

CHAPTER 6

DATA ANALYSIS AND RESULTS

(QUANTITATIVE AND QUALITATIVE DATA)

6.1 INTRODUCTION

This chapter contains two main sections. The first section is concerned with presenting the results of the quantitative data. This section explores the main characteristics and provides detailed background information on the Egyptian textile managers based on the data collected by the questionnaire (section A of the questionnaire). It also presents the quantitative data related to managers' job satisfaction and the importance of different job factors, and the impact of their different personal characteristics. The main aims of this section are to identify the overall job satisfaction of senior and middle managers, to present job satisfaction with each job factor, to present the perceived importance of each motivational factor, and finally to present the relationship between managers' personal factors and their motivational needs and job satisfaction. The second section mainly focusses on the findings that have emerged from the qualitative data. This section discusses each of the job factors that affect the motivation and job satisfaction of middle and senior managers in the Egyptian textile industry. The importance of this section lies in the fact that the understanding of some of the results of the quantitative data was not fully attained until a thorough examination of the qualitative study was carried out, as the qualitative data can help in answering the 'how' and 'why' questions that the quantitative data was not able to find an answer for.

6.2 THE RESULTS OF THE QUANTITATIVE DATA

This section focuses on the findings that have emerged from the quantitative data. It presents the textile managers' backgrounds, the effects of their personal characteristics, and the relationship between managers' job satisfaction and their performance.

6.2.1 MANAGERS' BACKGROUND

As discussed previously in Chapter 2, the literature and empirical research support the idea that each person has his/her own characteristics that can shape his/her behavior. Demographic characteristics are associated with and influence remarkably job satisfaction and motivation in different ways. Therefore, the main aims of this part are to achieve the following objectives:

- (a) To introduce the Egyptian textile managers to the reader by pointing out their basic demographic characteristics.

- (b) To establish the grounds for the following part of this section and the grounds for Chapter 7 of the thesis. To this end, descriptive analysis is used according to managers' personal characteristics (gender, age, level, education, total years of experience, tenure in position, administrative training). The following is a discussion of each of these characteristics:

6.2.1.1 MANAGERS' GENDER

The descriptive analysis begins with the gender of the respondents. The distribution of males and females managers in Table 6.1 below revealed that male managers greatly outnumbered the female managers, as only 24.7% (61 managers) were female while 75.3% (186 managers) were male. Moreover, the percentage of female managers tends to go down as we move up the managerial ladder of rank, as 100% of the women managers in the sample occupy the position of middle manager, and none of them occupy the position of senior manager.

Table 6.1: Distribution of textile managers' gender by managerial level

Gender	Managerial Position	frequency	%
Male	Middle Managers	160	86*
	Senior Managers	26	14**
	Total	186	75.3***
Female	Middle Managers	61	100*
	Senior Managers	0	0**
	Total	61	24.7***
Total	247		100.0

Source: Data analysis

* Middle managers within the gender group of total managers within the gender group.

** Senior managers within the gender group of total managers within the gender group.

*** Total managers within the gender group of total managers.

6.2.1.2 MANAGERS' AGE

The rules in the textile companies allow individuals to reach the position of middle manager before they reach the age of 40. Since the employee with a university degree needs eight years to move from the third grade to the second grade, then another eight years to move to the first grade (middle manager position), then if the employee was hired at the age of 23 years (graduates in Egypt begin their career almost immediately after the completion of their university study and compulsory military service at the age

of 23), the employee can reach a middle management position at the age of 39 years. However, the researcher found that all respondents were above their 40s and there wasn't even one manager in the three studied companies who was under 40 years old (see Table 6.2).

Table 6.2 below shows that, whereas more than half of the respondents were in their late 50s (54.3%), as they fell within the age group of more than 55 years old, a large proportion fell between 51 and 55 years (23.5%), 13% fell between 46-50, only 9.3% ranged from 40 to 45 years, while none were under 40 (0%).

Table 6.2: Distribution of textile managers' age by gender (Male=186, Female=61)

Age Group		Frequency	%	
Less than 40	Gender	Male	0	0*
		Female	0	0**
	Total		0	0***
40-45	Gender	Male	19	10.2*
		Female	4	6.6**
	Total		23	9.3***
46-50	Gender	Male	24	13*
		Female	8	13.1**
	Total		32	13***
51-55	Gender	Male	42	22.5*
		Female	16	26.2**
	Total		58	23.5***
More than 55	Gender	Male	101	54.3*
		Female	33	54**
	Total		134	54.3***
Total		247	100.0	

Source: Data analysis

* Male managers within the age group of total male managers.

** Female managers within the age group of total female managers.

*** Total managers within the age group of total managers.

A closer look at the previous table (see Table 6.2) shows that the distribution of male and female managers between the different age groups is almost the same, as there are not many differences between male and female managers regarding their distribution between the different age groups.

Moreover, Table 6.3 below revealed that a remarkably high percentage (96.2%) of senior managers were over 55 years old while none of them were under the age of 51 years old. At the same time, almost half of the middle managers (49.3%) were over 56 years old and none of them were under 40 years old.

Table 6.3: Distribution of textile managers' age by job level (Middle=221, Senior=26)

Age Group			Frequency	%
Less than 40	Managerial Level	Middle	0	0*
		Senior	0	0**
	Total		0	0***
40-45	Managerial Level	Middle	23	10.4*
		Senior	0	0**
	Total		23	9.3***
46-50	Managerial Level	Middle	32	14.5*
		Senior	0	0**
	Total		32	13***
51-55	Managerial Level	Middle	57	25.8*
		Senior	1	3.8**
	Total		58	23.5***
More than 55	Managerial Level	Middle	109	49.3*
		Senior	25	96.2**
	Total		134	54.3***
Total			247	100.0

Source: Data analysis

* Middle managers within the age group of total middle managers.

** Senior managers within the age group of total senior managers.

*** Total managers within the age group of total managers.

6.2.1.3 MANAGERS' OCCUPATIONAL LEVEL

Regarding managerial levels, Table 6.4 shows that, of the 247 respondents who answered this question, 221 (89.5%) of the sample occupied the middle manager position, and only 26 (10.5%) occupied the senior manager position and formed the apex of the employee pyramid. This percentage reflects the traditional organizational hierarchy of the textile industry.

Table 6.4: Distribution of textile managers by level

Managerial Level	Frequency	%
Middle Managers	221	89.5
Senior Managers	26	10.5
Total	247	100.0

Source: Data analysis

As previously mentioned, the percentage of the female managers in the sample is 24.9% with a total of 61 managers, all of whom occupy the middle manager position.

6.2.1.4 MANAGERS' EDUCATION

The following table shows the high educational level of the Egyptian textile managers. A total of 85.8% (n=212) hold a university degree, while a few have a Master's or PhD degree forming 7.6% of the total sample. However, 6.5% (n=16) did not acquire academic qualifications beyond their basic technical diploma.

Table 6.5: Distribution of textile managers' education by gender (Male=186, Female=61)

Education Level		Frequency	%	
Lower Diploma	Gender	Male	14	7.5 *
		Female	2	3.3 **
	Total		16	6.5***
Bachelor's Degree	Gender	Male	157	84.4 *
		Female	55	90**
	Total		212	85.8***
Higher Degree	Gender	Male	15	8.1 *
		Female	4	6.6**
	Total		19	7.6***
Total			247	100.0

Source: Data analysis

* Male managers within the education group of total male managers.

** Female managers within the education group of total female managers.

*** Total managers within the education group of total managers.

Moreover, with regard to the female managers, it is noticeable that their educational level was slight higher than that of male managers, as 96.6% of the female managers are holding a university degree (90% with Bachelor, and 6.6% with Higher degree), compared with 92.5% of male managers (84.4 % with Bachelor, and 8.1 % with Higher degree).

