employees do not know about this question. 62 (16.1%) respondents strongly disagree that they sometimes feel their job is meaningless. 86 (22.3%) respondents disagree to this fact, 75 (19.5%) respondents agree, and 58 (15.1%) respondents strongly agree.

Table 4.18: Communications seem good within this organization

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	30	7,8	7,8	7,8
	Disagree	45	11,7	11,7	19,5
	I don't Know	80	20,8	20,8	40,3
	Agree	137	35,6	35,6	75,8
	Strongly Agree	93	24,2	24,2	100,0
	Total	385	100,0	100,0	

The results of the table above shows that majority of the respondents strongly disagree to the fact that communication seem good within their organization. For instance, 137 (35.6%) employees agree that communication seems good in the organization. 45 (11.7%) respondents disagree, 80 (20.8%) respondents didn't know and 93 (24.2%) respondents strongly agree.

Table 4.19: Those who do well on the job stand a fair chance of being promoted

		Frequency	percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	54	14,0	14,0	14,0
	Disagree	91	23,6	23,6	37,7
	I don't Know	104	27,0	27,0	64,7
	Agree	73	19,0	19,0	83,6
	Strongly Agree	63	16,4	16,4	100,0
	Total	385	100,0	100,0	

The answer to the question ‘those who do well on the job stand a fair chance of being promoted’ attracted 104 employees who said ‘I don’t know’ as majority. 104 respondents scoring a % 27.0 don’t know about this question. 54(14%) respondents strongly disagree, 91 (23.6%) respondents disagree, 73 (19%) respondents agree and finally, 63(16.4) respondents strongly agree.

Table 4.20: My supervisor is unfair to me

		Frequency	percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	90	23,4	23,4	23,4
	Disagree	85	22,1	22,1	45,5
	I don't Know	91	23,6	23,6	69,1
	Agree	67	17,4	17,4	86,5

Strongly Agree	52	13,5	13,5	100,0
Total	385	100,0	100,0	

Results from the question ‘my supervisor is unfair to me’ shows that 91 employees said ‘I don’t know’. This number of 91 scores a % 22.6. in addition to this, 90 (23.4%) respondents strongly disagree, 85 (22.1%) respondents disagree, 67(17.4%) respondents agree and 52 (13.5%) respondents strongly agree.

Table 4.21: The benefits we receive are as good as most other organization

		Frequency	percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	49	12,7	12,7	12,7
	Disagree	67	17,4	17,4	30,1
	I don't Know	103	26,8	26,8	56,9
	Agree	111	28,8	28,8	85,7
	Strongly Agree	55	14,3	14,3	100,0
	Total	385	100,0	100,0	

The answer to the question ‘the benefits we receive are as good as most other organization’ attracted 111 employees who said ‘I agree. 111 respondents scoring a % 28.8 agreed to this question. Results of the table above also shows that the frequency of 49 respondents (12.7%) strongly disagree to the fact that the benefits they receive are as good as most other organization. 67 (17.4%) respondents disagree to the question, 103 respondents didn't know if they satisfied with the benefits they receive or not, 55 (14.3%) respondents strongly agree.

Table 4.22: I do not feel that the work I do is appreciated

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	42	10,9	10,9	10,9
	Disagree	68	17,7	17,7	28,6
	I don't Know	95	24,7	24,7	53,2
	Agree	100	26,0	26,0	79,2
	Strongly Agree	80	20,8	20,8	100,0
	Total	385	100,0	100,0	

Agree received more answers to the question 'I do not feel that the work I do is appreciated'. This shows that 100 respondents given a 26.0 % feel that the work they do is not appreciated. The frequency of 42 respondents (10.9%) strongly disagree to the fact that they do not feel the work they do is appreciated. 68 (17.7%) respondents disagree to the question, 95 respondents didn't know if the work they do is appreciated. 80 (20.8%) respondents strongly agree.

Table 4.23: I like doing the things I do at work

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	21	5,5	5,5	5,5
	Disagree	43	11,2	11,2	16,6

I don't Know	55	14,3	14,3	30,9
Agree	150	39,0	39,0	69,9
Strongly Agree	116	30,1	30,1	100,0
Total	385	100,0	100,0	

From the 385 respondents, 21 (5.5%) strongly disagree that they like doing the things they do. 43 (11.2%) respondents disagree to the fact, 55 respondents didn't know, 150 employees agree that they like doing the things they do at work, and 116 (30.1%) employees strongly agree. From the aforementioned, one can clearly see that majority of the employees agree that they like doing the things they do. This shows that most workers are contented with their jobs.

Table 4.24: The goals of this organization are not clear to me

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	56	14,5	14,5	14,5
	Disagree	89	23,1	23,1	37,7
	I don't Know	94	24,4	24,4	62,1
	Agree	90	23,4	23,4	85,5
	Strongly Agree	56	14,5	14,5	100,0
	Total	385	100,0	100,0	

The answer to the question ‘The goals of this organization are not clear to me.’ attracted 90 employees who said ‘I don’t know’. 90 respondents scoring a % 23.4 don’t know about this question. Most employees also disagree that the goals of the organization are not clear to them. That is, 89(23.1%) employees disagree. Still in line to this, 56 (14.5%) employees strongly disagree to this fact, and 56 (14.5%) employees also strongly agree.

Table 4.25: The benefits package we have is equitable

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	26	6,8	6,8	6,8
	Disagree	49	12,7	12,7	19,5
	I don't Know	126	32,7	32,7	52,2
	Agree	114	29,6	29,6	81,8
	Strongly Agree	70	18,2	18,2	100,0
	Total	385	100,0	100,0	

I don’t know received more answers to the question; the benefit package we have is equitable. This shows that 126 respondents given a 32.7 % don’t know the benefit package they have is equitable. Results of the table above shows that the frequency of 26 respondents (6.8%) strongly disagrees to the question.49 (12.7%) respondents disagree to the question, 114 (29.6%) respondents agree that the benefit package they receive is equitable and 70 (18.2%) respondents strongly agree Majority of the respondents didn’t know if the benefits package the receive is equitable.

Table 4.26: There are few rewards for those who work here

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	53	13,8	13,8	13,8
	Disagree	70	18,2	18,2	31,9
	I don't Know	103	26,8	26,8	58,7
	Agree	102	26,5	26,5	85,2
	Strongly Agree	57	14,8	14,8	100,0
	Total	385	100,0	100,0	

I don't know received more answers to the question; there are few rewards for those who work here. This shows that 103 respondents given a 26.8 % don't know the there are few rewards for those who work here. Another majority of employees agree that there are few rewards for those who work there.

Table 4.27: I have too much to do at work

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	27	7,0	7,0	7,0
	Disagree	46	11,9	11,9	19,0
	I don't Know	79	20,5	20,5	39,5
	Agree	138	35,8	35,8	75,3
	Strongly Agree	95	24,7	24,7	100,0

Total	385	100,0	100,0	
-------	-----	-------	-------	--

Agree received more answers to the question; I have too much to do at work. This shows that 138 respondents seeing 35.8 % agree they have too much to do at work. This clearly shows that there is too much work to do at the organization than the required work load. 95 (24.7%) employees confirm this fact and only few employees disagree.

Table 4.28: I enjoy coworkers

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	18	4,7	4,7	4,7
	Disagree	34	8,8	8,8	13,5
	I don't Know	59	15,3	15,3	28,8
	Agree	149	38,7	38,7	67,5
	Strongly Agree	125	32,5	32,5	100,0
	Total	385	100,0	100,0	

Agree received more answers to the question; I enjoy my coworkers. This shows that 149 respondents scored 38.7 % agree they enjoy my coworkers. This results shows that there is a lot of cordial relationship in the organization. Majority of the employees agree that they enjoy coworkers. This is strongly supported by employees who strongly agree to the fact.

Table 4.29: I like my supervisor

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	25	6,5	6,5	6,5
	Disagree	29	7,5	7,5	14,0
	I don't Know	48	12,5	12,5	26,5
	Agree	138	35,8	35,8	62,3
	Strongly Agree	145	37,7	37,7	100,0
	Total	385	100,0	100,0	

Strongly agree got more answers to the question; I like my supervisor. This shows that 145 respondents scored 37.7 % strongly agree they like their supervisor. The result shows that there is a good relationship between employees and managers. Majority of the employees strongly agree that they like their supervisor. This is follow by another group of employees who strongly agree to the fact. 145 (37.7%) and 138 (35.8%) respectively.

Table 4.30: I have too much paperwork

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	47	12,2	12,2	12,2
	Disagree	56	14,5	14,5	26,8
	I don't Know	69	17,9	17,9	44,7
	Agree	118	30,6	30,6	75,3

Strongly Agree	95	24,7	24,7	100,0
Total	385	100,0	100,0	

Agree got more answers to the question; I have too much paperwork. This shows that 118 respondents scored 30.6% agree they have too much paperwork. The result shows that most employees have lots to do at work. Those who strongly agree to this fact score a frequency of 95 (24.7%), and 69 (17.9%) didn't know if they have too much paperwork or not.

4.7 Histogram of Demography, Job Satisfaction and Job Performance Frequencies

Histogram figures consist of rectangles with areas proportionate to the frequency of the two variables; job satisfaction and job performance in this research work.

4.7.1 Histogram of demography frequency

The figure below show histogram of demographic frequency

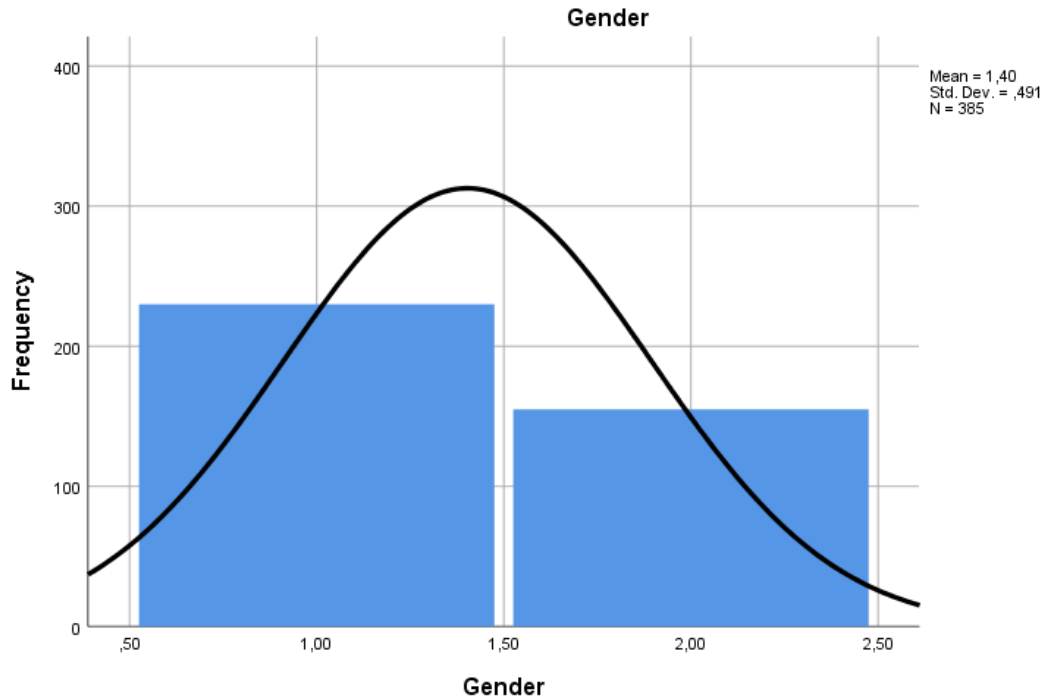


Figure 4.1: Histogram of Demographic Frequency for Gender.

Table 4.1 shows the Histogram of Demographic Frequency for Gender (Male and Female). The result shows that the frequency for female (1) has more scores than Male (2). The frequency score for 1, 00 is 240 as indicated by the graph, while the frequency score for 2.00 (Male) is 150. The mean is 1, 40, std deviation is, 491 with a total number respondents is 385.

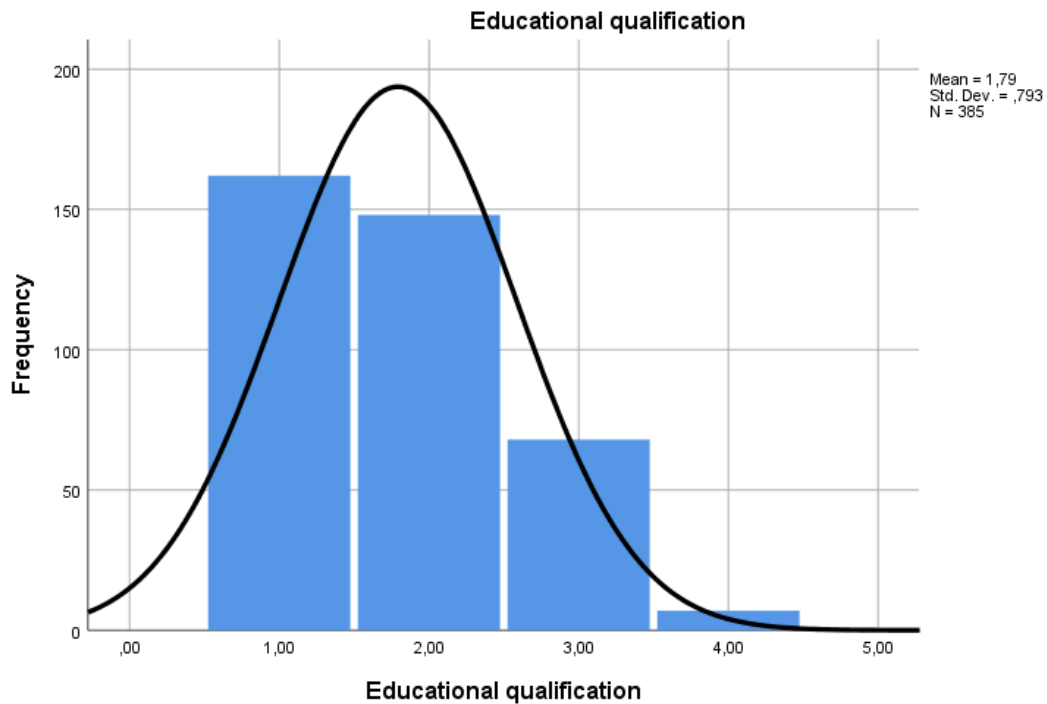


Figure 4.2: Histogram of Demographic Frequency for Educational Qualification

The histogram of demographic frequency for education qualification shows that the mean was 1,79, and Standard Deviation (std) was ,793. Workers with highest Educational qualification ranges from; 1,00 (High School qualification), 2,00 (Bachelor), 3,00 (Masters) and 4,00 (PhD). The total of 385 respondents gave their educational qualifications. The frequency for employees with high school qualification was 152, the frequency for employees with Bachelor qualification was 148, the frequency for employees with Masters Qualification was 70 and the frequency for those with PhD qualification was 10. This clearly shows that most of the workers employed are those with High school qualifications. This is slightly above workers with Bachelors qualification.

