

## **CHAPTER 3**

### **RESEARCH FRAMEWORK**

#### **3.1 INTRODUCTION**

The main purpose of this research is to explore motivation and job satisfaction among senior and middle managers in the Egyptian textile industry. Chapter 2 presented and discussed the literature review relating to the development of motivation theory, as well as other subjects that relate to the topic of this research. The main aim of this chapter is to present the research framework based on the discussion of the literature review. It begins by presenting the research questions and discussing their origins. Next, the research framework that identifies the relationship between the different research variables will be presented. Finally, the research variables will be defined.

#### **3.2 RESEARCH QUESTIONS AND THEIR ORIGINS**

Egyptian textile organizations are under tremendous pressure to improve their effectiveness and performance in order to compete in a fast-paced world. The human element is the most valuable source for any organization, as the success of the organization is totally reliant on a motivated and satisfied workforce, especially managers who are increasingly seen as the life-giving element in any organization (Blunt, 1986). It is, therefore, essential for textile companies to identify the key factors that can keep managers motivated and satisfied, which as a result will increase their performance and productivity (Analoui, 2000).

In the past, many researchers attempted to explore the nature of human motivation. These attempts began with Hawthorn's experiments which focused on the human side of management. Mayo tried to balance between the materialistic perspective of scientific management and the importance of the human needs which had been neglected. Later, many theories have been established in an attempt to explain how people can be motivated, by trying to explore human behavior and how we can control and guide this behavior (Boone and Bowen, 1987).

Categorizing the different theories of motivation is not an easy task because they overlap with each other. However, the most acceptable approach in categorizing these theories is to classify it into content and process theories (Steers *et al.*, 1996; Analoui, 2000).

Analoui (2000: 324), illustrated that, "*the content theories have identified needs, incentives and the work itself as important factors that contribute towards job satisfaction and focus on the inner drivers of human behavior.*". Three of these theories have been identified in Chapter 2, namely Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Alderfer's E-R-G Theory. Maslow believed that personal needs can be arranged in a hierarchical order. In essence, once one of these needs has been satisfied it would temporarily loss its effect as a motivator, and the person will focus on satisfying the next higher need which has been activated (Hilgert and Leonard, 1995; Luthans, 1995). Herzberg's Two-Factor Theory assumes that to obtain job satisfaction, there are two stages that must be fulfilled. The first is to eliminate job dissatisfaction by satisfying the employee's hygiene factors; this will bring the employees' satisfaction to zero point (neutral state); then, the motivators can be used to remove the employee's

satisfaction from zero point to a positive level of job satisfaction (Herzberg *et al.*, 1959). Alderfer's E-R-G Theory is a variant of Maslow's theory as he argued that the five need categories in Maslow's theory could be merged into three main categories, namely 'Existence', 'Relatedness', and 'Growth', and that these different levels of need may be activated and operated in a given person at the same time (Huczynski and Buchanan, 2001). However, the main deficiency of the content theories is that they can not explain the complexity of the human motivation process (Luthans, 1995).

On the other hand, *"the process theories try to describe how behavior is initiated, directed and sustained. These theories are more concerned with the dynamic interaction between the variables involved and how they influence behaviours."* (Analoui, 2000: 324). Two of these theories have been identified in Chapter 2. They were Adam's Equity Theory and Vroom's Expectancy Theory. Adams (1965) argued that, there is a positive relationship between equity and satisfaction. When a person thinks that the ratio of his outcomes to inputs is not equal to the similar ratio of others, then the iniquity and dissatisfaction occurs. According to Vroom, the individual's motivation depends on his expectations; individuals will be motivated if they expect a positive relationship between efforts and rewards, and if they value these rewards.

Over all, each of these theories has its strengths and limitations. It is very hard to identify the best theory that can be used to explain and predict human behavior due to the complexity of this behavior. The empirical test of these theories was the point of investigation of the work for hundreds of researchers all over the world. Generally, the results illustrated a weak empirical and industrial support for the content theories, whereas process theories have a mixed empirical and industrial support (De-Klerk,

2005). However, one of the major problems with the current motivation and satisfaction theories and models is that most of these theories and the data used have been developed, evaluated and tested in developed countries. Therefore, they are more suitable for the values, and behavior of people of the developed countries, but their appropriateness for people of the developing countries is debatable (Smith and Bond, 1993).