6.2.1.5 MANAGERS' EXPERIENCE

As seen in Table 6.6 below, managers' total years of experience varied from less than 15 years to 26 years and over. Whereas 157 managers (representing about 63.6% of the respondents) had a total experience of over 25 years, 54 managers had experience ranging between 20 to 25 years, representing 21.9% of all managers. Another 34 managers, with experience ranging between 15 to 20 years, represent 13.8% of the total

sample. It was surprising that there were only two managers with experience of less than 15 years, representing 0.8% of the total sample.

Table 6.6: Distribution of textile managers' experience by gender (Male=186, Female=61)

Years of Experience			Frequency	%
Less than 15 Yrs	Gender	Male	2	1.1*
		Female	0	0 **
	Total		2	.8***
15-20 Yrs	Gender	Male	21	11.3*
		Female	13	21.3 **
	Total		34	13.8***
More than 20-25 Yrs	Gender	Male	49	26.3*
		Female	5	8.2**
	Total		54	21.9***
More Than 25	Gender	Male	114	61.3*
		Female	43	70.5**
	Total		157	63.6***
Total		247	100.0	

Source: Data analysis

* Male managers within the experience group of total male managers.

** Female managers within the experience group of total female managers.

*** Total managers within the experience group of total managers.

Furthermore, according to the results of Table 6.6, there appears to be a relationship between the managers' gender and their total years of work experience. With regard to the female managers, it is noticeable that their experience period was higher than that of male managers, as 70.5% of the female managers (all of them are middle managers) had more than 25 years of work experience compared with 61.3% of their male counterparts.

6.2.1.6 MANAGERS' TENURE

Concerning the managers' tenure (experience in the current position), Table 6.7 below reveals that more than half of the respondents in this survey (55.5%) have more than five years experience in their current positions. Also, 22.3% of the managers had more than three to five years of work tenure. On the other hand, 16.2% of the managers had between one to three years of tenure, and the percentage decreased until it reached 6.1% for those who had experience of less than one year in their current position. On the whole, the long tenure of managers in their current positions is noted in the following table.

Table 6.7: Distribution of textile managers' tenure by gender (Male=186, Female=61)

Managers' tenure			Frequency	%
Less Than 1 Yr	Gender	Male	11	5.9*
		Female	4	6.6**
	Total		15	6.1***
1-3 Yrs	Gender	Male	34	18.3*
		Female	6	9.8 **
	Total		40	16.2***
More Than 3 -5	Gender	Male	47	25.2*
		Female	8	13**
	Total		55	22.3***
More Than 5	Gender	Male	94	50.5*
		Female	43	70.5**
	Total		137	55.5***
Total		247	100.0	

Source: Data analysis

* Male managers within the tenure group of total male managers.

** Female managers within the tenure group of total female managers.

*** Total managers within the tenure group of total managers.

Moreover, Table 6.7 shows that a majority of the female managers (70.5%) have more than five years of tenure compared with 50.5% of their male counterparts.

6.2.1.7 MANAGERS' ADMINISTRATIVE TRAINING

Managers' training is concerned with the number of administrative training courses obtained by managers. It was interesting to find that, given the importance of the administrative training in enhancing managers' efficiency and leadership skills, the highest percentage of respondents (38.1%) had no administrative training at all, which may reflect the weakness of the training policy in textile companies. However, 22.7% of the sample had taken part in one to two training programs, followed by 32.8% of managers who had taken part in three to four training programs, and just sixteen managers had five or more administrative training programmes representing 6.5% of the total sample. Moreover, Table 6.8 below indicates that, senior managers had more administrative training than middle managers. As 57.7% of senior managers have three to four training programmes compared with 29.9% of middle managers.

Table 6.8: Distribution of textile managers' training by managerial level (Middle=221, Senior=26)

Number of Training Courses			Frequency	%
Not at All	Managerial Level	Middle	90	40.7*
		Senior	4	15.4**
	Total		94	38.1***
1 to 2	Managerial Level	Middle	51	23.1*
		Senior	5	19.2**
	Total		56	22.7***
3 to 4	Managerial Level	Middle	66	29.9*
		Senior	15	57.7**
	Total		81	32.8***
5 and more	Managerial Level	Middle	14	6.3*
		Senior	2	7.7**
	Total		16	6.5***
Total			247	100.0

Source: Data analysis

* Middle managers within the training group of total middle managers.

** Senior managers within the training group of total senior managers.

*** Total managers within the training group of total managers.

6.2.2 MANAGERS' GENERAL LEVEL OF JOB SATISFACTION

In this part the research is going to present the results of the quantitative data regarding managers' job satisfaction with each of the job factors, and the similarities and differences in job satisfaction between the two managerial levels.

6.2.2.1 ONE-SAMPLE T-TEST OF STATISTICAL SIGNIFICANCE OF THE SATISFACTION WITH DIFFERENT JOB FACTORS

First, a one-sample t-test was conducted to determine whether the observed means of the satisfaction with different factors are significantly different from the midpoint (3.0).

The results are given in Table 6.9 below.

Table 6.9: One-Sample t-test of statistical significance of need satisfaction means

Job Factors	Test Value = 3				
	t	Sig. (2-tailed)	Mean Difference	95% Confidence	
				Lower	Upper
Job security	28.64	.000	1.25	1.17	1.34
Pay	-26.04	.000	-1.18	-1.26	-1.09
Working conditions	22.53	.000	.97	.89	1.06
Relations with peers	16.87	.000	.78	.69	.88
Relations with superiors	11.40	.000	.61	.50	.71
Relations with subordinates	14.65	.000	.74	.64	.84
Company policies	-9.65	.000	-.57	-.68	-.45
Status	11.51	.000	.08	-.02	.20
Responsibilities	5.02	.000	.25	.15	.36
Promotion	-7.47	.000	-.51	-.64	-.37
Work itself	-11.92	.050	-.09	-.16	.00
Advancement	-4.46	.000	-.29	-.42	-.16
Recognition	12.06	.000	.005	-.11	.12
Achievement	10.91	.000	.53	.43	.62

Source: Data analysis

In Table 6.9 above, the results are found to be very significantly different from the midpoint 3.0 ($p < 0.05$). This confirms that the means can be relied on to explain and clarify the managers' level of job satisfaction, as the difference from the mid-point was not affected by the irregular answers of some respondents.

6.2.2.2 GENERAL LEVEL OF JOB SATISFACTION

In this part, the researcher will present managers' job satisfaction with all job factors. Table 6.10 below indicates the mean scores and the order of satisfaction of the selected fourteen job factors. These factors comprise both job context factors, including 'job security', 'pay', 'working conditions', 'relations with peers', 'relations with superiors', 'relations with subordinates', 'company policies', and 'job related status'. They also comprise job content factors including 'responsibilities', 'promotion', 'work itself', 'advancement', 'recognition', and 'achievement'. The researcher has listed all the factors with their mean values, and they had been numbered in descending order according to their means. Additionally, senior and middle managers were assessed separately on all factors in order to explore the similarities and differences in their satisfaction with different job factors (see Table 6.10).