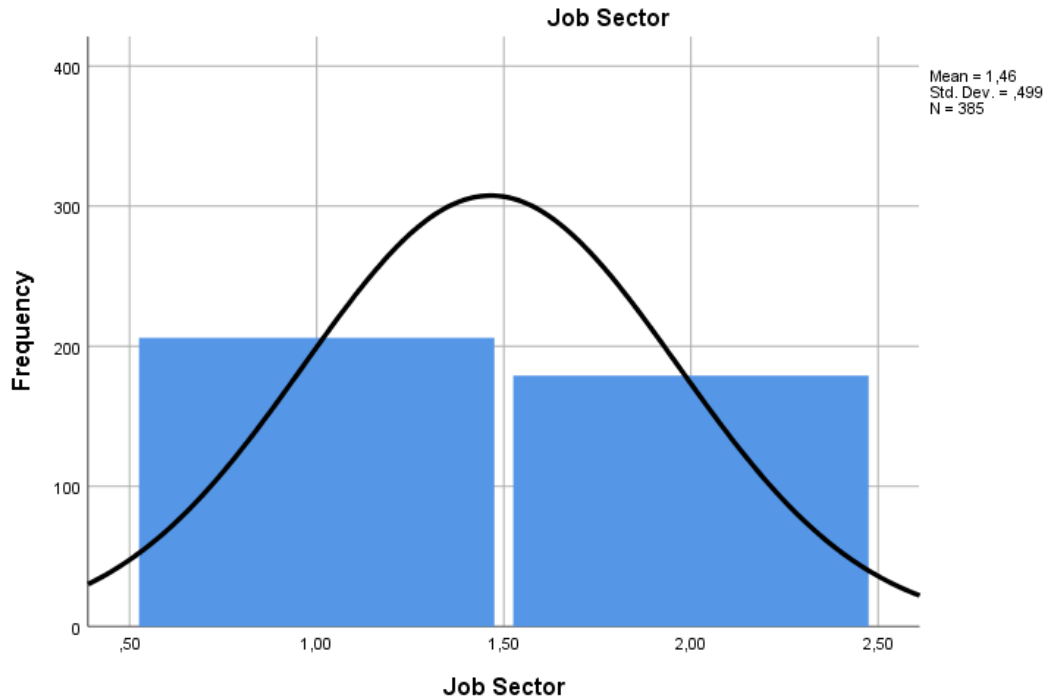


Figure 4.3: Histogram of Demographic Frequency for Job Sector.

Figure 4.3 presents the Demographic frequency for Job Sector, which is divided into Private (1,00) and Public Sector (2,00). A total of 385 respondents were gotten from both sectors and the frequency for each were; 210 for private sector (1,00) and 180 for Public Sector (2,00). The mean for this analyses was 1, 46 while the Standard Deviation (std) was 0,499.

4.7.2 Histogram of job satisfaction and job performance frequencies

The diagrams below show histogram frequencies for job satisfaction and job performance.

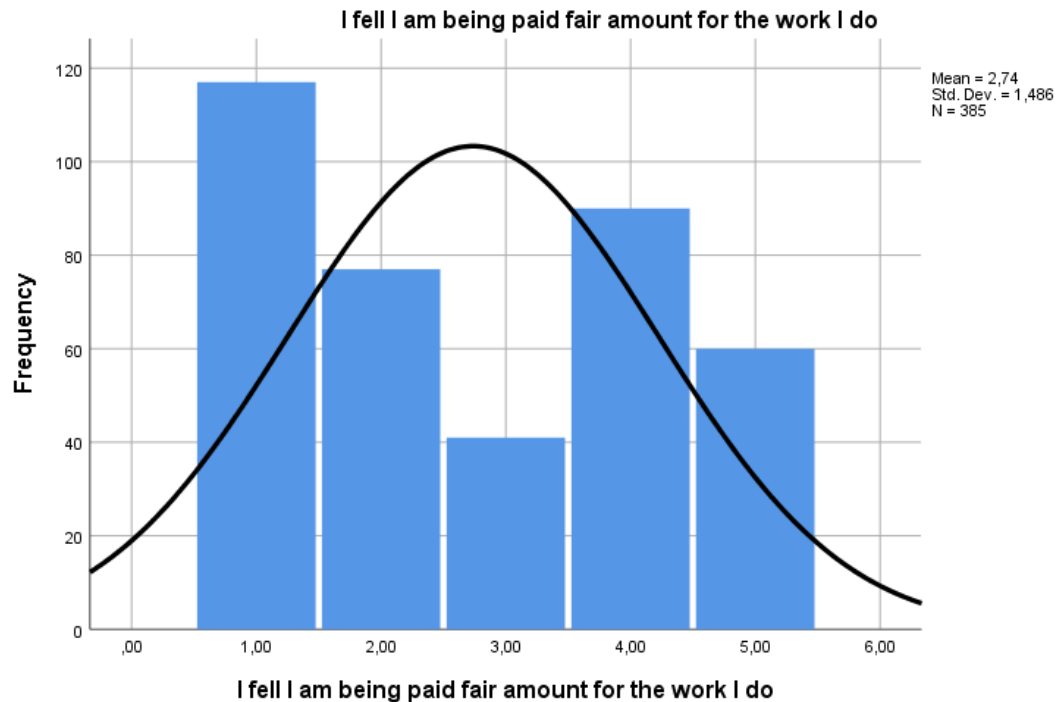


Figure 4.4: Q1

The histogram above shows the results of respondents who feel they were being paid fair amount for the work they do. The overall mean was 2, 74 while the std deviation was 1,486. The total number of respondents was 385. A likert scale format was used to analyzed the result and the ranges are 1.00 (Strongly Disagree), 2.00 (Disagree), 3.00 (Neither agree nor Disagree), 4.00 (Agree), and 5.00 (Strongly Agree).The frequency for those who strongly disagreed (1.00) to the question was 118. The frequency for respondents who disagreed (2.00) was 78. The frequency for those who didn't know (3.00) was 40. The frequency for those who agreed (4.00) was 90. The frequency for those who strongly agreed (5.00) was 60. However, the result shows that majority of the employees strongly disagreed that they feel they are being paid fair amount for the work they do.



Figure 4.5: Q2

The figure above shows that the mean is 2,75 while the Std deviation is 1,331 with a total number of respondents been 385. The frequency for those who strongly disagreed (1.00) to the question is 90. The frequency for respondents who disagreed (2.00) is 85. The frequency for those who didn't know (3.00) is 95. The frequency for those who agreed (4.00) is 68. The frequency for those who strongly agreed (5.00) is 45. This however shows that majority of the employees strongly disagree that there is really too little chance for promotion on their job, while another majority said they didn't know.



Figure 4.6: Q3

The diagram above shows that the frequency for those who strongly disagreed (1.00) to the question is 5. The frequency for respondents who disagreed (2.00) is 45. The frequency for those who didn't know (3.00) is 70. The frequency for those who agreed (4.00) is 150. The frequency for those who strongly agreed (5.00) is 115. The mean is 3, 66 while the std deviation is 1,197 with a total number of respondents been 385. The results clearly shows that majority of the employees agreed to the fact that their supervisor is quite competent in doing their job.

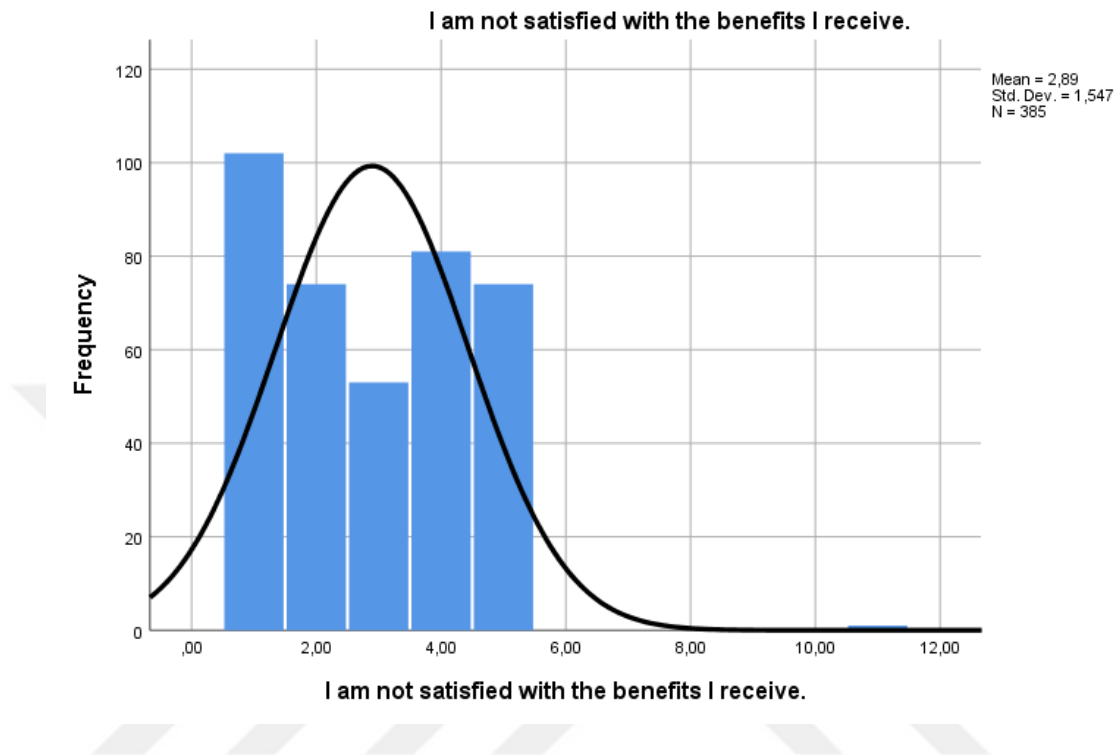


Figure 4.7: Q4

Looking at the figure above the frequency for those who strongly disagreed (1.00) to the question is 105. The frequency for respondents who disagreed (2.00) is 70. The frequency for those who didn't know (3.00) is 50. The frequency for those who agreed (4.00) is 80. The frequency for those who strongly agreed (5.00) is 70. This gives a mean of 2, 89 while the std deviation is 1,547 and the total number of respondents is 385. Most employees strongly disagreed that they are not satisfied with the benefits they receive in the public sector.

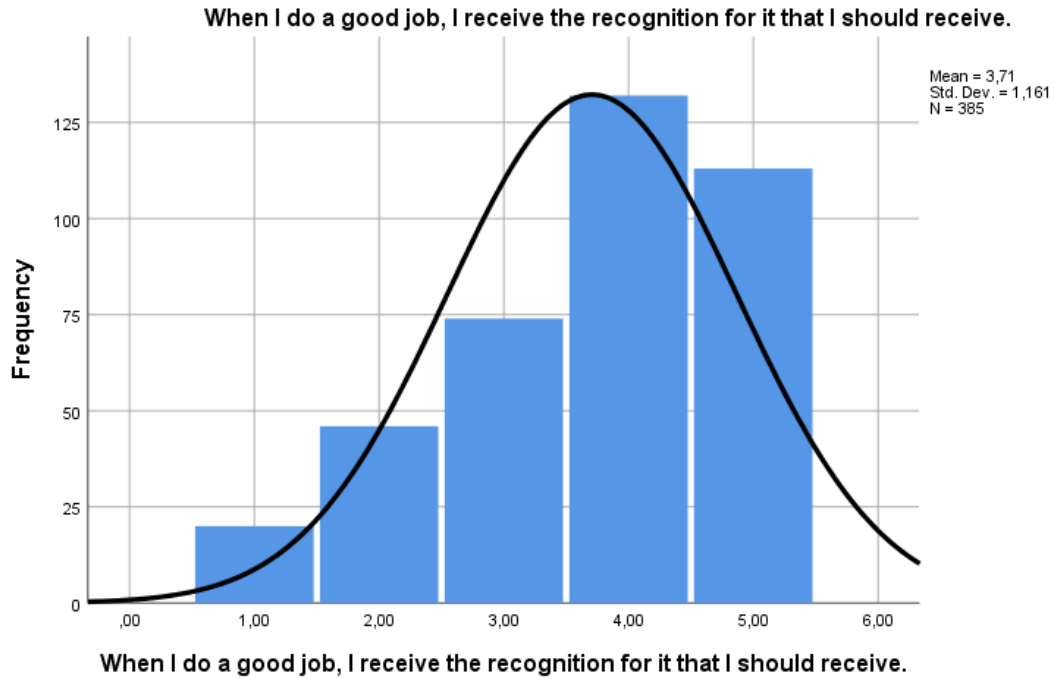


Figure 4.8: Q5

From the figure above the mean is 3, 71 while the std deviation is 1,161 and the total number of respondents is 385. The frequency for those who strongly disagreed (1.00) to the question is 20. The frequency for respondents who disagreed (2.00) is 60. The frequency for those who didn't know (3.00) is 74. The frequency for those who agreed (4.00) is 150 and the frequency for those who strongly agreed (5.00) is 115. A few employees in the public sector strongly disagree that when they do a good job, they the recognition for it that they should receive. Majority of the employees agree that when good work is done, they receive the recognition for that it. That however shows that most companies do recognize the good job of their workers.