Moreover, an extensive search of the relevant literature on Egypt showed a lack of helpful research and writings on the issue of job satisfaction and motivation, especially on textile industry, and no research was found on job satisfaction and the motivation of top managers in this industry. Thus, there is an essential need to fill the gap and expand our present understanding of the managerial motivation and satisfaction in the Egyptian textile context. It justifies the attempt to address and answer the following research question:

What motivates senior and middle managers in the Egyptian Textile Industry?

The sub-questions the researcher would like to address and answer are as follows:

- What is the current job satisfaction level of senior and middle managers in the Egyptian textile industry?
- Are there any measurable differences in job satisfaction levels among senior and middle managers?
- What are the differences and similarities in motivational needs of middle and senior managers?

- What are the most important motivational factors that affect senior and middle managers in the Egyptian textile industry, and to what extent are these factors applicable to them?

Moreover, the theoretical literature and empirical research supports the idea that personal characteristics and differences among employees are associated with their job satisfaction and can affect their motivational needs (Ferris and Aranya, 1983; Bruch *et al.*, 1987; Specter, 1997). It play an important role in shaping an individual's perceptions and behavior (Pelled, 1996). Thus, it is difficult to make a comprehensive theory or model of work motivation without addressing the personal characteristics of the individual (Elding *et al.*, 2006; Boswell *et al.*, 2009). Accordingly, it justifies the attempt to address and answer the following research questions:

- Is there any relationship between managers' selected demographic factors and their overall job satisfaction?
- Is there any relationship between managers' selected demographic factors and the importance of different motivational needs?

To this end, seven personal characteristics were chosen, namely age, gender, occupational level, education, training, total years of experience, and tenure. The employee's age has received considerable research interest, and three shapes of relationship between age and job satisfaction have been suggested, namely 'U-shape' (Herzberg *et al.*, 1957; Kacmar and Ferris, 1989; Clark, 1996), 'linear shape' (Hulin and Smith, 1965; Hunt and Saul, 1975), and 'curve-line' relationship (Saleh and Otis, 1964; Luthans and Thomas, 1989). Regardless of the shape of this relationship, a number of

managerial studies have shown a significant relationship between age and job satisfaction (Bernberg, 1954; Smith *et al.*, 1969; Gibson and Klein, 1970; Herman and Hulin, 1972; Siassi *et al.*, 1975; Glenn *et al.*, 1977; Near *et al.*, 1978; Arvey and Dewhirst, 1979; Luthans and Thomas, 1989; Warr, 1992; Oleckno and Biacconiere, 1993; Oshagbemi, 2000; Al-Ajmi, 2001; Eskildsen *et al.*, 2004). Accordingly, it justifies the attempt to address and answer the following research questions:

- Is there any relationship between managers' age, their overall job satisfaction and satisfaction with each of the selected organization factors?
- Is there any relationship between managers' age and the importance of different motivational needs?

Gender was another factor that attracted the attention of many researchers. However, there is no decisive evidence that men are more satisfied than women or vice versa. The results of the studies in this area are contradictory; some studies found that men are more satisfied (Shapiro and Stern, 1975; Forgionne and Peeters, 1982; Ohlott *et al.*, 1994; Cheung and Scherling, 1999; Okpara, 2006), while others found that women are more satisfied (Chusmir, 1985; Oshagbemi, 2000; Scott *et al.*, 2005). The third group found mixed results (McNeely, 1984; Garcia-Bernal *et al.*, 2005; Okpara *et al.*, 2005), while others found no relationship between gender and satisfaction (Peeters, 1982; Loscocco, 1990; Mason, 1995; Phillips and Imhoff, 1997; Johnson *et al.*, 1999; Pors, 2003). Therefore, it justifies the attempt to address and answer the following research questions:

- Is there any relationship between managers' gender, their overall job satisfaction and satisfaction with each of the selected organization factors?
- Is there any relationship between managers' gender and the importance of different motivational needs?

Moreover, managerial level is one of the factors that were found to be related with job satisfaction and motivational needs. Most researchers have found a positive relationship between the occupational level within organizational hierarchy and job satisfaction (Super, 1939; Porter, 1962; Adams *et al.*, 1977; Near *et al.*, 1978; Smith and Brannick, 1990; Miles *et al.*, 1996; Oshagbemi, 1997; Robie *et al.*, 1998; Al-Ajmi, 2001; Manning, 2002). Therefore, it justifies the attempt to address and answer the following research questions:

- Is there any relationship between managers' rank, their overall job satisfaction and satisfaction with each of the selected organization factors?
- Is there any relationship between managers' rank and the importance of different motivational needs?