Table 6.10: General level of job satisfaction among respondents

Factors	All managers		Senior managers		Middle managers	
	Means	Order	Means	Order	Means	Order
Job security	4.25	1	4.57	1	4.22	1
Pay	1.81	14	2.19	14	1.77	14
Working conditions	3.97	2	4.30	2	3.94	2
Relations with peers	3.78	3	3.96	6	3.76	3
Relations with superiors	3.61	5	3.76	8	3.59	5
Relations with subordinates	3.74	4	3.80	7	3.73	4
Company policies	2.42	13	2.53	13	2.41	13
Job related status	3.08	8	3.73	9	3.01	8
Responsibilities	3.25	7	4.23	4	3.14	7
Promotion	2.48	12	2.69	12	2.46	12
Work itself	2.91	10	3.36	10	2.86	10
Advancement	2.70	11	2.96	11	2.67	11
Recognition	3.00	9	4.13	5	2.87	9
Achievement	3.53	6	4.26	3	3.44	6

Source: Data analysis

By examining the mean scores and the order of satisfaction of both levels of managers, it is clear that the senior managers perceive that their job provides them with more satisfaction on all job factors than for the middle managers.

Table 6.10 shows that, for middle managers, the mean scores of satisfaction with different factors ranged from 1.7 to 4.2. Six factors were rated under the midpoint of the satisfaction rating scale; these factors are 'pay', 'company policies', 'promotion', 'work itself', 'advancement', and 'recognition'. The factors which got the highest mean score for middle managers were 'job security' (Mean=4.2) and 'working conditions' (Mean=3.9), while the factors with the lowest mean score were 'pay' (Mean=1.7), 'company policies' (Mean=2.4), and 'promotion' (Mean=2.46).

On the other hand, the mean scores of satisfaction for senior managers ranged from 2.19 to 4.57. They rated all aspects except 'pay', 'company policies', 'promotion', and 'advancement' above the midpoint of the rating scale. The factors which got the highest mean scores for senior managers were 'job security' (Mean=4.5), 'working conditions' (Mean=4.3), and 'achievement' (Mean=4.26). While the factors with the lowest mean item score were 'pay' (Mean=2.19) and 'company policies' (Mean=2.5). For more clarification regarding this point, an arrangement of the factors according to the degree of satisfaction is as follows:

Table 6.11: Order of different work factors according to the degree of satisfaction among respondents

All managers	Senior managers	Middle managers
1-Job Security	1-Job Security	1-Job Security
2- Working Conditions	2- Working Conditions	2- Working Conditions
3- Relations with Peers	3-Achievement	3- Relations with Peers
4- Relations with Subordinates	4- Job Responsibilities	4- Relations with subordinates
5- Relations with Superiors	5- Recognition	5- Relations with Superiors
6- Achievement	6- Relations with Peers	6- Achievement
7- Job Responsibilities	7-Relationswith Subordinates	7- Job Responsibilities
8- Job Related Status	8- Relations with Superiors	8- Job Related Status
9- Recognition	9- Job Related Status	9- Recognition
10- Work itself	10- Work itself	10- Work itself
11- Advancement	11- Advancement	11- Advancement
12- Promotion	12- Promotion	12- Promotion
13- Company Policies	13- Company Policies	13- Company Policies
14- Pay	14- Pay	14- Pay

Source: Data analysis

The results in Table 6.11 indicated that the two levels of managers have unanimously attached the highest satisfaction to ‘job security’ and ‘working conditions’, which reveals the unanimity of opinion of both levels on these aspects. Moreover, the aspects of ‘pay’, ‘company policies’, ‘promotion’, and ‘advancement’ have unanimously received the lowest ratings as a sources of satisfaction for both managerial levels. Additionally, ‘work itself’ takes tenth place for both manager groups.

However, there were some differences amongst managers’ viewpoints regarding the order of some aspects relating to job satisfaction. For instance, ‘achievement’, which ranked third from the senior managers’ viewpoint, comes in sixth place for middle managers. Moreover, middle managers showed more satisfaction with ‘human relations’ aspects such as ‘relations with peers’, ‘relations with subordinates’, and ‘relations with

superiors' as they come in third, fourth, and fifth positions sequentially. However, these factors are placed sixth, seventh, and eighth for senior managers after 'job responsibilities' and 'recognition'.

6.2.3 THE IMPORTANCE OF DIFFERENT JOB FACTORS

In this part, the researcher will present the third phase of the quantitative data analysis regarding the perceived importance of each of the job factors, and the similarities and differences in the importance of different job factors between the two managerial levels.

6.2.3.1 ONE-SAMPLE T-TEST OF STATISTICAL SIGNIFICANCE OF THE IMPORTANCE OF DIFFERENT JOB FACTORS

First of all, a one-sample t-test was conducted to determine whether these observed mean scores of the importance of the factors are significantly different from the importance midpoint (3.0).

Table 6.12: One-Sample t-test of statistical significance of the need importance means

Job Factors	Test Value = 3				
	t	Sig. (2-tailed)	Mean Difference	95% Confidence	
				Lower	Upper
Job security	3.86	.000	.165	.08	.25
Pay	34.90	.000	1.52	1.43	1.61
Working conditions	18.80	.000	1.05	.94	1.16
Relations with peers	27.35	.000	1.15	1.07	1.24
Relations with superiors	32.62	.000	1.45	1.36	1.54
Relations with subordinates	29.53	.000	1.37	1.28	1.46
Company policies	34.13	.000	1.42	1.34	1.51
Status	23.88	.000	1.27	1.17	1.38
Responsibilities	44.58	.000	1.57	1.50	1.64
Promotion	41.21	.000	1.55	1.48	1.63
Work itself	42.90	.000	1.40	1.34	1.47
Advancement	37.63	.000	1.49	1.41	1.57
Recognition	76.33	.000	1.78	1.73	1.82
Achievement	80.58	.000	1.86	1.82	1.91

Source: Data analysis

In Table 6.12 above, the results are found to be very significantly different from the need importance midpoint 3.0 ($p < 0.05$). This confirms that the difference from the midpoint was not affected by the irregular answers of some respondents and these means can be depended on to explain and clarify the managers' needs.

6.2.3.2 THE IMPORTANCE OF DIFFERENT JOB FACTORS AMONG RESPONDENTS

Table 6.13 below shows that for all managers, all the 14 job factors had mean scores higher than the midpoint (3.0) except for 'job security' for senior managers, which means that all the factors had a certain degree of importance. Consequently, all the job factors (content factors and context factors) had an effect on the textile managers' motivation. Moreover, job content factors occupy the first place of importance. As can be seen from Table 6.13, 'achievement' is the most important among all factors followed by 'recognition', 'job responsibilities', 'promotion', while 'pay' comes fifth.

Table 6.13: Order of work factors according to the degree of importance among respondents

Factors	All managers		Senior managers		Middle managers	
	Means	order	Means	Order	Means	Order
Job security	3.16	14	2.96	14	3.19	14
Pay	4.52	5	4.52	6	4.54	5
Working conditions	4.05	13	4.34	7	4.01	13
Relations with peers	4.15	12	4.07	13	4.16	12
Relations with superiors	4.45	7	4.30	8	4.47	7
Relations with	4.37	10	4.23	12	4.39	10
Company policies	4.42	8	4.30	9	4.44	8
Job related status	4.27	11	4.30	11	4.27	11
Job responsibilities	4.57	3	4.61	3	4.57	4
Promotion	4.55	4	4.57	4	4.65	3
Work itself	4.40	9	4.47	5	4.39	9
Advancement	4.49	6	4.30	10	4.51	6
Recognition	4.78	2	4.73	2	4.78	2
Achievement	4.86	1	4.96	1	4.85	1

Source: Data analysis

For more clarification regarding this point, an arrangement of the factors according to the degree of importance is presented in the following table:

Table 6.14: Order of different work factors according to the degree of importance among respondents

All Managers	Senior Managers	Middle managers
1- Achievement	1- Achievement	1- Achievement
2- Recognition	2- Recognition	2- Recognition
3- Job responsibilities	3- Job responsibilities	3- Promotion
4- Promotion	4- Promotion	4- Job responsibilities
5- Pay	5- Work itself	5- Pay
6- Advancement	6- Pay	6- Advancement
7- Relations with superiors	7- Working conditions	7- Relations with superiors
8- Company policies	8- Relations with superiors	8- Company policies
9- Work itself	9- Company policies	9- Work itself
10- Relations with subordinates	10- Advancement	10- Relations with subordinates
11- Job related status	11- Job related status	11- Job related status
12- Relations with peers	12- Relations with subordinates	12- Relations with peers
13- Working conditions	13- Relations with peers	13- Working conditions
14- Job security	14- Job security	14- Job security

Source: Data analysis

From the previous two tables, it can be observed that some job factors have followed the same order of importance for both senior and middle managers groups. For instance, ‘achievement’ is the highest between all job factors for both managers, followed by ‘recognition’ in the second place, ‘job responsibilities’ comes as the third for senior managers and fourth in rank for middle managers, and vice versa for ‘promotion’. On the other hand, ‘pay’ was the most important among the context factors and both manager groups considered ‘job security’ as the less important factor when compared with other job factors.