Figure 4.9: Q6

The figure above shows a mean of 3, 98 while the std deviation is 1, 18 and the total number of respondents is 385. The frequency for those who strongly disagreed (1.00) to the question is 25. The frequency for respondents who disagreed (2.00) is 30. The frequency for those who didn't know (3.00) is 40. The frequency for those who agreed (4.00) is 125 and the frequency for those who strongly agreed (5.00) is 175. Majority of the employees like the people they work with. Also, many other respondents Agree to the fact that they like the people they work with.

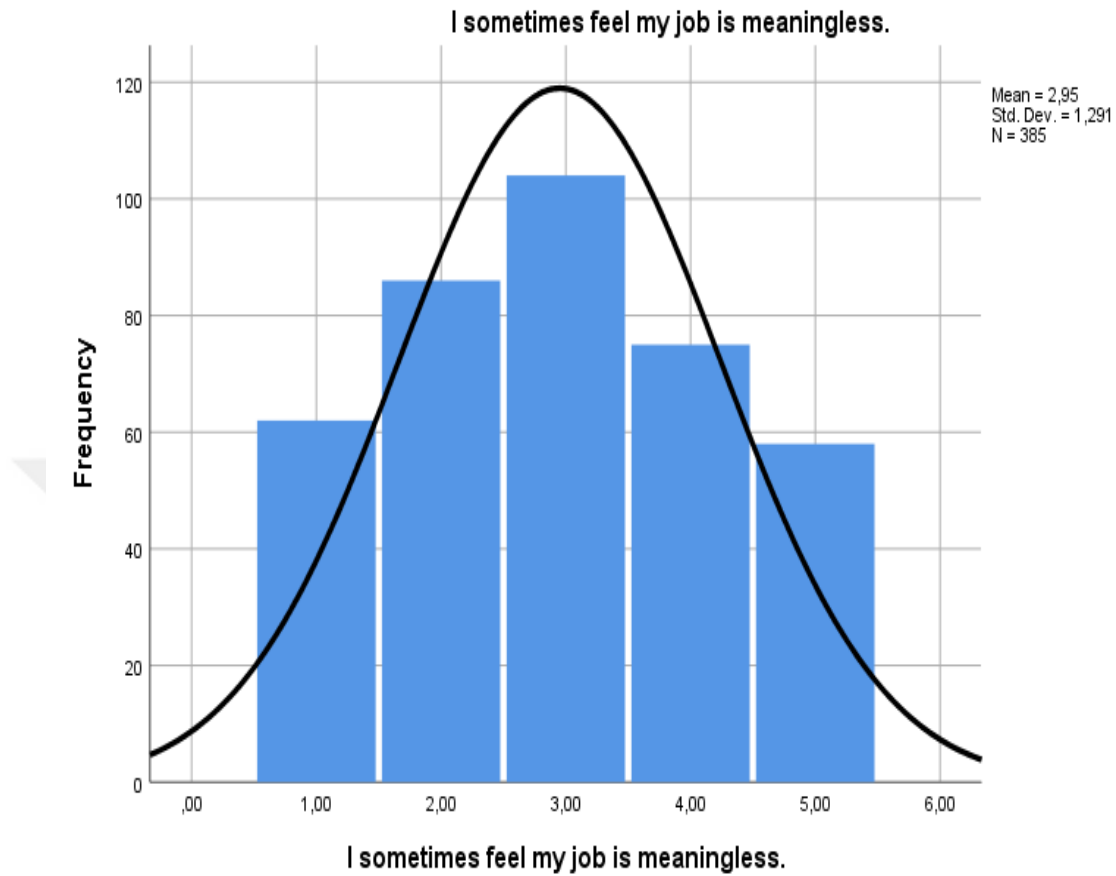


Figure 4.10: Q7

The mean of 2, 95 and the std deviation is 1, 2911 while the total number of respondents is 385. The frequency respondents who strongly disagreed (1.00) to the question is 65. The frequency for respondents who disagreed (2.00) is 85. The frequency for those who didn't know (3.00) is 105. Also, the frequency for those who agreed (4.00) is 68 and the frequency for those who strongly agreed (5.00) is 49. More employees in the public sector don't know if they feel their job is meaningless.

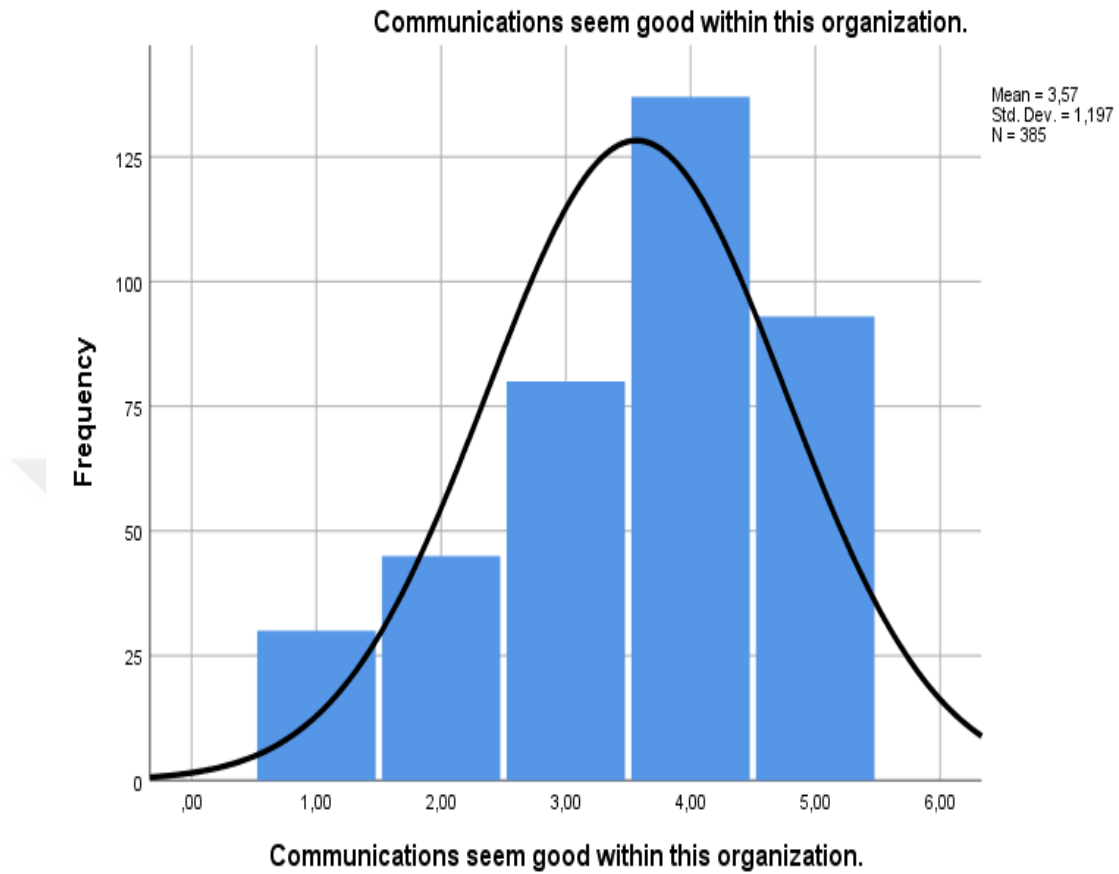


Figure 4.11: Q8

The frequency respondents who strongly disagreed (1.00) to the question is 30. The frequency for respondents who disagreed (2.00) is 45. The frequency for those who didn't know (3.00) is 85. Also, the frequency for those who agreed (4.00) to the question is 150 and the frequency for those who strongly agreed (5.00) is 95. The mean is 3,57 and the std deviation is 1,197 while the number of respondents is 385. The results of the frequency is highest at 3.00 (those who didn't know) about the question. Therefore, communication seems unknown within the organizations.

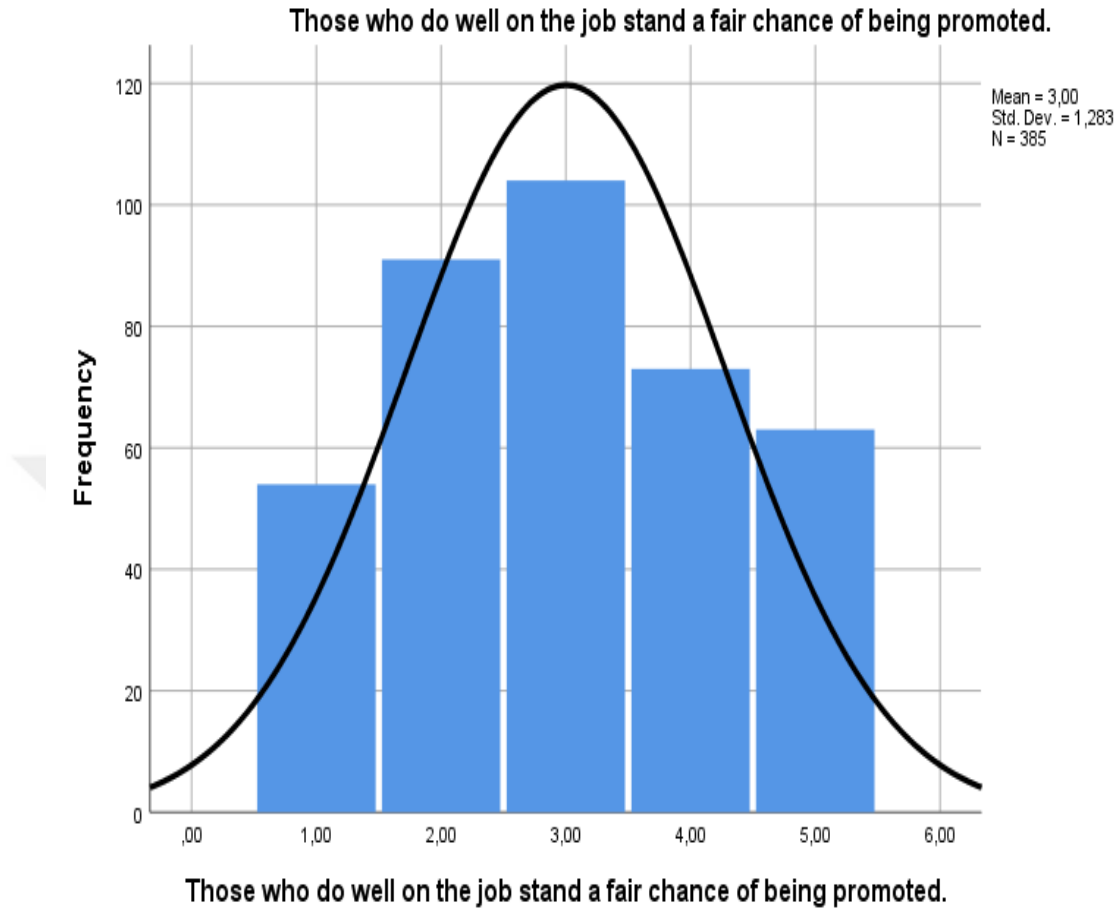


Figure 4.12: Q9

Respondents who strongly disagreed (1.00) to the question give a frequency of is 50. The frequency for respondents who disagreed (2.00) is 90. The frequency for those who didn't know (3.00) is 105. Frequency for those who agreed (4.00) to the question is 70 while the frequency for those who strongly agreed (5.00) is 65. The mean is 3, 00 and the std deviation is 1,283 while the number of respondents is 385. The results of the frequency is highest at 3.00 (those who didn't know) about the question. Therefore, those who stand the chance of being promoted for job well done are unknown.



Figure 4.13: Q10

From the figure above, the mean is 2,76 and the std deviation is 1,347, while the number of respondents is 385. The frequency for those who strongly disagreed (1.00) to the question is 90. The frequency for respondents who disagreed (2.00) is 85. The frequency for those who didn't know (3.00) is 90. Frequency for those who agreed (4.00) to the question is 70, while the frequency for those who strongly agreed (5.00) is 50. The results of the frequency is highest at 3.00 (those who didn't know) about the question. For this reason many employees don't know if their supervisor is unfair to them.

