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**AN EXPLORATION INTO JOB SATISFACTION AND  
MOTIVATION AMONG SENIOR AND MIDDLE MANAGERS  
IN EGYPTIAN TEXTILE INDUSTRY**

‘Explore the Similarities and Differences in Managerial Perceptions regarding Motivation and Job Satisfaction among Senior and Middle Managers in Egyptian Textile Industry and Address the Effect of their Different Personal Characteristics’

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### **Abstract**

This study is an attempt to improve job satisfaction and work motivation of the Egyptian textile managers and to fill the gap in the managerial literature regarding the Egyptian textile working context. The main objective of this study is to explore the motivation and job satisfaction of the Egyptian senior and middle managers. A research model was developed in order to explain and to understand the satisfaction and motivation process of senior and middle managers and was empirically tested in the actual textile context. Egyptian textile managers’ motivation and job satisfaction were explored by using a total of 247 survey questionnaires and 33 interviews. The major findings indicated that the personal, organisational, and cultural factors were found to influence managers’ job satisfaction and motivation. Managers were satisfied with their working conditions, job security, and their personal relationships. However, managers were dissatisfied with their pay, promotion, company policies, training, and their appraisal system. Moreover, managers have placed more concern for job content factors rather than for job context factors. The Egyptian culture was positively related with managers’ concern for good personal relationships, achievement, responsibility, and for seeking to more knowledge. However, it negatively affected women managers’ status as it led to a gender-biased discrimination towards them. The findings suggest a need to consider the personal differences between managers, improve the promotion system, review salary structure, adopt a results-focused appraisal system, pay more attention to the content job factors, improve training system, increase coordination and delegation of authority, give women equal rights, and increase managers’ involvement in decision-making process.

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