6.2.4 RELATIONSHIPS OF JOB SATISFACTION, WORK MOTIVATION WITH MANAGERS' PERSONAL CHARACTERISTICS

The main aim of the next part of this section is to assess the impact of the main demographic factors on textile managers' motivation and job satisfaction. It aims to identify those factors which have an apparent influence on shaping managers' motivation and job satisfaction. This, in turn, helps in understanding the motivation and job satisfaction process in the Egyptian textile working context. ANOVA or Independent t-tests were the applied techniques of significance testing, as they were employed to determine whether there are differences in the satisfaction and importance of different job factors based on managers' demographic factors. The following figure shows the selection process of the suitable test for differences between averages or frequencies.

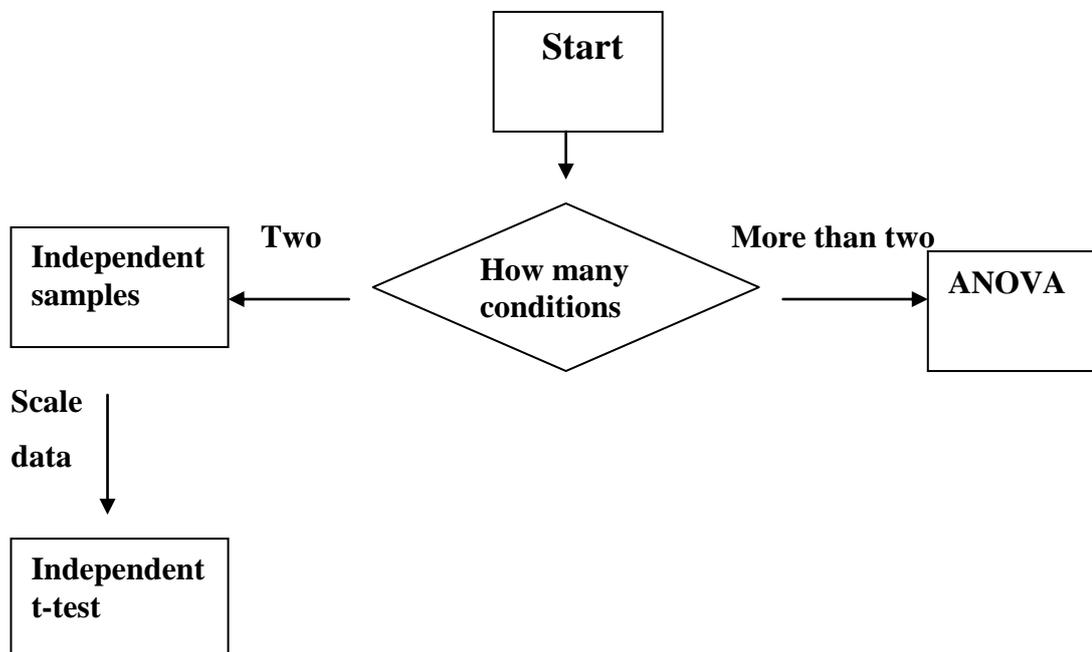


Figure 6.1: The selection process of the suitable test for differences

Source: Kinnear and Gray (2008: 109)

At first, it seems logical to group the 14 job factors into two categories to facilitate the presentation of the results related to the satisfaction level and the importance of different demographic factors. The two categories are job context factors (comprising job security, pay, working conditions, relations with peers, relations with superiors, relations with subordinates, company policies, and job related status), and job content factors (comprising responsibility, promotion, work itself, advancement, recognition, and achievement).

6.2.4.1 RELATIONSHIPS WITH GENDER

6.2.4.1.1 Gender, Job Satisfaction and Importance of Context Factors

An independent t-test was conducted to identify any statistically significant differences between managers' gender, their job satisfaction and importance of eight work context factors. The results in Table 6.15 below indicates that gender has no statistical significant impact on textile managers' satisfaction towards work context factors at the predetermined level of significance 0.05 or less, except for 'relation with peers' (Sig=0.001), as female managers were significantly more satisfied with their 'relation with peers' than their male counterparts.

Table 6.15: Independent t-test comparing gender, job satisfaction and importance of context factors

Context Factors	Gender	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Job Security	Male	4.29	.69	1.6	.19	3.13	.65	1.54	.216
	Female	4.16	.68			3.25	.72		
Pay	Male	1.70	.70	1.9	.16	4.53	.67	.183	.669
	Female	1.85	.72			4.49	.70		
Working Conditions	Male	3.99	.66	.3	.55	4.00	.87	2.65	.104
	Female	3.93	.74			4.20	.88		
Relations with Peers	Male	3.69	.72	12.1	.00**	4.16	.68	.03	.862
	Female	4.06	.69			4.14	.62		
Relations with Superiors	Male	3.58	.81	.50	.47	4.48	.70	.83	.363
	Female	3.67	.93			4.38	.70		
Relations with Subordinates	Male	3.68	.79	4.7	.03	4.39	.73	.44	.504
	Female	3.93	.78			4.32	.71		
Company Policies	Male	2.37	.88	2.7	.10	4.47	.68	2.9	.090
	Female	2.59	1.03			4.30	.56		
Job Related Status	Male	3.09	.85	.007	.93	4.22	.84	3.0	.082
	Female	3.08	1.10			3.13	.65		

Source: Data analysis

**0.01 level of significance.

Moreover, according to the results shown in Table 6.15 above, gender has no statistical significance on the importance of different context factors at the predetermined level of significance 0.05 or less, as the mean scores of importance of work context factors were approximately the same for both sexes.

6.2.4.1.2 Gender, Job Satisfaction and Importance of Content Factors

Differences in managers' satisfaction according to their gender were examined by using the independent t-test. The results presented in Table 6.16 below indicated that gender has statistical significant impact on textile managers' satisfaction towards four work content factors at the predetermined level of significance 0.05 or less. Significant differences were found in managers' satisfaction with 'responsibility', 'promotion', 'recognition', and 'achievement'.

Table 6.16: Independent t-test comparing gender, job satisfaction and importance of content factors

Content Factors	Gender	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Responsibilities	Male	3.42	.74	36.20	.00**	4.58	.55	.249	.61
	Female	2.75	.78			4.54	.56		
Promotion	Male	2.60	1.00	9.31	.00**	4.54	.58	.687	.40
	Female	2.12	1.23			4.61	.61		
Work itself	Male	2.94	.61	1.04	.308	4.39	.51	.352	.55
	Female	2.84	.81			4.43	.51		
Advancement	Male	2.76	.93	2.02	.156	4.49	.63	.008	.93
	Female	2.54	1.25			4.50	.59		
Recognition	Male	3.15	.87	20.26	.00**	4.77	.37	.137	.71
	Female	2.54	1.09			4.79	.34		
Achievement	Male	3.58	.69	4.43	.03*	4.84	.39	3.0	.08
	Female	3.35	.92			4.93	.24		

Source: Data analysis

**0.01 level of significance.

* 0.05 level of significance.