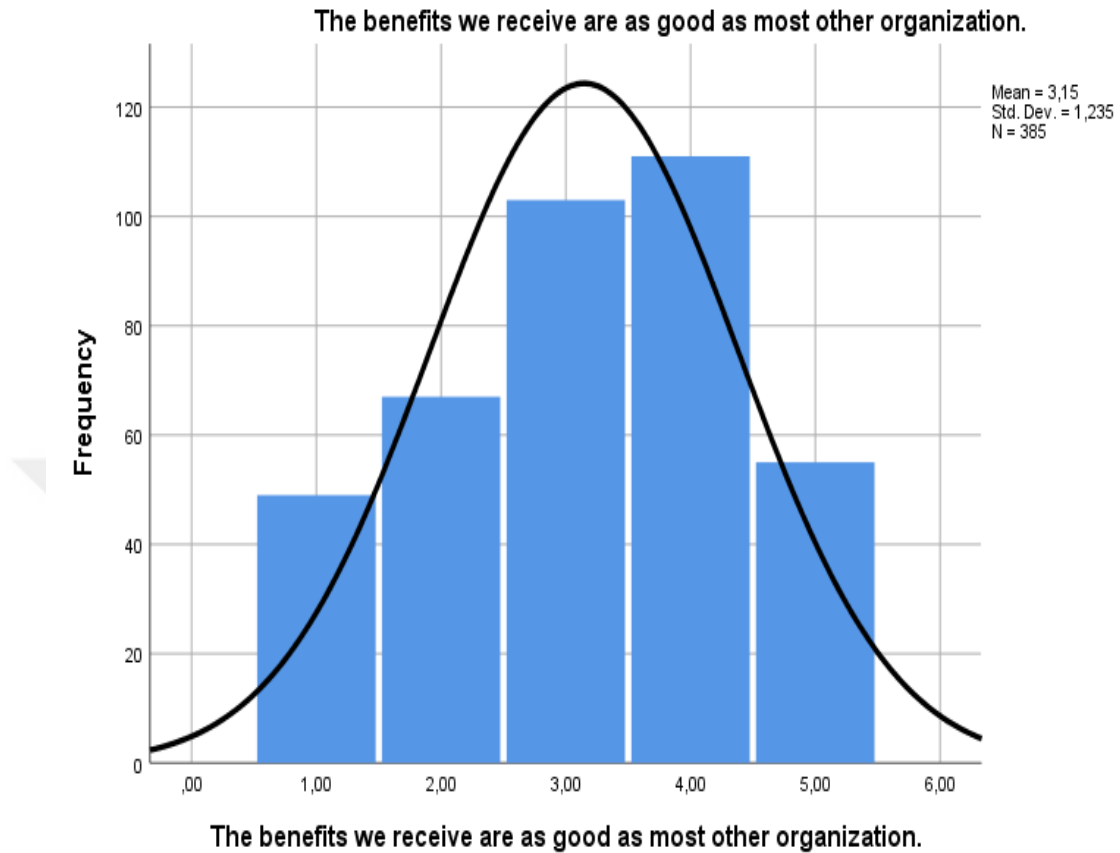


Figure 4.14: Q11

The figure above shows that the mean is 3,15 the std deviation is 1,235 while the number of respondents is 385. The frequency for those who strongly disagreed (1.00) to the question above is 50. The frequency for respondents who disagreed (2.00) is 65. The frequency for those who didn't know (3.00) is 105. Frequency for those who agreed (4.00) to the question is 110, while the frequency for those who strongly agreed (5.00) is 50. The results indicate frequency is highest at 4.00 (those who agreed) about the question. For this reason many employees agreed that the benefits they receive is as good at most other organizations.

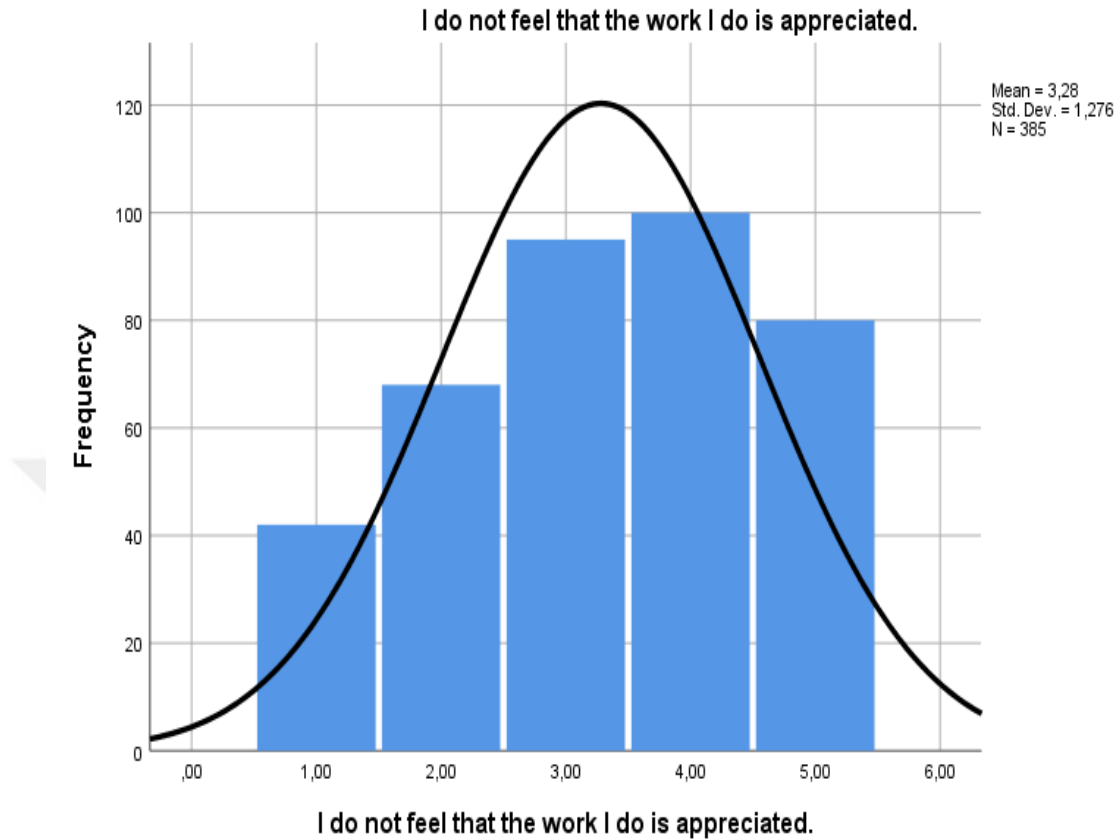


Figure 4.15: Q12

The frequency for those who strongly disagreed (1.00) to the question above is 45. The frequency for respondents who disagreed (2.00) is 70. The frequency for those who didn't know (3.00) is 90. The frequency for those who agreed (4.00) to the question is 100, while the frequency for those who strongly agreed (5.00) is 80. The figure above shows that the mean is 3,28 the std deviation is 1,276 while the number of respondents is 385. The results indicate that the frequency is highest at 4.00 (those who agreed) about the question. Therefore, many employees agreed the work they do is appreciated.

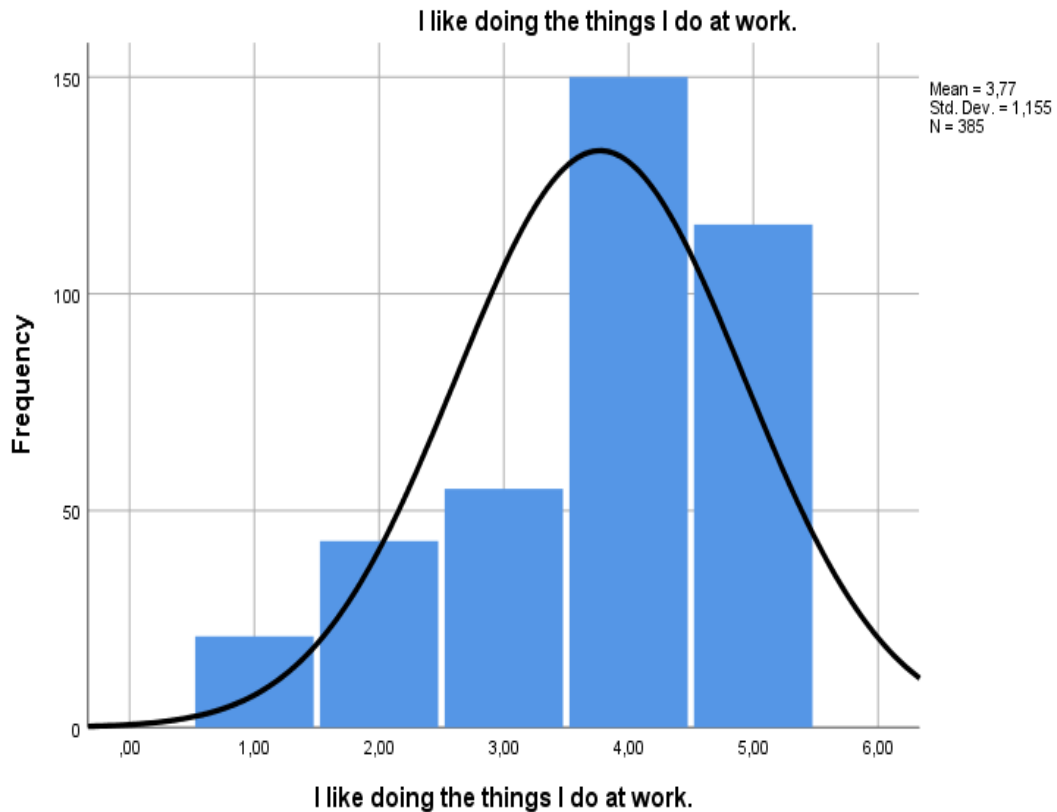


Figure 4.16: Q13

From the above question, it shows that $N = 385$ and the mean is 3, 77. The standard deviation shows 1,155. This figure shows a consistency in workers view on whether they like doing the things they do at work. The frequency for those who strongly disagreed (1.00) that they like the things they do at work is 20 while those who disagreed (2.00) is 40. Additionally, the frequency for those who didn't know (3.00) if they like the work they do is 55. The same procedure goes to those who said they agree. This set of person is 150, while the frequency for those who strongly agreed (5.00) is 115. This however shows that majority of the respondents agree that they like doing the things they do at work.

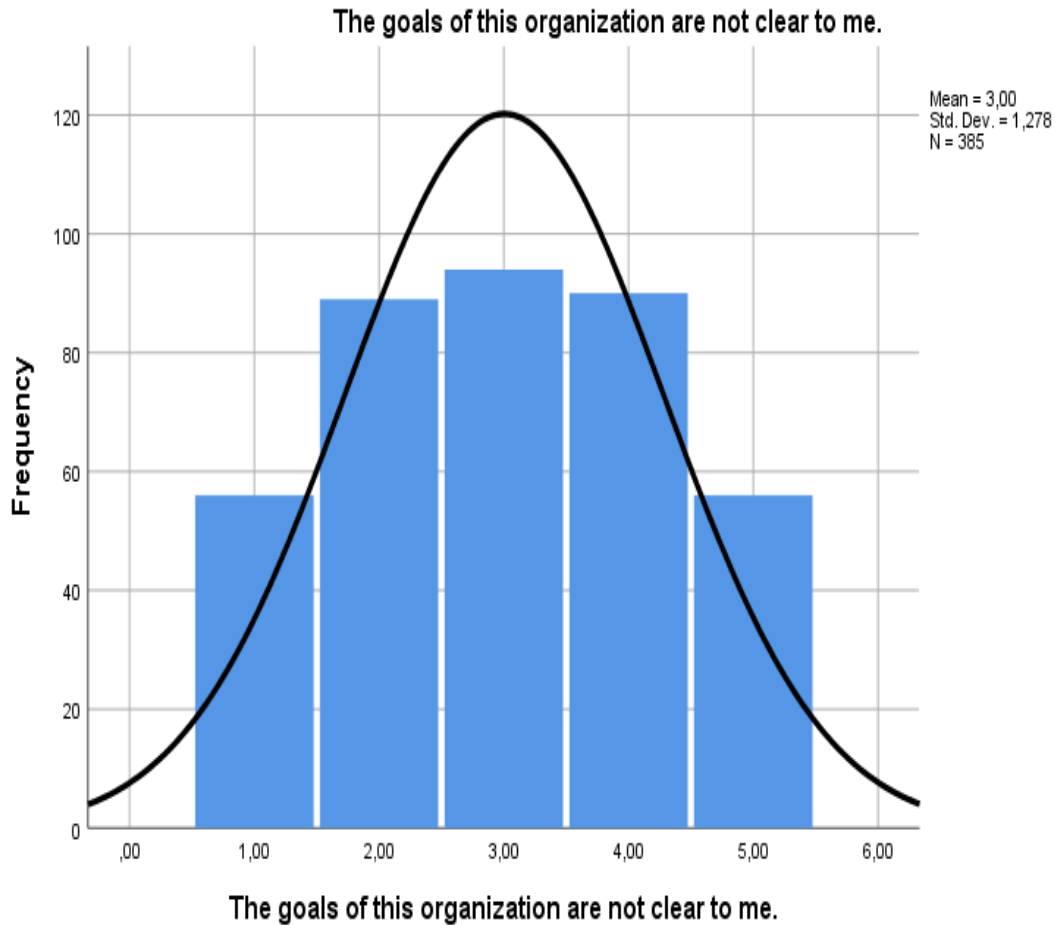


Figure 4.17: Q14

The figure above shows that the mean is 3, 00 the std deviation is 1,278 and the number of respondents is 385. The frequency for those who strongly disagreed (1.00) to the question is 55. The frequency for respondents who disagreed (2.00) is 90. The frequency for those who didn't know (3.00) is 95. The frequency for those who agreed (4.00) to the question is 90, while the frequency for those who strongly agreed (5.00) is 55. The results show that the frequency is highest at 3.00 (those who didn't know) about the question. Therefore, many employees didn't know if the goals of organization are clear to them.