Another important personal variable is the educational level which may work as a predictor of job satisfaction. Some studies have found that employees who have a higher educational level tend to be more satisfied than employees who have a lower educational level (Goodwin, 1969; Falcone, 1991; Clark *et al.*, 1996; Howard and Frink, 1996; Bilgic, 1998; Robie *et al.*, 1998; Sousa-Poza and Sousa-Poza, 2000; Eskildsen *et al.*, 2004). Contrary to the previous viewpoint, it has also been reported that the educational level has a negative impact on managers' satisfaction (Sulkin and Pranis,

1967; Glenn and Weaver, 1982; Rhodes, 1983; Kuntz *et al.*, 1990; Ghiselli *et al.*, 2001; Ganzach, 2003). However, some researches did not find any significant relationship between education and job satisfaction. (Howard and Frink, 1996; Scott *et al.*, 2005). Therefore, it justifies the attempt to address and answer the following research questions:

- Is there any relationship between managers' education, their overall job satisfaction and satisfaction with each of the selected organization factors?
- Is there any relationship between managers' education and the importance of different motivational needs?

Training was also found to be one of the determinants of job satisfaction (Mueller, 1986; Ellickson and Logsdon, 2001; Wright and Davis, 2003; Abbas, 2005; Gazioglu and Tansel, 2006; Al-Qutaib, 2008; Jones *et al.*, 2008). Therefore, it justifies the attempt to address and answer the following research questions:

- Is there any relationship between managers' training, their overall job satisfaction and satisfaction with each of the selected organization factors?
- Is there any relationship between managers' training and the importance of different motivational needs?

Moreover, the managerial literature considered length of service as a determinant of employees' job satisfaction and has the same effect as age on job satisfaction. A positive linear function to explain the effect of lengths of experience on job satisfaction was suggested by some researchers (Hulin and Smith, 1965; Near *et al.*, 1978; Oshagbemi, 2000). However, a negative relationship was suggested by Gibson and Klein (1970). Other

researchers did not find any sign of a significant relationship (Nicholson and Miljus, 1972; Brockner and Kim, 1993; Prien *et al.*, 2004). Therefore, it justifies the attempt to address and answer the following research questions:

- Is there any relationship between managers' total years of experience, their overall job satisfaction and satisfaction with each of the selected organization factors?
- Is there any relationship between the managers' total years of experience and the importance of different motivational needs?
- Is there any relationship between managers' tenure (total years in their current managerial position), their overall job satisfaction and satisfaction with each of the selected organization factors?
- Is there any relationship between managers' tenure (total years of their current managerial position) and the importance of different motivational needs?

Finally, the relationship between job satisfaction and job performance has attracted researchers' attention. Many shapes were found regarding such relationship; however, two aspects of this relationship have the researchers' support. The first is the 'satisfaction-performance' relationship, which was confirmed by the works of various researchers (Herzberg, 1966; Lichtman, 1970; Greene, 1972; Greene, 1973; Sheridan and Slocum, 1975; Gruneberg, 1976; Jacobs and Solomon, 1977; Gould, 1979; Schriesheim, 1980; Norris and Niebuhr, 1984; Schofield, 1998). The second shape is the 'performance-satisfaction' relationship which was confirmed by the work of others (Porter, 1967-1968; Locke, 1970; Cherrington *et al.*, 1971; Slocum, 1971; Daft and

Noe, 2001). Therefore, it justifies the attempt to address and answer the following research question:

- Is there any significant relationship between managers' job satisfaction and their job performance?

### **3.3 RESEARCH FRAMEWORK**

One of the major objectives of this study is to develop a framework that can help in explaining and understanding the satisfaction and motivation process of senior and middle managers in the textile industry in Egypt, and to empirically test this framework in the actual textile context. In the following section, the researcher will introduce the basis on which he designed the research framework and a definition of the framework variables will be presented.

According to Elding (2006) and Boswell *et al.* (2009), a comprehensive motivation theory or model must address three important variables, namely a job's characteristics, an individual's characteristics, and the environment's characteristics. Accordingly, the conceptual framework designed for this study contains these three variables. The following is a justification for including these variables within the designed conceptual framework.