Female managers reported significantly lower levels of satisfaction in ‘responsibility’ (Mean=2.75) than male managers (Mean=3.42), in ‘promotion’ (Mean=2.12) than male managers (Mean=2.60), in ‘recognition’ (Mean=2.54) than male managers (Mean=3.15), and finally in ‘achievement’ (Mean=3.35) than male managers (Mean=3.58). Although, there were no significant differences in satisfaction with ‘work itself’ and ‘advancement’, female managers showed less satisfaction than male managers in these two factors. In other words, it can be said that female managers were less satisfied than male managers in all job content factors.

6.2.4.1.3 Relationship between Gender and Managers’ Overall Job Satisfaction

In order to identify the relationship between managers’ gender and overall job satisfaction, the researcher tested the relationship between managers’ gender and satisfaction with job context factors, satisfaction with job content factors, and the overall job satisfaction. The results are presented in Table 6.17 below.

Table 6.17: Independent t-test comparing gender and managers' overall job satisfaction

Overall satisfaction	Gender	Mean	SD	F	Sig.
Job context factors	Male	3.15	.32	1.21	.332
	Female	3.20	.38		
Job content factors	Male	3.04	.49	4.98	.000**
	Female	2.73	.64		
Overall satisfaction	Male	3.10	.35	6.22	.013*
	Female	2.95	.46		

Source: Data analysis

**0.01 level of significance.

*0.05 level of significance.

According to the results shown in the above table, gender has a significant impact on managers' satisfaction with job content factors and overall job satisfaction. As male managers were significantly higher than female managers in both content and overall job satisfaction. However, there were no significant differences regarding satisfaction with job context factors at the predetermined level of significance 0.05 or less.

6.2.4.2 RELATIONSHIPS WITH AGE

6.2.4.2.1 Age, Job Satisfaction and Importance of Context Factors

A one-way ANOVA survey has been conducted in order to explore the relation between managers' age, job satisfaction and importance of different work context factors. The results in Table 6.18 below have been obtained.

Table 6.18: ANOVA Test comparing age, job satisfaction and importance of context factors

Context Factors	Age	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Job Security	40-45	4.21	.59	.823	.482	2.91	.59	2.55	.056
	46-50	4.40	.61			3.40	.55		
	51-55	4.17	.70			3.18	.71		
	More than 55	4.26	.71			3.14	.68		
Pay	40-45	1.47	.76	2.054	.107	4.60	.45	.48	.69
	46-50	1.79	.89			4.43	.66		
	51-55	1.86	.68			4.58	.72		
	More than 55	1.88	.65			4.50	.71		
Working Conditions	40-45	3.95	.56	.401	.753	4.26	.75	.72	.53
	46-50	3.93	.80			4.15	.98		
	51-55	3.91	.70			4.01	.82		
	More than 55	4.02	.66			4.00	.89		
Relations with Peers	40-45	3.60	.58	.856	.465	4.30	.63	1.64	.18
	46-50	3.71	.63			4.28	.52		
	51-55	3.87	.83			4.22	.65		
	More than 55	3.79	.73			4.07	.70		
Relations with Superiors	40-45	3.82	.88	1.017	.386	4.53	.51	.75	.51
	46-50	3.43	.71			4.31	.64		
	51-55	3.65	.80			4.52	.75		
	More than 55	3.59	.87			4.44	.72		
Relations with Subordinates	40-45	3.73	1.05	1.520	.210	4.52	.51	.35	.78
	46-50	3.46	.87			4.37	.70		
	51-55	3.81	.82			4.37	.76		
	More than 55	3.78	.70			4.35	.75		
Company Policies	40-45	2.34	.83	1.801	.148	4.52	.51	.59	.62
	46-50	2.09	1.02			4.50	.56		
	51-55	2.51	.95			4.34	.71		
	More than 55	2.48	.89			4.43	.67		
Job Related Status	40-45	3.13	.81	1.625	.184	4.26	.86	1.17	.32
	46-50	2.87	.90			4.53	.67		
	51-55	2.94	1.05			4.25	.82		
	More than 55	3.19	.87			4.22	.87		

Source: Data analysis

As seen in the Table 6.18 above, age has no statistical significant impact on textile managers' satisfaction towards different work context factors at the predetermined level of significance 0.05 or less. However, whereas the age group of 40-45 was more satisfied with 'relations with superiors' than other groups, the age group of 46-50 was more satisfied with 'job security' than other groups, the age group of 51-55 was more satisfied with both 'relations with peers' and 'company policies' than other groups, and managers in the age group of 55 and over was more satisfied with 'pay', 'working conditions', and 'job related status' than other age groups.

Moreover, Table 6.18 revealed that managers' age did not have any significant impact on the importance of different context factors.

6.2.4.2.2 Age, Job Satisfaction and Importance of Content Factors

Table 6.19 explores the relation between managers' age, job satisfaction and the importance of different job content factors. As can be seen in the following table, age has statistical significant impact on satisfaction with two of content factors at the predetermined level of significance 0.05 or less. These factors are 'job responsibilities' with level of significance (0.017) and 'achievement' with level of significance (0.048).

Table 6.19: ANOVA Test comparing age, job satisfaction and importance of content factors

Content Factors	Age	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Responsibilities	40-45	3.00	.67	3.46	.017*	4.65	.48	.34	.79
	46-50	2.93	.66			4.50	.50		
	51-55	3.27	.69			4.58	.59		
	More than 55	3.37	.88			4.58	.56		
Promotion	40-45	2.52	1.12	.68	.56	4.86	.34	2.62	.051
	46-50	2.71	.92			4.50	.56		
	51-55	2.50	1.08			4.58	.64		
	More than 55	2.41	1.11			4.50	.59		
Work itself	40-45	2.89	.52	1.74	.15	4.45	.55	.21	.88
	46-50	2.67	.72			4.42	.52		
	51-55	2.96	.63			4.42	.53		
	More than 55	2.96	.69			4.38	.50		
Advancement	40-45	2.52	1.12	.41	.74	4.69	.47	1.39	.24
	46-50	2.65	.86			4.59	.61		
	51-55	2.79	.98			4.43	.65		
	More than 55	2.71	1.06			4.46	.63		
Recognition	40-45	3.02	.76	.61	.60	4.80	.36	.53	.66
	46-50	2.89	.90			4.73	.40		
	51-55	2.89	.92			4.82	.31		
	More than 55	3.07	1.0			4.77	.38		
Achievement	40-45	3.05	.71	2.66	.048*	4.91	.28	1.31	.27
	46-50	3.18	.85			4.75	.50		
	51-55	3.53	.68			4.87	.32		
	More than 55	3.58	.76			4.88	.34		

Source: Data analysis

* 0.05 level of significance.

In order to determine which pairs of means are significantly different, it was necessary to do a follow-up analysis. Bonferroni's Multiple Comparison procedure was run to see if there were indeed significant differences in satisfaction means of 'responsibility' between these groups, or if these differences were due to random sample variations. This procedure involves computing an '*F*' value for each combination of two means. The Bonferroni procedure for the 'responsibility' factor, as shown in Table 1 (see Appendix G), indicated a significant difference in satisfaction means between these groups lay between the second (46-50) and fourth (more than 55) age groupings, and managers who are more than 55 years old are significantly more satisfied with their 'work responsibilities' than the managers in the age group of 46-50 years.