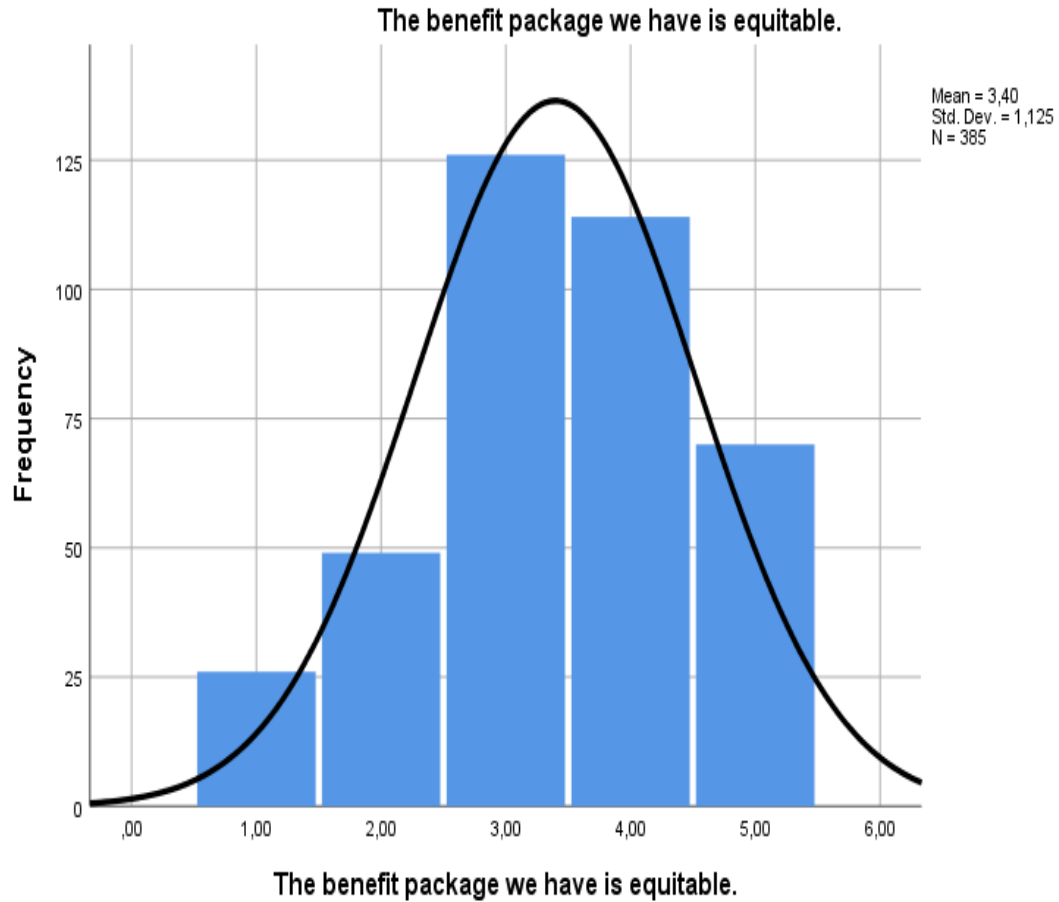


Figure 4.18: Q15

The mean is 3,40 the std deviation is 1,125 and the number of respondents is 385. The frequency for those who strongly disagreed (1.00) to the question is 26. The frequency for respondents who disagreed (2.00) is 49. The frequency for those who didn't know (3.00) is 126. The frequency for those who agreed (4.00) to the question is 115, while the frequency for those who strongly agree (5.00) is 70. The results show that the frequency is highest at 3.00 (those who didn't know) about the question. Therefore, many employees didn't know if the benefit package they have is equitable.

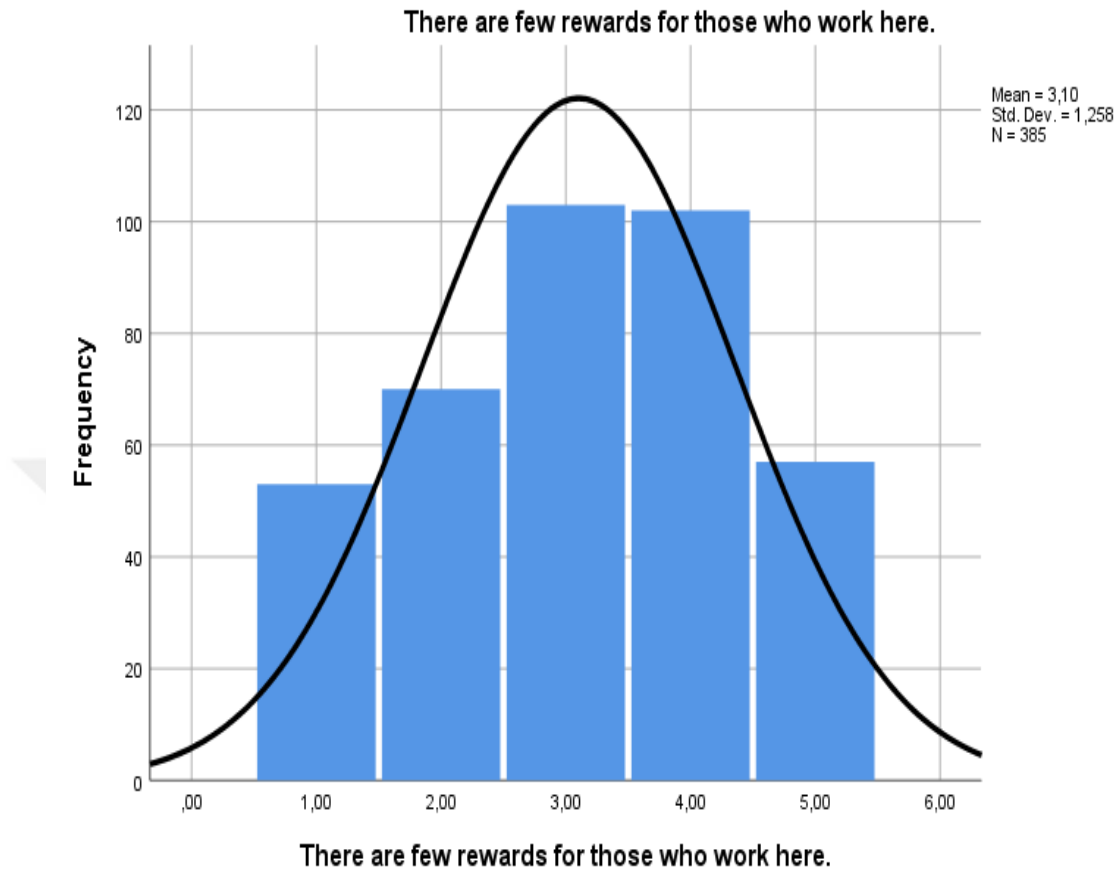


Figure 4.19: Q16

The frequency for those who strongly disagreed (1.00) to the question is 55. The frequency for respondents who disagreed (2.00) is 70. The frequency for those who didn't know (3.00) is 105. The frequency for those who agreed (4.00) to the question is 104, while the frequency for those who strongly agree (5.00) is 58. From the figure, the mean is 3,10 the std deviation is 1,258 and the number of respondents is 385. The results show that the frequency is highest at 3.00 (those who didn't know) about the question. Therefore, many employees didn't know there are few rewards for those who work here.

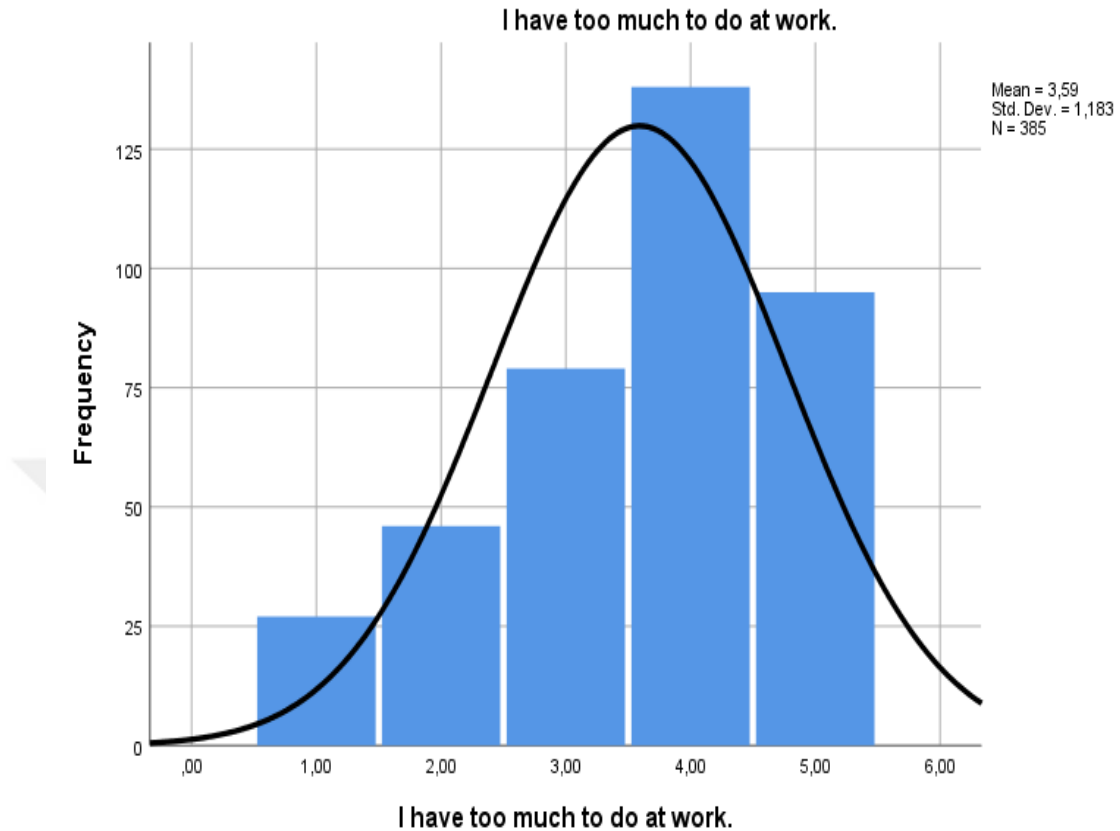


Figure 4.20: Q17

From the figure, the mean is 3,59 the std deviation is 1,183 and the number of employees is 385. The frequency for those who strongly disagreed (1.00) to the question above is 27. The frequency for respondents who disagreed (2.00) is 48. The frequency for those who didn't know (3.00) is 80. The frequency for those who agreed (4.00) to the question is 150, while the frequency for those who strongly agree (5.00) is 95. The results show that the frequency is highest at 4.00 (those those who agreed) about the question. Most employees agreed they have too much to do at work.

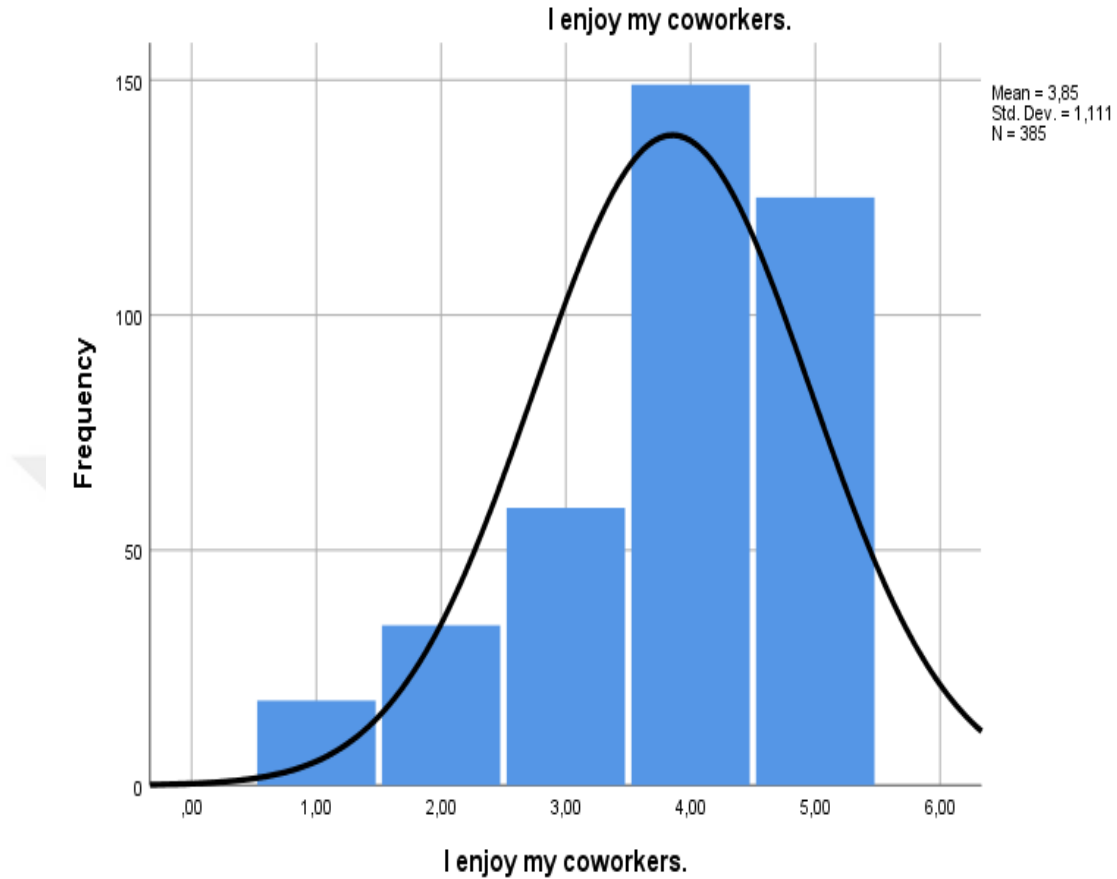


Figure 4.21: Q18

The figure above shows that the mean is 3,85 the std deviation is 1,111 and the number of employees is 385. The frequency for those who strongly disagreed (1.00) to the question is 30. The frequency for respondents who disagreed (2.00) is 40. The frequency for those who didn't know (3.00) is 60. The frequency for those who agreed (4.00) to the question is 149, while the frequency for those who strongly agree (5.00) is 125. Here, the frequency is highest at 4.00 (those those who agreed) about the question. Most employees agreed that they enjoy their coworkers.