Previous research illustrated that job characteristics including both context factors (including job security, pay, working conditions, relations with peers, relations with superiors, relations with subordinates, company policies, and job related status), and content factors (including job responsibilities, promotion, work itself, advancement,

recognition, and achievement) could contribute to managers' satisfaction or dissatisfaction (Centers and Bugental, 1966; Lahiri and Srivastva, 1967; Hines, 1973; Locke, 1973; Harris and Locke, 1974; Brown and Humphreys, 1995; Couger and Ishikawa, 1995; Leach and Westbrook, 2000). Therefore, it was rational to include these job-related factors as one of study variables in the research framework.

An individual's characteristics could also contribute to the individual's satisfaction and motivation. This includes age (Bernberg, 1954; Smith *et al.*, 1969; Gibson and Klein, 1970; Herman and Hulin, 1972; Siassi *et al.*, 1975; Glenn *et al.*, 1977; Near *et al.*, 1978; Arvey and Dewhirst, 1979; Luthans and Thomas, 1989; Warr, 1992; Oleckno and Biacconiere, 1993; Oshagbemi, 2000; Al-Ajmi, 2001; Eskildsen *et al.*, 2004), gender also can be a determinant of managers' job satisfaction (Forgionne and Peeters, 1982; Chusmir, 1985; Ohlott *et al.*, 1994; Manning, 2002; Okpara, 2006). Occupational level was one of the individual's characteristics that can affect job satisfaction and managers' motivational needs (Porter, 1961-1962; Ivancevich, 1970; Whiting, 1974; Al-Ajmi, 2001; Manning, 2002). Education was also found to have an impact on managers' motivation and job satisfaction (Kuntz *et al.*, 1990; Falcone, 1991; Al-Ajmi, 2001). Managers' training was another factor suggested to have an impact on motivation and job satisfaction (Wright and Davis, 2003; Abbas, 2005; Al-Qutaib, 2007; Jones *et al.*, 2008). Finally, tenure was another factor that can be a determinant of job satisfaction (Herzberg *et al.*, 1957; Hulin and Smith, 1965; Gibson and Klein, 1970; Oshagbemi, 2000). Consequently, it was suitable to select personal characteristics as one of the variables of the research framework.

Moreover, social-cultural contexts can influence managers' thinking and behavior. Harris and Moran (2004) argued that culture can affect the managerial process including decision making, solving problems and other managerial activities. Therefore, identifying the main characteristics of the social-cultural contexts can help in predicting and understanding managers' behavior and the kind of rewards that can enhance their motivation and affect their job satisfaction. In this context, many researchers argued that managers with different cultural backgrounds can express different needs and different expectations (Haire *et al.*, 1966; Badaway, 1980; Stephens, 1980; Al-Meer, 1996). For example, Brown and Humphreys (1995) conducted a study to measure the culture differences between public sector managers in Egypt and the UK, they found that culture shapes managers' behavior and expectations. As there were considerable differences between the UK and Egyptian managers, as Egyptian managers valued working conditions, security, co-operation, well-defined job, and the opportunity for high pay more highly than the UK managers. Moreover, Egyptian managers placed more importance on serving their countries than UK managers. This finding may be an indicator of the militaristic and nationalistic characters of Egyptian society. There were also differences in managers' preferences regarding the kind of superiors they prefer. UK managers preferred the consultant superiors, whereas Egyptian managers preferred the superior who takes the decision according to the majority preferences. These differences justified the need for the Egyptian social-cultural context as a component in the research framework.

Moreover, performance is one of the organizational consequences of job satisfaction (Landy, 1989; Weiss and Cropanzano, 1996). The satisfaction-performance relationship was confirmed by the work of (Herzberg, 1966; Lichtman, 1970; Greene, 1972; Greene, 1973; Sheridan and Slocum, 1975; Gruneberg, 1976; Jacobs and Solomon, 1977; Gould, 1979; Schriesheim, 1980; Norris and Niebuhr, 1984; Schofield, 1998). These findings justified adding performance as one of the research framework variables. However, it is important to illustrate that the current research examines only the existence or non-existence of relationships between the job satisfaction and performance but not the causality of this relationship. Taking these variables into consideration, a comprehensive theoretical framework of job satisfaction among senior and middle managers in the Egyptian textile industry was formulated in an attempt to explore and understand the research topic (see Figure 3.1).