Another Bonferroni procedure was run to see if there were indeed significant differences in satisfaction means between age groups regarding the 'achievement' factor. The results in Table 2 (see Appendix G) indicated significant differences in satisfaction means between the second (46-50) and fourth (more than 55) age groupings, but not between the other age groupings, and managers who are more than 55 years old are significantly more satisfied with their work achievement than the managers in the age group of 46-50 years.

Moreover, Table 6.19 indicates that there was no significant difference between different age groups regarding the importance of different content factors. However, the ANOVA analysis above shows that age has a nearly statistical significant impact promotion importance at the predetermined level of significance 0.051 or less, as there is a 94.9% confidence. This figure was 0.01% short of being significant, and in results like these a Bonferroni test was run. As can be seen in Table 3 (see Appendix G), there

was a significant difference in the mean of promotion importance between young managers (40-45) and old managers (more than 55 years), as young managers considered promotion more important than those over 55 years of age.

Additionally, although there were no other significant differences between managers in their concern for 'job responsibilities', 'work itself', 'advancement', 'recognition', and 'achievement', by taking a closer look at the mean scores of the needs importance it can be noticed that young managers (40-45) exhibited higher importance than all other groups in all job content factors except for 'recognition'.

6.2.4.2.3 Relationship between Age and Managers' Overall Job Satisfaction

The relationships between managers' age and various dimensions of job satisfaction were examined by ANOVA. According to the results shown in Table 6.20 below, age did not lead to any kind of significant differences on managers' satisfaction with job context factors, satisfaction with job content factors, or overall job satisfaction at the predetermined level of significance 0.05 or less. However, the mean scores indicated that older managers have higher context, content, and overall job satisfaction than were other managers.

Table 6.20: ANOVA Test comparing age and managers' overall job satisfaction

Overall Job Satisfaction	Age	Mean	SD	F	Sig.
context Job satisfaction	40-45	3.08	.30	2.20	.08
	46-50	3.05	.27		
	51-55	3.18	.35		
	More Than 55	3.20	.34		
content Job satisfaction	40-45	2.93	.40	1.19	.31
	46-50	2.81	.58		
	51-55	2.97	.50		
	More Than 55	3.01	.58		
Overall satisfaction	40-45	3.00	.11	1.97	.11
	46-50	2.92	.34		
	51-55	3.07	.36		
	More Than 55	3.10	.37		

Source: Data analysis

6.2.4.3 RELATIONSHIPS WITH MANAGERIAL LEVEL

6.2.4.3.1 Managerial Level, Job Satisfaction and Importance of Context Factors

Since the managers in the research sample were either senior or middle managers, an Independent t-test was conducted to identify any statistically significant differences between managers' level, job satisfaction and importance of different job context factors. According to Table 6.21, the satisfaction mean scores for senior managers differed significantly on the 5% level of significance or less from the satisfaction mean scores of the middle managers with respect to 'job security', 'pay', 'working conditions', and 'job related status'.

Table 6.21: Independent t-test comparing managerial level, job satisfaction and importance of context factors

Context Factors	Level	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Job Security	Middle	4.22	.70	6.28	.013*	3.19	.69	2.68	.10
	Senior	4.57	.50			2.96	.44		
Pay	Middle	1.77	.70	8.18	.005**	4.54	.67	1.20	.27
	Senior	2.19	.66			4.38	.75		
Working Conditions	Middle	3.94	.67	6.85	.009**	4.01	.89	3.26	.07
	Senior	4.30	.67			4.34	.68		
Relations with Peers	Middle	3.76	.72	1.59	.20	4.16	.66	.43	.51
	Senior	3.96	.77			4.07	.68		
Relations with Superiors	Middle	3.59	.85	1.02	.31	4.47	.69	1.32	.25
	Senior	3.76	.76			4.30	.73		
Relations with Subordinates	Middle	3.73	.8	.17	.67	4.39	.72	1.15	.28
	Senior	3.80	.63			4.23	.81		
Company Policies	Middle	2.41	.92	.40	.52	4.44	.64	.99	.32
	Senior	2.53	.94			4.30	.73		
Job Related Status	Middle	3.01	.90	14.8	.000**	4.27	.84	.04	.83
	Senior	3.73	.82			4.30	.83		

Source: Data analysis

**0.01 level of significance.

* 0.05 level of significance.

Middle managers reported significantly lower levels of satisfaction in ‘security’ (Mean=4.22) than senior managers (Mean=4.57), in ‘pay’ (Mean=1.77) than senior managers (Mean=2.19), in ‘working conditions’ (Mean=3.94) than senior managers (Mean=4.30), and finally in ‘job related status’ (Mean=3.01) than senior managers (Mean=3.73). It seems that there was an overlapping of these factors and managers’ ranks, as managers who were higher in the hierarchy were more satisfied about the above-mentioned factors. Although there were no significant differences in ‘relations with peers’, ‘relations with superiors’, ‘relations with subordinates’, and ‘company policies’ factors, middle managers showed less satisfaction than senior managers regarding these factors. In other words, it can be said that middle managers were less satisfied than senior managers in all job context factors. Moreover, according to the results shown in the above table, managerial level has no statistical significant effect on the importance of different context factors for both levels at the predetermined level of significance 0.05 or less. Additionally, Table 6.21 above shows that, for both managerial levels, pay was the most important among the context factors (mean for middle managers = 4.54, mean for senior managers = 4.38) and the least important was job security (mean for middle managers = 3.19, mean for senior managers = 2.96).

6.2.4.3.2 Managerial Level, Job Satisfaction and Importance of Content Factors

Table 6.22 explores the relationship between managers’ level, job satisfaction and the importance of different job content factors.

Table 6.22: Independent t-test comparing managerial level, job satisfaction and importance of content factors

Content Factors	Level	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Responsibilities	Middle	3.14	.74	50.16	.000*	4.57	.55	.12	.72
	Senior	4.23	.65			4.61	.57		
Promotion	Middle	2.46	1.08	1.06	.304	4.57	.60	.02	.86
	Senior	2.69	1.01			4.55	.50		
Work itself	Middle	2.86	.66	13.57	.000*	4.39	.53	.46	.49
	Senior	3.36	.53			4.47	.27		
Advancement	Middle	2.67	1.03	1.77	.184	4.51	.62	2.60	.10
	Senior	2.96	.95			4.30	.61		
Recognition	Middle	2.87	.91	46.46	.000*	4.78	.37	.59	.44
	Senior	4.13	.62			4.73	.32		
Achievement	Middle	3.44	.72	30.44	.000*	4.85	.37	1.99	.15
	Senior	4.26	.66			4.96	.19		

Source: Data analysis

**0.01 level of significance.

As can be seen from the above table, managerial level has statistical significant impact on the satisfaction with four content factors at the predetermined level of significance 0.05 or less; these factors are ‘responsibilities’, ‘work itself’, ‘recognition’, and ‘achievement’. By taking a closer look at the mean scores of middle managers, it can be seen that middle managers show lower levels of satisfaction in all above-mentioned factors; they reported lower levels of satisfaction in ‘job responsibilities’ (Mean=3.14) than senior managers (Mean=4.23), in ‘work itself’ (Mean=2.86) than senior managers (Mean=3.36), in ‘recognition’ (Mean=2.87) than senior managers (Mean=4.13), and finally in ‘achievement’ (Mean=3.44) than senior managers (Mean=4.26). Moreover, middle managers rated four of the six content factors under the midpoint of the satisfaction rating scale; these factors are ‘promotion’, ‘work itself’, ‘advancement’, and ‘recognition’. Additionally, it is clear that the senior managers perceive that their job provides absolutely more satisfaction on each job factor than did the middle managers. On the other hand, Table 6.22 above shows that there were no significant differences in the importance of different job content factors according to managers’ levels.