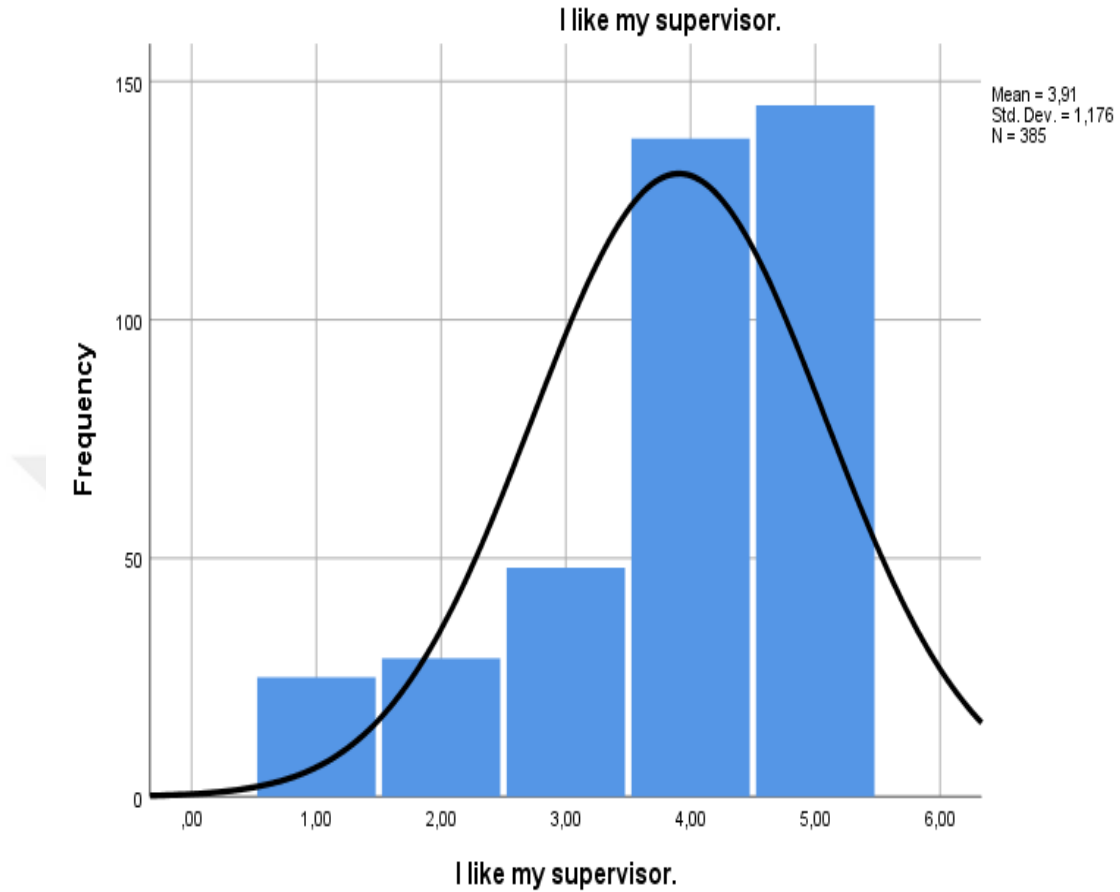


Figure 4.22: Q19

The frequency for those who strongly disagreed (1.00) to the question is 20. The frequency for respondents who disagreed (2.00) is 25. The frequency for those who didn't know (3.00) is 49. The frequency for those who agreed (4.00) to the question is 140, while the frequency for those who strongly agree (5.00) is 145. The figure above shows that the mean is 3, 91 the std deviation is 1,176 and the number of employees is 385. Here, the frequency is highest at 4.00 (those those who agreed) about the question. Most employees agreed that they like their supervisor.

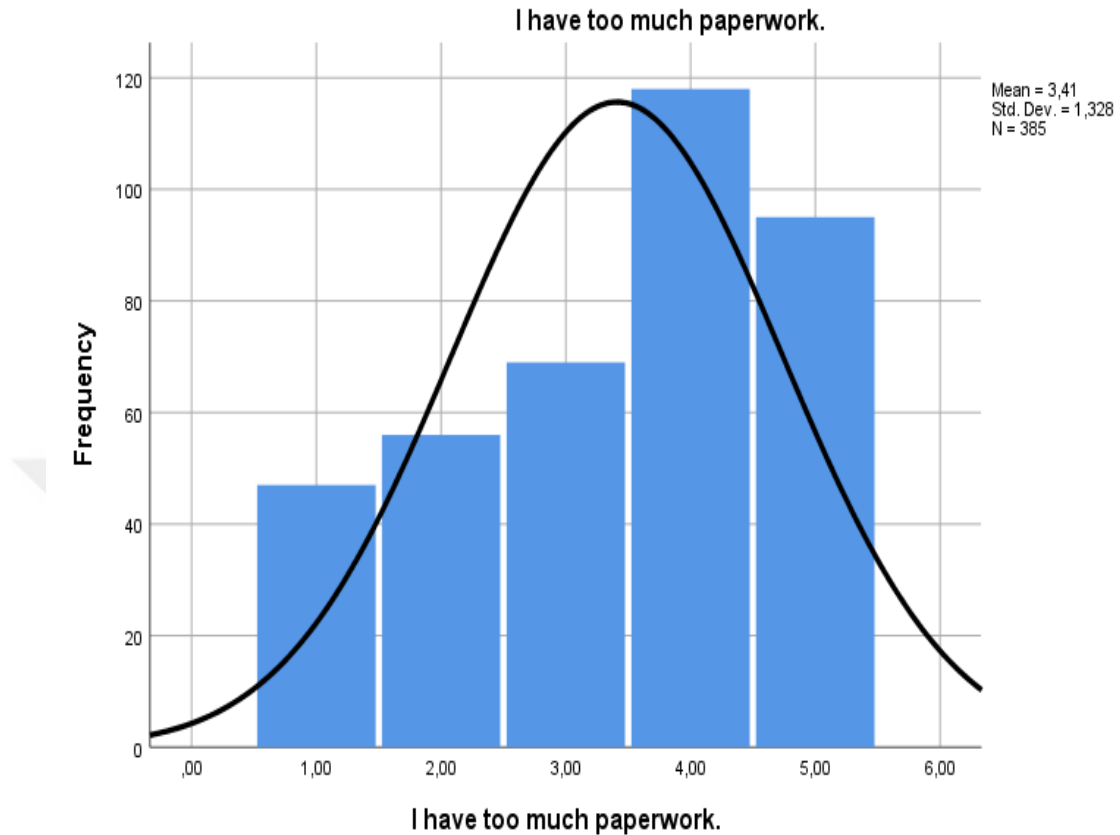


Figure 4.23: Q20

Looking at the figure above, the frequency for those who strongly disagreed (1.00) to the question is 45. The frequency for respondents who disagreed (2.00) is 55. The frequency for those who didn't know (3.00) is 70. The frequency for those who agreed (4.00) to the question is 118, while the frequency for those who strongly agree (5.00) is 90. The mean is 3,41 the std deviation is 1,328 and the number of employees is 385. The frequency is highest at 4.00 (those those who agreed) about the question. Most employees agreed that they have much paperwork.

4.8 Mean and Standard Deviation Descriptive Statistics for Demographic Frequencies

Demographic descriptive statistics for demographic frequencies has been described in the tables below. These tables show mean and standard deviation displayed.

Table 4.31: Descriptive Statistics.

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation
Gender	385	1,00	1,00	2,00	1,4026	,49106
Educational qualification	385	3,00	1,00	4,00	1,7922	,79283
Job Sector	385	1,00	1,00	2,00	1,4649	,49942
Valid N (list wise)	385					

Demographic descriptive statistics for demographic frequencies as seen in the table above shows that the number of valid cases is 385. Mean for gender is 1, 4026, while is standard deviation is ,49106. The Mean for educational qualification is 1, 7922, while the standard deviation is , 79283 The mean for job sector is 1,4649 , while standard deviation is ,49942.

Table 4.32: Descriptive Statistics.

Descriptive Statistics

	Variance
Gender	,241
Educational qualification	,629
Job Sector	,249
Valid N (list wise)	

For variance, the table above shows that gender is, 241 Education qualification is, 629 and job sector is, 249. The number of valid cases is 385.

4.9 Reliability Statistics

Reliability Statistics can be analyzed below

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,572	,575	20

The reliability statistics shows that Cronbach's Alpha is ,572 while the Cronbach's alpha based on standardized items is ,572. The number of items is 20 the result of reliability is significant.

Table 4.33: Mean and Standard Deviation of Item Statistics.

	Mean	Std. Deviation	N
1	2,7377	1,48649	385
2	2,7506	1,33079	385
3	3,6649	1,19654	385
4	2,8935	1,54670	385
5	3,7065	1,16126	385
6	3,9766	1,18012	385
7	2,9506	1,29106	385
8	3,5662	1,19739	385
9	3,0000	1,28290	385
10	2,7558	1,34731	385
11	3,1455	1,23518	385
12	3,2805	1,27649	385
13	3,7714	1,15457	385
14	3,0026	1,27781	385
15	3,3974	1,12523	385
16	3,1039	1,25814	385
17	3,5922	1,18253	385
18	3,8545	1,11085	385

19	3,9065	1,17552	385
20	3,4104	1,32794	385

Table 4.9 above shows the Mean and Standard Deviation of the 20 questions that were used in the questionnaires. It also shows that a total number of 385 respondents effectively took part in giving responses of the questions. The mean and standard deviation as seen in the table fluctuates as per questions.

Table 4.34: Summary Item Statistics

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3,323	2,738	3,977	1,239	1,453	,172	20
Inter-Item Correlations	,063	-,155	,380	,534	-2,456	,008	20

The summary Item statistics of table 4.11 above shows the item means and inter-Item Correlations for all the 20 questions in the questionnaires. The result shows that the mean for item means is 3,323, and that of inter-item correlations is 0.063. The minimum and maximum range for both items are 2.738 and 3.977 for item means giving a total of 1.453 and -,155 and 0.380 for inter-item correlations giving a total of -2,456 respectively.

Table 4.35: Item-Total Statistics.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1	63,7299	61,583	,255	,224	,547
2	63,7169	63,646	,203	,180	,557
3	62,8026	63,482	,253	,204	,550
4	63,5740	61,193	,254	,211	,547
5	62,7610	66,406	,105	,103	,571
6	62,4909	65,266	,161	,259	,563
7	63,5169	64,334	,180	,176	,560
8	62,9013	65,074	,167	,140	,562
9	63,4675	63,921	,203	,158	,557
10	63,7117	65,055	,132	,159	,568
11	63,3221	65,542	,133	,113	,567
12	63,1870	63,632	,220	,167	,554
13	62,6961	64,228	,226	,163	,554
14	63,4649	66,468	,078	,135	,576
15	63,0701	64,680	,209	,100	,556
16	63,3636	66,279	,091	,096	,573

17	62,8753	64,250	,216	,091	,555
18	62,6130	63,988	,254	,160	,550
19	62,5610	62,434	,319	,192	,540
20	63,0571	65,606	,110	,073	,571

The item-total statistics of the 20 Items with a total number of cases was 385. This shows that there is a correlation between job satisfaction and job performance making the level of job satisfaction in the public sector to be higher than that in the private sector.

4.10 Crosstabs

Crosstab is a function that combines data from one source or many sources into a clear format for analysis. Crosstabs jointly put the distribution of two variables or more variables in table. Therefore, crosstabs for gender and job sector can be displayed in the table below.

Table 4.36: Case Processing Summary.

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender * Job Sector	385	100,0%	0	0,0%	385	100,0%

The case processing summary above indicates that for both gender and job satisfaction the number of valid cases is 385 and the percentage is 100, 0%. The number of missing cases

is 0 with a percentage of 0, 0%. Also, the table above shows that the total number of employees is 385 and the percentage is 100, 0%.

Table 4.37: Crosstabs for Gender and Job Sector in the Public and Private Sector.

Gender * Job Sector Cross tabulation

			Job Sector		
			Private	Public	Total
Gender	Male	Count	125	105	230
		Expected Count	123,1	106,9	230,0
	Female	Count	81	74	155
		Expected Count	82,9	72,1	155,0
Total	Count		206	179	385
	Expected Count		206,0	179,0	385,0

The crosstabs for gender and job sector in the Public and Private Sector as tabulated in the table above shows that the expected count for male in the private and public sector is 230,0 while the expected count for female in the private and public sector is 155,0. Therefore, the total expected count for male and female in the private and public sectors is 385, 0.

Table 4.38: Symmetric Measures.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	,021	,687
	Cramer's V	,021	,687
N of Valid Cases		385	

The symmetric measurement shows a ,021 value and ,687 approximate significance with number of valid cases being 385

4.11 Crosstabs for educational qualification and job sector

The table below shows case processing summary for educational qualification and job sector

The case processing summary above shows that for both educational qualification and job sector the number of valid cases is 385 and the percentage is 100, 0%. The number of missing cases is 0 with a percentage of 0, 0%. Also, the table above indicates that the total number of employees is 385 and the percentage is 100, 0%.