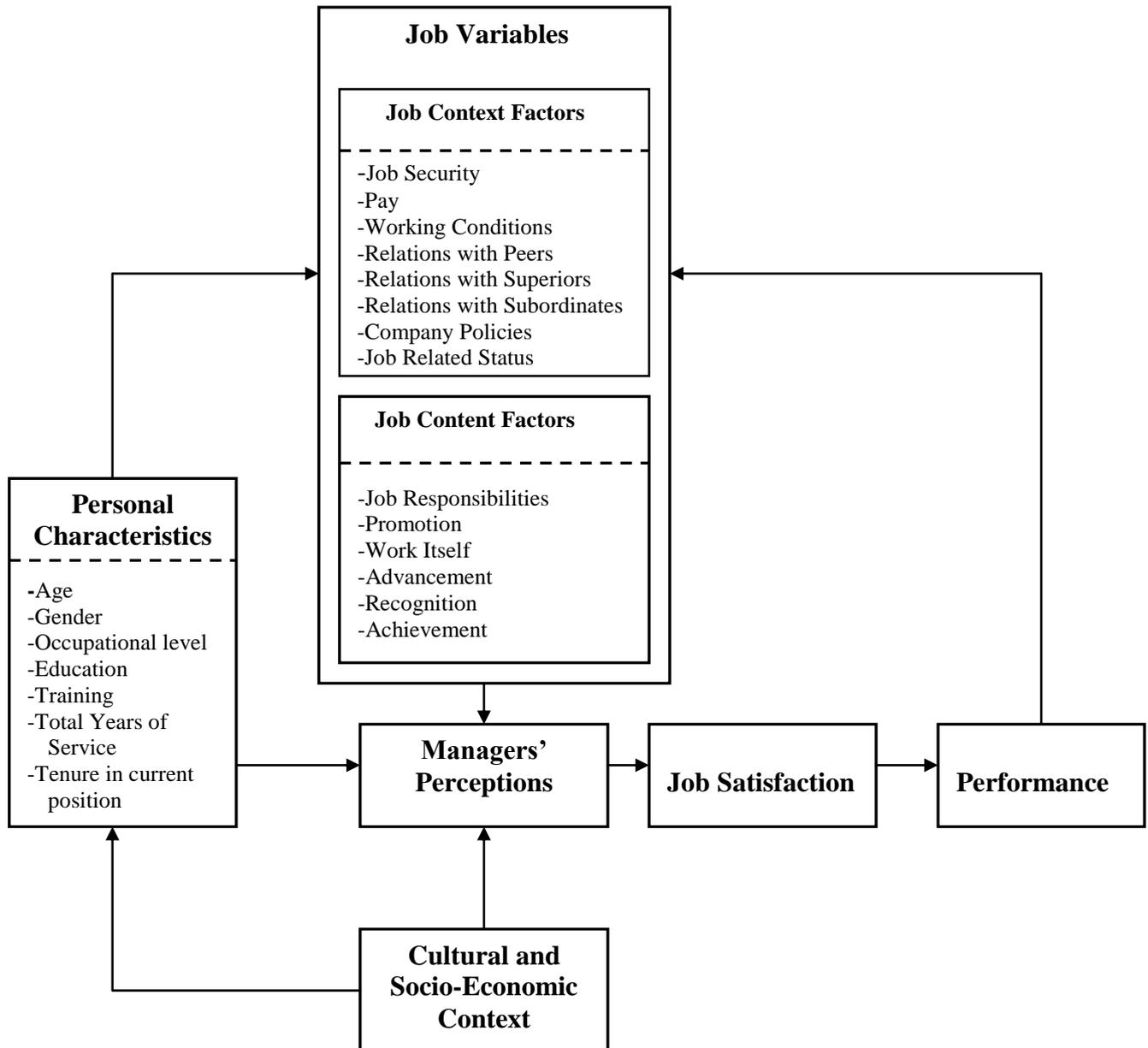


Figure 3.1: The Research Framework

Source: Self

As has already been mentioned, it was justified by the literature review to have a causal relation between job factors, personal characteristics, and culture context to job satisfaction. However, it was less probable to have a reflective relationship between job satisfaction and these three variables. Moreover, it was justified by the literature to have a relation between job satisfaction and job performance. The relationships between the research framework

variables will be measured by using both survey questionnaires and face-to-face interviews (see Chapters 5 and 6), and a refine of this framework according to the actual results will be presented in Chapter 7 (see Figure 7.1).

### **3.4 OPERATIONAL DEFINITIONS OF TERMS**

For the purpose of clarifying and gaining a better understanding of the research framework, there is a need to define the different terms included in this framework, as follows:

#### **Personal Characteristics**

It includes the special characteristics for each manager including age, gender, occupational level, education, training, total years of experience, and tenure in current position.