Furthermore, for both managerial levels, ‘achievement’ was the most important dimension among the content factors (mean for middle managers=4.85, mean for senior managers= 4.96), whereas the least important factor for middle managers was work itself (Mean=4.39), and the least important for senior managers was advancement (Mean=4.30).

6.2.4.3.3 Relationship between Managerial Level and Managers’ Overall Job Satisfaction

In order to check the impact of the managerial level on overall job satisfaction, an independent t-test was employed. The results, which are produced in Table 6.23 below, indicated that managerial level had a significant impact on satisfaction with context factors (significant level=0.00**), satisfaction with content factors (significant level=0.00**), and overall satisfaction (significant level=0.00**).

Table 6.23: Independent t-test comparing managerial level and managers’ overall job satisfaction

Overall satisfaction	Level	Mean	SD	F	Sig.
Job context factors	Middle	3.13	.32	.12	.000**
	Senior	3.45	.39		
Job content factors	Middle	2.89	.52	2.18	.000**
	Senior	3.58	.40		
Overall satisfaction	Middle	3.01	.36	46.94	.000**
	Senior	3.52	.33		

Source: Data analysis

**0.01 level of significance.

The mean scores of overall job satisfaction revealed that senior managers significantly higher than middle managers with context, content, and overall job satisfaction.

6.2.4.4 RELATIONSHIPS WITH EDUCATION

6.2.4.4.1 Education Level, Job Satisfaction and Importance of Context Factors

One-way ANOVA test was conducted to identify any statistically significant differences between the managers' education, job satisfaction and importance of different job context factors. The results in Table 6.24 below have been obtained.

Table 6.24: ANOVA Test comparing education level, job satisfaction and importance of context factors

Context Factors	Education	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Job Security	Diploma	4.18	.75	.14	.86	3.00	.63	.63	.53
	Bachelor's Degree	4.25	.68			3.18	.67		
	Higher Degree	4.31	.74			3.10	.73		
Pay	Diploma	1.87	.50	.40	.67	4.37	.78	.48	.61
	Bachelor's Degree	1.80	.72			4.54	.67		
	Higher Degree	1.94	.68			4.47	.75		
Working Conditions	Diploma	3.81	.61	.66	.51	3.43	1.09	4.35	.014*
	Bachelor's Degree	4.00	.70			4.08	.86		
	Higher Degree	3.84	.50			4.15	.68		
Relations with Peers	Diploma	3.43	.96	2.09	.12	3.87	.80	2.01	.13
	Bachelor's Degree	3.82	.70			4.16	.65		
	Higher Degree	3.73	.80			4.31	.58		
Relations with Superiors	Diploma	3.68	.60	.55	.57	4.31	.87	.36	.69
	Bachelor's Degree	3.58	.86			4.46	.68		
	Higher Degree	3.78	.71			4.47	.77		
Relations with Subordinates	Diploma	3.43	1.03	1.27	.28	4.37	.80	.00	.99
	Bachelor's Degree	3.76	.79			4.37	.72		
	Higher Degree	3.78	.53			4.36	.76		
Company Policies	Diploma	2.37	.88	1.13	.32	4.43	.72	.05	.95
	Bachelor's Degree	2.40	.93			4.42	.65		
	Higher Degree	2.73	.93			4.47	.61		
Job Related Status	Diploma	2.50	.81	.74	.34	4.12	.88	.28	.75
	Bachelor's Degree	3.14	.91			4.28	.84		
	Higher Degree	2.94	.97			4.31	.74		

Source: Data analysis

As is seen in Table 6.24, education has no statistical significant impact on textile managers' satisfaction towards work context factors at the predetermined level of significance 0.05 or less. Moreover, Table 6.24 revealed a significant difference regarding managers' concern for suitable 'working conditions'. For more investigation, a Bonferroni test was done to see if there were indeed significant differences in the importance of work conditions between the three educational groups. The results in Table 4 (see Appendix G) suggest that the need importance of managers with a diploma differs significantly from the other educational groups. As managers with Diploma place less importance on work conditions than their counterparts in the second and third groupings. Additionally, there were no significant differences in mean between managers with a Bachelor's degree and managers with higher degrees regarding the importance of working conditions.

6.2.4.4.2 Education Level, Job Satisfaction and Importance of Content Factors

Table 6.25 investigates the relation between managers' education, job satisfaction and the importance of different content factors. As is shown in Table 6.25, education has a statistically significant impact on the satisfaction with three of these factors at the predetermined level of significance 0.05 or less. These factors are 'promotion', 'work itself', and 'recognition'.

Table 6.25: ANOVA Test comparing education, job satisfaction and importance of content factors

Content Factors	Education	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Job Responsibilities	Diploma	3.31	.87	.39	.677	4.31	.87	2.23	.10
	Bachelor's Degree	3.26	.80			4.58	.52		
	Higher Degree	3.10	.87			4.68	.58		
Promotion	Diploma	1.81	1.04	3.76	.024*	4.25	.93	6.59	.002**
	Bachelor's Degree	2.51	1.08			4.61	.54		
	Higher Degree	2.73	.87			4.21	.63		
Work itself	Diploma	2.51	1.05	3.96	.020*	4.18	.49	3.11	.046*
	Bachelor's Degree	2.92	.62			4.43	.52		
	Higher Degree	3.13	.71			4.22	.39		
Advancement	Diploma	2.18	1.16	2.64	.073	4.62	.50	.42	.65
	Bachelor's Degree	2.72	1.02			4.48	.63		
	Higher Degree	2.94	.77			4.52	.61		
Recognition	Diploma	2.37	.97	3.76	.024*	4.50	.65	5.40	.005**
	Bachelor's Degree	3.05	.97			4.80	.33		
	Higher Degree	2.94	.79			4.76	.25		
Achievement	Diploma	3.43	.89	.12	.880	4.81	.40	.23	.79
	Bachelor's Degree	3.53	.76			4.86	.36		
	Higher Degree	3.52	.61			4.89	.31		

Source: Data analysis

**0.01 level of significance.

* 0.05 level of significance.

In order to establish which pairs of means differ, it was necessary to do three follow-up analyses of Bonferroni's multiple comparison to see if there were indeed significant differences in satisfaction means of 'promotion' between these groups, or if these differences were due to a random sample variation. As shown in Table 5 (see Appendix G), the Bonferroni procedure for education and promotion suggests a significant difference in means between these groups exists between the first (Diploma) and both the second (Bachelors) and the third (Higher) educational groupings, as managers with Diplomas are significantly less satisfied with their promotion opportunities than were the managers with higher education.

An additional Bonferroni test was conducted to see if there were indeed significant differences in satisfaction means of ‘work itself’ between the three groups. The results in Table 6 (see Appendix G) suggest a significant difference between the means of the managers with higher degree and the managers with a Diploma, and that managers with higher degree are more satisfied with their work itself than their counterparts with a Diploma. Regarding the satisfaction with ‘recognition’, the Bonferroni procedure in Table 7 (see Appendix G) indicated that there are significant differences in satisfaction means between the first and the second groups, but not between the other educational groupings, and managers with Bachelor’s degrees reported higher levels of satisfaction with their recognition at work than their counterparts who held a Diploma.

Moreover, regarding the relation between managers’ education level and the importance of different job content factors, as is seen in Table 6.25, managers’ education has a statistically significant impact on the importance of three job content factors at the predetermined level of significance 0.05 or less. These factors are ‘promotion’, ‘work itself’, and ‘recognition’. A follow-up post hoc analysis (Bonferroni) was conducted to calculate pair-wise multiple comparisons of each pair of means to find out which ones are significantly different from each other. Table 8 (see Appendix G) which investigated the relationship between education level and promotion importance suggests a significant difference between the second (Bachelors) and the third (Higher degree) educational groupings, and the managers in the second group place more importance on promotion than their counterparts of the third group. The Bonferroni test in Table 9 (see Appendix G) which investigated the relationship between education level and the importance of ‘work itself’ shows no significant differences in satisfaction means between all groups. Therefore, the differences may be due to random sample variation.