4.12 Educational Qualification and Job Sector in the Public and Private Sector

Educational qualification and job sector in the public and private sectors can be seen in the cross tabulation below.

Table 4.39: Educational Qualification Job Sector Cross tabulation.

Educational qualification * Job Sector Cross tabulation

Job Sector	Total
------------	-------

			Private	Public	
Educational qualification	High School	Count	84	78	162
		Expected Count	86,7	75,3	162,0
	Bachelor	Count	80	68	148
		Expected Count	79,2	68,8	148,0
	Master	Count	41	27	68
		Expected Count	36,4	31,6	68,0
	PhD	Count	1	6	7
		Expected Count	3,7	3,3	7,0
	Total	Count	206	179	385
		Expected Count	206,0	179,0	385,0

The crosstabs for educational qualification shows that in both private and public sectors the expected count for high school is 162,0. The expected count for Bachelor is 148, 0. The expected count for masters is 68, 0. The expected count for PhD is 7, 0. Therefore, the total expected count for educational qualification in the private and public sectors is 385, 0.

4.13 Chi-Square Tests Analysis

Chi-Square tests measure the observed distribution of data fitting with the expected independent variables.

Table 4.40: Chi-Square Tests.

Chi-Square Tests

	Value	Df	Asymptotic Significance (2- sided)
Pearson Chi-Square	5,784 ^a	3	,123
Likelihood Ratio	6,167	3	,104
Linear-by-Linear Association	,054	1	,816
N of Valid Cases	385		

- a. 2 cells (25,0%) have expected count less than 5. The minimum expected count is 3,25.

The total number of valid cases for Chi-Square test is 385 and the Pearson Chi-Square value is 5.784, and it has 3 degree of freedom (Df). The p value is 0.123. Our result is statistically significant. This shows that there is a significant association between gender and educational qualification. In other words, educational qualification is independent from gender. The Likelihood Ratio value is 6.167 and has 3 degree of freedom. Its p value is 0.104.

Table 4.41: Symmetric Measures.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	,123	,123

Cramer's V	,123	,123
N of Valid Cases	385	

The symmetric measurement shows a ,123 value and ,123 approximate significance with number of valid cases being 385

4.14 Regression

Regression is the statistical measurement that determines the strength of relationship between one independent and two or more dependent variables.

Table 4.42: Variables Entered/Removed.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Educational qualification, Gender ^b	.	Enter

a. Dependent Variable: Job Sector

b. All requested variables entered.

Results from table 4.20 above shows that all the predicted variables have been included in the regression equation. Variables such as educational and gender were all entered, and no variable was removed among the respondents. The method for determining the program was entered as well.

4.15.1 Model summary

The table below shows the model summary of predictors that is educational qualification and gender represented in the table below.

Table 4.43: Model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,022 ^a	,000	-,005	,50060

a. Predictors: (Constant), Educational qualification, Gender.

The Model Summary table shows the Correlation coefficient (R) and the Coefficient of determination (R Square). The correlation coefficient (r) is 0.022 and thus there is fair positive linear relationship between the two variables. The coefficient of determination (r square) is 0.000. thus 0% of the variation of educational qualification by gender.

4.15 ANOVA (Analysis of Variance)

ANOVA is a statistical technique that determines the degree of difference or the degree of similarities between more groups of data and based on the comparison of average value of usually a common element.

Table 4.44: ANOVA (Analysis of Variance).

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	,047	2	,023	,094	,911 ^b
	Residual	95,730	382	,251		
	Total	95,777	384			

a. Dependent Variable: Job Sector

b. Predictors: (Constant), Educational qualification, Gender

Table 4.22, above shows the Multiple Regression ANOVA of the predictor variables on the job satisfaction on the performance of workers in public and private sectors and their educational qualification and gender. Further verification using multiple regression ANOVA however produced F-ratio = 0.094, p = 0.911. This implies that there is a significant linear relationship between the above stated predictor variables and the performance in job sectors.

Table 4.45: Coefficient.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,447	,106		13,649	,000

Gender	,019	,053	,019	,365	,715
Educational qualification	-,005	,033	-,008	-,160	,873

a. Dependent Variable: Job Sector. The model indicates B for gender is ,019 and the t is 13,649. Also, B for educational qualification is -,005 and t is -,160. It was found that the percentage of gender credentials (Gender, $b=0.019$, $p=.0.715$) is not significant and the coefficient is negative which indicates that job satisfaction is related to lower job performance. Also, it was found that the percentage of educational qualification credentials (educational qualification, $b=-0.005$, $p=0.873$)

4.16 General Linear Model

General linear model is a generalization of multiple linear regression models to the case where there exists more than one dependent variable in a research study. General linear model can be shown in the between-subject factor table below.

Table 4.46: Between-Subjects Factors.

		Value Label	N
Job Sector	1,00	Private	206
	2,00	Public	179

The table above shows value label and number of respondents from the private and private sectors. The private sector category shows 206 numbers of respondents, while the public shows 179 numbers of respondents.

Table 4.47: Descriptive Statistics.

	Job Sector	Mean	Std. Deviation	N
Gender	Private	1,3932	,48965	206
	Public	1,4134	,49383	179
	Total	1,4026	,49106	385
Educational qualification	Private	1,8010	,76776	206
	Public	1,7821	,82279	179
	Total	1,7922	,79283	385

Descriptive statistics of gender shows that the mean for private sector is 1, 3932 and standard deviation is, 48965. The mean for public sector is 1, 4134 and the standard deviation is, 49383. Also, the descriptive statistics of educational qualification shows that the mean for private sector is 1, 8010 and the standard deviation is, 76776. The mean for public sector is 1,782 and the standard deviation is, 82279. However, the total number of respondents from both the private and public sector is 385.

Table 4.48: Levene's Test of Equality of Error Variances^a

		Levene Statistic	df1	df2	Sig.
Gender	Based on Mean	,632	1	383	,427
	Based on Median	,162	1	383	,688

	Based on Median and with adjusted df	,162	1	382,973	,688
	Based on trimmed mean	,632	1	383	,427
Educational qualification	Based on Mean	,421	1	383	,517
	Based on Median	,490	1	383	,484
	Based on Median and with adjusted df	,490	1	380,033	,484
	Based on trimmed mean	,528	1	383	,468

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.^a

a. Design: Intercept + Sector

Table 4.25 above shows the Levene's Test of Equality of Error Variances for Gender and Educational qualification of workers. It shows that the gender significant value of Based Mean is 0,427 while the Leven statistic is 632. Still under Gender, the significant value for median is 0,688. On the other hand, under educational qualification, the significant value for mean is 0,517. The significant value of Median is 0,484

Table 4.49: Tests of Between-Subjects Effects.

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Square
--------	--------------------	-------------------------	----	-------------	---	------	--------------------

Corrected Model	Gender	,039 ^a	1	,039	,162	,688	,0000
	Educational qualification	,034 ^b	1	,034	,054	,816	,000
Intercept	Gender	754,439	1	754,439	3121,818	,000	,891
	Educational qualification	1229,634	1	1229,634	1951,375	,000	,836
Sector	Gender	,039	1	,039	,162	,688	,000
	Educational qualification	,034	1	,034	,054	,816	,000
Error	Gender	92,558	383	,242			
	Educational qualification	241,343	383	,630			
Total	Gender	850,000	385				
	Educational qualification	1478,000	385				
Corrected Total	Gender	92,597	384				
	Educational qualification	241,377	384				

a. R Squared = ,000 (Adjusted R Squared = -,002)

b. R Squared = ,000 (Adjusted R Squared = -,002)

From table 4.26 above, a 2 x 2 experimental design was assessed using a factorial ANOVA. It was found that workers Educational Qualification were seen as significantly less important ($M = 1,4$; $SD = 0,49$) than Gender targets ($M = 1,8$; $SD = 0,79$), $F(1, 383) = 0,05$, $p = 0,8$. For Gender, $F(1,383) = 0,16$, $P = 0,69$. The actual p value is .688 for Gender and .816 for educational qualification. This fails to reject the null hypothesis. However, Gender has no significant effect of job sector. Same thing goes with educational qualification. It has no significant effect on job sector.

4.17 Results of Data Analyses

The results of data analysis are divided into three sections. These sections include; Demography, Job Satisfaction and Job Performance which constitute the main variables in this study. It equally presents the results, analysis and interpretation of data gathered by the researcher.

Data were obtained from self-administered questionnaires, completed by 206 persons in the private sector and 179 persons in the public sector. The findings relate to the research questions that guide the study.

It shows that the private sector had many responses than the public sector. The main reason behind this is the purpose of confidentiality and security of jobs. Many workers in the private sector were afraid of giving answers that could end up affecting their jobs. Unemployment rate is so rampant that many people who managed to secure their jobs try to do their best to remain where there are regardless of the difficulties they encounter at their job places. The questionnaires were completed by High School Students, Bachelor Students, Masters Students and PhD Students.

A total of 385 employees from both private and public sectors were surveyed about their job satisfaction and job performance. 206 of the total number of respondents were from the private sector and 179 from the public sector.

A 2x2 experimental design was assessed using a factorial ANOVA. It was found that in the area of gender, the private sector was seen as significantly less ($M = 1, 3932$; $SD = ,48965$) than public sector ($M = 1, 4134$; $SD = ,49383$).

In the area of workers with different levels of educational qualification, it was found that the private sector is significantly higher ($M = 1,8010$; $SD = ,76776$) than the public sector ($M = 1,7821$; $SD = ,82279$). $F(1, 92, 558) = ,162$, $P = ,688$. F for Educational Qualification = $(1, 92, 558) = ,054$, $P = ,816$

A Cronbach's analysis was conducted on the "Job satisfaction and Job performance" subscale of the Private and Public Sectors survey. It was found that the subscale's alpha level was .57, which indicates that the subscale did not have adequate level of Inter-Item reliability.

Further analyses found that deleting any of the items would not have significantly increase the alpha level. It was also found that Gender is significantly correlated with Job Sectors, $r(384) = ,021$, $p = ,688$.

There is also a significant negative correlation between job sectors and educational qualification, $r(384) = -,012$, $p = ,816$.

5 CONCLUSION AND RECOMMENDATIONS FOR FURTHER RESEARCH

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 research include Abraham Maslow's theory of Needs, Frederick Herzberg two factor theory, 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 will be corresponding high level of job performance.

Their theories were also applicable to Erbil, North of Iraq where this research was carried out. From the research, it was examined that 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.

In this study, communication, training, acquiring skills, Leadership and employees relations and management were examined as 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.

This study has examined that employee motivation in the private sector is better than employee motivation in the public sector. Therefore, the level of job satisfaction and job performance is higher in the private sector than in the public sector.

Although the levels of job satisfaction and job performance in the private sector and in the public sector are different and difficult to measure, this study examined that using the correlation analysis and two-way ANOVA, the levels of job satisfaction and job performance were measured and results showed that in the private sector, the level of job satisfaction and job performance is higher than the level of job satisfaction and the level of job performance in the public sector.

A Cronbach's analysis was conducted on the "Job satisfaction and Job performance" subscale of the Private and Public Sectors survey. It was found that the subscale's of the alpha level was .57, which indicates that the subscale did not have adequate level of Inter-Item reliability.

Having tested the hypothesis on a reliability statistics and Chi-square test analysis, results showed that for all 20 variables on the questionnaire and the two components; job satisfaction and job performance, the chi-square 2 cells (25, 0%) have expected count less than 5. This scored an expected minimum count of 3,25 and ANOVA sum of squares total was 95,777.

This indicates that the 20 variables on the questionnaire and the two components; job satisfaction and job performance are reliable and the correlation between the two components is positive. The reliability of the components and the positive correlation between the two components further explain job performance through job satisfaction and employee motivation. This implies that in order to realize a high job performance in the

private sector in Erbil, North of Iraq job satisfaction has to be seriously taken in to consideration.

Employees and managers in the private sector considered job satisfaction and job performance the two important aspects of improving and increasing productivity because they remain the most significant factors of productivity in the private sector. Supervisors have to uphold human resource policies in all levels of management in the private organizations to achieve job satisfaction and job performance to significantly increase productivity.

Nowadays, ensuring a higher level of job satisfaction and a higher level of job performance is what all organizations especially private organizations are focusing on. More than 85% of employees will want to work in the sector with a higher degree of job satisfaction. In Erbil, many employees prefer to work for the private sector than to work for the public sector. This explains why results of the analysis show that the degree of job satisfaction is higher in the private than in the public sector.

Definitely, many employees would prefer to work for the private sector. This explains why the job performance and productivity in the private than in the public sector.

Therefore, management may endeavor to consider human resource policies all through the organization to in order to increase the level of job satisfaction and the level of job performance.

It would be more sufficient when academicians make continuous research on job satisfaction measurement in the public and private sectors. Their findings will eventually add more to what managers of the public and private sectors need to make employees satisfied with their jobs to perform effectively and efficiently so that productivity can be increased.

REFERENCES

Abraham H. M. (1970). *Motivation and Personality*, 2nd edn, Harper & Row, New York, 1970.

An Online International Research Journal (ISSN: 2311-3197) 2014, vol: 1 Issue 2. private universities', *International Journal of Research, (IJR)*, vol.1, issue 6.

Ayub, N. (2010). Difference in Job satisfaction between private and public universities teachers of Karachi Pakistan, <<http://www.researchgate.net/publication/25571284>

Bassett, G. (1994). The case against job satisfaction. Business

Bingley, UK: Emerald Group Publishing Limited. Retrieved from <<http://books.google.com/books?id=rynLSn6zYRkC.>>.