#### **Job Context Dimensions**

Context dimensions are mainly tangible (Morgan *et al.*, 1995), and are usually outside the control of the individual as they are provided by the organization (Cole, 1996). Job context dimensions include the following:

##### *Pay*

This factor includes different kinds of compensation that one can gain from his/her work. It includes salary, salary rises, bonuses and any other financial rewards.

*Job Security*

Job security refers to the stability or instability of one's job, and how much one is protected against the arbitrarily laying off.

*Interpersonal Relations*

Interpersonal relations is related to the manager's need to be a part of a social environment and to express the human needs for receiving love, respect, and be accepted by others. Overall, it refers to the quality of the social relations between the organization's members. This factor includes the relationships between the manager and his peers, superiors and subordinates.

*Company Policies*

This factor is related to the efficiency or the inefficiency of the work policies and procedures in the work setting. The company policies can be a source of satisfaction or frustration for the manager inside any organization. The clearness of these policies can enhance the manager's performance and decrease dissatisfaction, since it enable him to clearly know his rights and duties. On the other hand, the ambiguity of these policies will lead to poor performance and increase dissatisfaction.

*Working Conditions*

Working conditions are related to the surrounding work environment which people are working in. This factor includes airing, space, temperature, light, and other work facilities that can improve people's working environment. According to Herzberg *et al.* (1959), the sufficiency or insufficiency of these physical facilities can affect one's satisfaction.

*Status*

The status factor refers to any sign of a manager's stature. This may include title, personal office, personal car, personal residence, personal secretary, and all other special facilities.

**Job Content Dimensions**

Content dimensions are mainly intangible and non-material. Job content dimensions include the following:

*Achievement*

The achievement factor can be met through the success of completing a job, solving work problems, and achieving the set targets. Satisfying this need requires good feedback to enable the manager to measure his outputs and to get the feeling of achievement.

*Recognition*

Recognition by others is supposed to be the logical output of good performance. Superiors, peers and subordinates are a probably source of recognition inside the organization. There are many forms of recognition one can receive from these different sources which includes verbal acts like letters of appreciation, verbal praises, accepting suggestions, and increasing authority and responsibilities. On the other hand, it could be non-verbal acts like promotion and bonuses which Herzberg classifies as the second level of recognition (Herzberg *et al.*, 1959).

*Work Itself*

Work itself is related to the main characteristics of the job. It is related to how much innovation, challenge, variety, creativity and interest the job includes.

*Responsibility*

Responsibility is related to the assigned responsibilities and given authority. According to Huczynski and Buchanan (2001), responsibility is the commitment to perform the assigned tasks, and it is essential for any employee to have adequate authority to enable him to accomplish his responsibilities.

*Promotion*

Promotion is related to the possibility of climbing up the occupational level inside the organization. Promotion is usually accompanied by many moral and monetary advantages as it provides more authority, higher autonomy, higher income, high social status, and more involvement in decision making.

*Advancement*

Advancement is related to the possibility of promotion, improving one's work skills, and gaining more knowledge within one's field.

*Job Satisfaction*

Job satisfaction is the feeling that emerges as a result of fulfilment of an employee's needs (intrinsic needs, extrinsic needs) and its strength depends on the degree of meeting individual's expectations. This feeling controls and drives the employee's

behavior and work attitude, which may in return have an effect on the organizational functioning.

### *Cultural*

Culture is the “*collective programming of the mind which distinguishes one group or category of people from another*” (Steer *et al.*, 1996: 434).

## **3.5 CHAPTER SUMMARY**

Based on the literature presented in Chapter 2, the research questions were justified. Moreover, the research framework which aims to explain and understand the satisfaction and motivation process of senior and middle managers in the textile industry in Egypt was presented. The suggested framework includes three main variables. The first variable is ‘job characteristics’ (including job security, pay, working conditions, relations with peers, relations with superiors, relations with subordinates, company policies, status, responsibilities, promotion, work itself, advancement, recognition, and achievement). The second variable is ‘personal characteristics’ (including age, gender, occupational level, education, training, total years of service, and tenure in current position). The last variable is the Egyptian cultural and socio-economic context. The research variables were defined and their positions in the research framework were indicated. In the following chapters, the researcher will examine the relationships between different components of the research framework and will present an answer for each of the different research questions.