Bora, J. (2014). Job Satisfaction of Bank Employees in Jorhat “A Comparative Study of Public & Private Sector Bank. *International Journal of Advanced Research in Computer Science and Management Studies*. Retrieved from <www.ijarcsms.com>

Chen et al, (2013). ‘Fostering public service motivation through workplace trust: Evidence from public managers in Taiwan’, *Public Administration*, John Wiley & Sons Limited, UK Copyright © 1998 Jossey-Bass/Pfeiffer

Danish R.Q & Usman A. (2010). ‘Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan’, *International Journal of Business and Management*, vol. 5, No. 2

Economy of Iraqi Kurdistan, (2016),
<https://en.wikipedia.org/wiki/Economy_of_Iraqi_Kurdistan

Garland, P (2017). ‘Why people quit their jobs’, Harvard Business Review.

Goulet, L. R., & Frank, M. L. (2002). Organizational commitment across three sectors: Public, non-profit and for-profit. *Public Personnel Management*, 31 (2), 201-210

Herzberg, F, Mausner, B & Snyderman (2010). *The motivation to work*, 12th edn, Transaction Publishers, New Jersey Horizons, 37, 61-68. Brief,

A. P. (1998). *Attitudes in and around organizations*. Thousand Oaks, CA: Sage.

In C. L. Cooper & E. A. Locke (Eds.), *Industrial and organizational psychology: Linking theory with practice* (pp. 166-198). Oxford, UK: Blackwell.

Jex, S. M. (2002). *Organizational psychology: A scientist-practitioner approach*. New York, NY: John Wiley & Sons, Inc.

Judge, T. A., & Church, A. H. (2000). Job satisfaction: Research and practice.

Judge, T. A., & Klinger, R. (2007). Job satisfaction: Subjective well-being at work. In M. Eid, & R. Larsen (Eds.), *The science of subjective well-being* (pp. 393-413). New York, NY: Guilford Publications.

Kaya, E. (1995). Job satisfaction of the librarians in the developing countries. Proceedings from 61st IFLA general conference. <<http://archive.ifla.org/IV/ifla61/61-kaye.htm>>.

Kerber, K. W., & Campbell, J. P. (1987). ‘Job satisfaction’: Identifying the important parts among computer sales and service personnel, *Journal of Business and Psychology*, 1(4), 337-352.

Khan, N.A., and Praveen, S. (2014). A comparative study of job satisfaction of employees in Public and Private sector banks in India with reference to

U.P. state. *Sci.Imt* (Lahore), 26(2), 813-820, 2014. Retrieved from
<<http://www.sciint.com/pdf/1483009747813-820--DR%5D.pdf>>.

Khojasteh, M. (1993). 'Motivating the private vs public sector managers'. *Public Personnel Management*, 22(3), 391-401.

Kumari, G and Pandey, K. M (2011). 'Job Satisfaction in Public Sector and Private Sector: A Comparison', *International Journal of Innovation, Management and Technology*, Vol. 2, No. 3, June 2011.

Kurdish Regional Statistic Office, (2015).
<<http://www.krso.net/Default.aspx?page=article&id=975&l=1>>

Luc B & Noel E, (2000). Organization, theories and application, edition organization, Paris, pp. 81.

Maher, A (2001). Human resources management, university house for publication and distribution, Alexandria, Egypt, pp 385

Management Study Guide, (2017).
<<http://www.managementstudyguide.com/expectancy-theory-motivation.htm>>.

Mosammod, MP (2011). 'Factors affecting employee job satisfaction of pharmaceutical sector', *Australian Journal of Business and Management Research*, vol.1 No.9 [113-123] | December-2011.

Mueller, C. W., & Kim, S. W. (2008). The contented female worker: Still a paradox?. In K. A. Hegtvedt & J. Clay-Warner (Eds.), *Justice: Advances in group processes volume 25* (pp. 117-150).

Noordin, F & Kamaruzaman, J (2009). 'Levels of Job Satisfaction amongst Malaysian Academic

Özsoy, E, Uslu, O & Üztürk, O. (2014). 'Who are happier at work and in life? Public sector versus private sector: A research on Turkish employees',

International Journal of Recent Advances in Organizational Behaviour and Decision Sciences (IJRAOB),

Pannu, K and Gupta, J. (2013). ‘A Comparative Study of Job Satisfaction in Public and Private Sector’, *Indian Journal of Arts*, 1, 1. Retrieved on 19th April, <http://www.discovery.org.in/PDF_Files/IJA_20130102.pdf>.

Rashid, S., & Rashid, U. (2012). Work motivation differences between public and private sector. *American International Journal of Social Science*.1(2).

Redmond, B. F (2016). Job Satisfaction, <<https://wikispaces.psu.edu/display/PSYCH484/11.+Job+Satisfaction>>.

Sabri, P.S.U., Ilyas, M., and Amjad, Z. (2011). ‘Organizational culture and its impact on the job satisfaction of the uiversity’: Teachers of Lahore. *International Journal of Business and Social Science*, Vol. 2 No. 24 [Special Issue – December 2011].

Shannon, R (2005). ‘Herzberg's two-factor theory of motivation applied to the motivational techniques within financial institutions, A senior thesis submitted to the Eastern Michigan University.

Sinha, E. (2013). A research work on Employee Satisfaction measurement with special reference to KRIBHCO, Surat. *International Journal of Modern Engineering Research* 3,1, 2013 pp-523-529 . Retrieved from <http://www.ijmer.com/papers/Vol3_Issue1/DL31523529.pdf>.

Smerek, RE & Peterson, M (2006). ‘Examining Herzberg’s theory: Improving job satisfaction among non-academic employees at a University’, *Research in Higher Education*, vol. 48, No. 2, March 2007 (2006) DOI: 10.1007/s11162-006-9042-3. Staff’, *Asian Social Sciences Journal*, vol. 5, No. 5.


Thomas, M. T. (1998). ‘Management by objectives’, *The Pfeiffer Library* vol. 20, 2nd edn,

Togia, A., Koustelios, A. &Tsigilis, N. (2004). Job satisfaction among Greek academic librarians, *Library & Information Science Research*. 26(3), 373-383. <<http://www.sciencedirect.com>>.

Volkwein, JF &Parmley, K (2014). ‘Comparing administrative satisfaction in public and Private universities: Research in higher education.



APPENDICES

JOBSATISFACTION						
Istanbul Aydın University						
Department of business administration						
Please circle the one number for each question that comes closest to reflecting your opinion about it.		Strongly disagree	Disagree	I don't know	Agree	Strongly agree
1	I fell I am being paid fair amount for the work I do.	1	2	3	4	5
2	There is really too little chance for promotion on my job.	1	2	3	4	5
3	My supervisor is quit competent in doing his/her job.	1	2	3	4	5
4	I am not satisfied with the benefits I receive.	1	2	3	4	5
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5
6	I like people I work with.	1	2	3	4	5
7	I sometimes feel my job is meaningless.	1	2	3	4	5

8	Communications seem good within this organization.	1	2	3	4	5
9	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5
10	My supervisor is unfair to me.	1	2	3	4	5
11	The benefits we receive are as good as most other organization.	1	2	3	4	5
12	I do not feel that the work I do is appreciated.	1	2	3	4	5
13	I like doing the things I do at work.	1	2	3	4	5
14	The goals of this organization are not clear to me.	1	2	3	4	5
15	The benefit package we have is equitable.	1	2	3	4	5
16	There are few rewards for those who work here.	1	2	3	4	5
17	I have too much to do at work.	1	2	3	4	5
18	There are few rewards for those who work here.	1	2	3	4	5
19	I like my supervisor.	1	2	3	4	5
20	I have too much paperwork.	1	2	3	4	5

Personal Information

1. What is your gender?

b. female a. male

2. What is your last educational degree?

a. High school b .Bachelor c. master d. P.hd

3. What is your kind of job?

a. public sector b. private sector

APPENDIX 2

Inter-Item Correlation Matrix.

	1	2	3	4	5	6
1	1,000	,303	,101	,380	,049	,002
2	,303	1,000	,000	,268	-,002	-,017
3	,101	,000	1,000	,038	,068	,376
4	,380	,268	,038	1,000	,080	,001
5	,049	-,002	,068	,080	1,000	-,022
6	,002	-,017	,376	,001	-,022	1,000
7	,091	,110	-,043	,124	-,057	-,155
8	,056	-,009	,125	,085	,041	,218
9	,081	,143	,002	,071	,061	,065
10	-,009	,158	,033	,029	-,142	,023
11	,059	,021	,121	,082	,113	,051
12	-,072	-,037	,060	-,080	,082	,087
13	,103	-,041	,154	,116	,160	,159

14	-,053	-,007	-,039	-,006	-,007	-,123
15	,028	,016	,149	,002	-,024	,105
16	,115	,145	,018	,049	,046	-,046
17	,071	,074	,034	,074	,129	,004
18	,027	,014	,175	,030	,108	,234
19	,132	,017	,254	,058	,031	,224
20	,056	,006	,047	,119	-,015	-,052

	7	8	9	10	11	12
1	,091	,056	,081	-,009	,059	-,072
2	,110	-,009	,143	,158	,021	-,037
3	-,043	,125	,002	,033	,121	,060
4	,124	,085	,071	,029	,082	-,080
5	-,057	,041	,061	-,142	,113	,082
6	-,155	,218	,065	,023	,051	,087
7	1,000	-,054	,217	,171	,117	,173
8	-,054	1,000	,015	-,113	,099	,097
9	,217	,015	1,000	,035	-,107	,170
10	,171	-,113	,035	1,000	-,024	,128
11	,117	,099	-,107	-,024	1,000	,093

12	,173	,097	,170	,128	,093	1,000
13	-,013	,196	,076	-,041	,073	,098
14	,134	-,076	,097	,215	-,065	,172
15	,103	,132	,027	,083	,129	,131
16	-,011	-,096	,169	,012	-,100	-,018
17	,064	,103	,050	,034	,142	,148
18	-,009	,183	-,040	,060	,076	,099
19	,035	,127	,078	,014	,047	,167
20	,074	,012	,047	,149	-,035	-,016

	13	14	15	16	17	18
1	,103	-,053	,028	,115	,071	,027
2	-,041	-,007	,016	,145	,074	,014
3	,154	-,039	,149	,018	,034	,175
4	,116	-,006	,002	,049	,074	,030
5	,160	-,007	-,024	,046	,129	,108
6	,159	-,123	,105	-,046	,004	,234
7	-,013	,134	,103	-,011	,064	-,009
8	,196	-,076	,132	-,096	,103	,183
9	,076	,097	,027	,169	,050	-,040

10	-,041	,215	,083	,012	,034	,060
11	,073	-,065	,129	-,100	,142	,076
12	,098	,172	,131	-,018	,148	,099
13	1,000	-,102	,148	-,016	,027	,183
14	-,102	1,000	-,001	,107	,016	,033
15	,148	-,001	1,000	-,024	,024	,105
16	-,016	,107	-,024	1,000	,074	,063
17	,027	,016	,024	,074	1,000	,143
18	,183	,033	,105	,063	,143	1,000
19	,251	,054	,199	,022	,077	,237
20	-,037	,124	,044	,040	,084	-,032

	19	20
1	,132	,056
2	,017	,006
3	,254	,047
4	,058	,119
5	,031	-,015
6	,224	-,052
7	,035	,074

8	,127	,012
9	,078	,047
10	,014	,149
11	,047	-,035
12	,167	-,016
13	,251	-,037
14	,054	,124
15	,199	,044
16	,022	,040
17	,077	,084
18	,237	-,032
19	1,000	,041
20	,041	1,000

Evrak Tarih ve Sayısı: 21/04/2017-2455



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Sosyal Bilimler Enstitüsü Müdürlüğü

Sayı : 88083623-044-2455
Konu : Hazhar Bahram Mahmood
MAHMOOD'un Etik Onayı Hk.

21/04/2017

Sayın Hazhar Bahram Mahmood MAHMOOD

Enstitümüz Y1412.130031 numaralı İşletme İngilizce Ana Bilim Dalı İşletme Yönetimi İngilizce Tezli Yüksek Lisans programı öğrencilerinden Hazhar Bahram Mahmood MAHMOOD'un "JOB SATISFACTION MEASUREMENT IN PUBLIC AND PRIVATE SECTOR: A COMPARATIVE STUDY IN ERBİL, IRAQ" adlı tez çalışması gereği "Job Satisfaction Survey" ile ilgili ölçeği 20.03.2017 tarih ve 2017/06 sayılı İstanbul Aydın Üniversitesi Etik Komisyon Kararı ile etik olarak uygun olduğuna karar verilmiştir.

Bilgilerinize rica ederim.

Prof. Dr. Özer KANBUROĞLU
Müdür V.

Evrakın Doğrulması İçin : <http://evrakdogrula.aydin.edu.tr/en/VisionDogrula/BolgeDogrulama.aspx?V=BESPAEIV>

Adres: Beşyol Mah. İntan Cad. No:38 Sefaköy , 34295 Kağıtköprü / İSTANBUL
Telefon:444 1 428
Elektronik Ağ: <http://www.aydin.edu.tr/>

Bilgi için: NESLİHAN KUBAL
Uzvanı: Enstitü Sekreteri



RESUME



Name/Surname: HAZHAR BAHRAM MAHMOOD

Place and Date of Birth: Erbil 26\2\1986

Nationality: Iraq

E-mail: hazharstuni@gmail.com

EDUCATION

- ❖ **Bachelor:** 2010 Salahaddin University-Erbil, College of Administration and Economic, Department of Business Administration
- ❖ **Masters:** 2018, Istanbul Aydin University, Social Sciences Institute, Department of Business Administration