For ‘recognition’, the Bonferroni procedure in Table 10 (see Appendix G) indicates that there was a significant difference between the first (Diploma) and the second (Bachelors) educational groupings, and the managers in the second group placed more importance on recognition than their counterparts of the first group, but there were no significant differences between the other groups.

6.2.4.4.3 Relationship between Education and Managers’ Overall Job Satisfaction

Table 6.26 below shows that, education level did lead to significant differences in both the managers’ satisfaction with content factors and overall job satisfaction. However, there was no significant difference regarding satisfaction with job context factors at the predetermined level of significance 0.05 or less.

Table 6.26: ANOVA Test comparing educational level and managers’ overall job satisfaction

Overall	Education	Mean	SD	F	Sig.
Job context factors	Diploma	3.02	.39	1.71	.18
	Bachelor’s	3.17	.33		
	Higher Degree	3.22	.34		
Job content factors	Diploma	2.55	.75	5.25	.006**
	Bachelor’s	2.99	.52		
	Higher Degree	3.08	.52		
Overall satisfaction	Diploma	2.77	.54	4.99	.007**
	Bachelor’s	3.07	.37		
	Higher Degree	3.15	.37		

Source: Data analysis

**0.01 level of significance.

Further Bonferroni tests were conducted. The Bonferroni procedure, as shown in Tables 11 and 12 (see Appendix G), clarifies a significant difference in the mean scores between the first (Diploma) and both the second (Bachelor’s) and the third (Higher) educational groupings regarding their satisfaction with job content factors and overall

job satisfaction, as managers with a Diploma are significantly less than other groups in both content and overall job satisfaction.

6.2.4.5 RELATIONSHIPS WITH YEARS OF EXPERIENCE

6.2.4.5.1 Managers' Years of Experience, Job Satisfaction and Importance of Context Factors

Table 6.27 below presents the results of the analysis of variance for each of the eight job context factors with managers' years of experience.

Table 6.27: ANOVA Test comparing managers' years of experience, job satisfaction and importance of context factors

Context Factors	Total Experience	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Job Security	Less than 15 Yrs	4.50	.70	.67	.57	3.50	.70	1.25	.28
	15-20 Yrs	4.14	.78			3.23	.74		
	More than 20-25	4.20	.65			3.01	.59		
	More Than 25	4.29	.68			3.19	.68		
Pay	Less than 15 Yrs	1.25	.35	6.14	.000**	4.00	1.41	.44	.71
	15-20 Yrs	1.51	.60			4.57	.60		
	More than 20-25	1.62	.79			4.52	.62		
	More Than 25	1.95	.66			4.51	.71		
Working Conditions	Less than 15 Yrs	4.00	.00	.041	.98	3.50	.70	.62	.60
	15-20 Yrs	4.00	.60			3.91	.99		
	More than 20-25	4.00	.77			4.07	.74		
	More Than 25	3.96	.67			4.08	.89		
Relations with Peers	Less than 15 Yrs	4.00	.00	1.40	.24	3.50	.70	.82	.47
	15-20 Yrs	3.85	.70			4.08	.66		
	More than 20-25	3.61	.73			4.18	.64		
	More Than 25	3.83	.74			4.17	.67		
Relations with Superiors	Less than 15 Yrs	4.00	.00	1.72	.16	4.00	1.41	.45	.71
	15-20 Yrs	3.32	.76			4.38	.60		
	More than 20-25	3.61	.81			4.48	.63		
	More Than 25	3.66	.86			4.47	.73		
Relations with Subordinates	Less than 15 Yrs	4.50	.70	1.23	.29	4.50	.70	.83	.47
	15-20 Yrs	3.70	.87			4.26	.70		
	More than 20-25	3.87	.67			4.50	.63		
	More Than 25	3.70	.82			4.35	.76		
Company Policies	Less than 15 Yrs	1.00	.00	3.06	.029*	4.50	.70	.51	.67
	15-20 Yrs	2.35	.64			4.35	.73		
	More than 20-25	2.24	.95			4.51	.60		
	More Than 25	2.52	.95			4.41	.66		
Job Related Status	Less than 15 Yrs	2.50	.70	1.97	.11	5.00	.00	1.30	.27
	15-20 Yrs	2.76	.88			4.47	.82		
	More than 20-25	3.12	.67			4.20	.87		
	More Than 25	3.15	.99			4.24	.82		

Source: Data analysis

**0.01 level of significance.

* 0.05 level of significance.

Significant differences were reported in satisfaction with both 'pay' and 'company policies', but no significant relationships were found for other job context factors. Once significant differences had been reported, another step was performed to find out how years of experience influence the satisfaction level of these two factors. The Bonferroni procedure, as shown in Table 13 (see Appendix G), indicated a significant difference in means between the most experienced managers who have more than 25 years of experience and the groups sit between the second (15-20 years) and the third (more than 20-25 years) experience groupings, and the most experienced managers were found to be more satisfied with their 'pay' than were the managers in other groups. However, regarding the relationship between managers' experience and satisfaction with the 'company policies', the Bonferroni procedure in Tables 14 (see Appendix G) revealed no significant differences in satisfaction means between all groups. Therefore, the differences may be due to random sample variation.

Regarding the relationship between managers' experience and the importance of different context factors, Table 6.27 indicated no significant difference between manager groups regarding the importance of different context factors.

6.2.4.5.2 Managers' Years of Experience, Job Satisfaction and Importance of Content Factors

As could be seen in Table 6.28, managers' experience has a statistically significant impact on satisfaction with all work content factors at the predetermined level of significance 0.05 or less.

Table 6.28: ANOVA Test comparing managers' years of experience, job satisfaction and importance of content factors

Content Factors	Total Experience	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Responsibilities	Less than 15 Yrs	3.00	.00	3.28	.022*	4.50	.70	2.67	.048*
	15-20 Yrs	2.97	.67			4.38	.60		
	More than 20-25	3.11	.76			4.72	.49		
	More Than 25	3.37	.83			4.57	.55		
Promotion	Less than 15 Yrs	4.00	.00	3.06	.029*	4.00	.00	2.34	.073
	15-20 Yrs	2.85	1.23			4.55	.61		
	More than 20-25	2.46	1.07			4.72	.45		
	More Than 25	2.39	1.03			4.50	.62		
Work itself	Less than 15 Yrs	2.62	.17	16.63	.000**	4.00	.00	4.18	.007**
	15-20 Yrs	2.48	.74			4.24	.53		
	More than 20-25	2.59	.69			4.59	.41		
	More Than 25	3.12	.55			4.38	.52		
Advancement	Less than 15 Yrs	2.00	.00	4.89	.003**	5.00	.00	2.76	.042*
	15-20 Yrs	2.14	1.01			4.44	.61		
	More than 20-25	2.68	.94			4.68	.57		
	More Than 25	2.84	1.02			4.43	.63		
Recognition	Less than 15 Yrs	1.75	.35	7.45	.000**	5.00	.00	1.11	.34
	15-20 Yrs	2.38	.616			4.77	.39		
	More than 20-25	3.01	.78			4.85	.28		
	More Than 25	3.14	1.03			4.75	.38		
Achievement	Less than 15 Yrs	3.00	.70	3.05	.029*	5.00	.00	.31	.81
	15-20 Yrs	3.20	.59			4.82	.45		
	More than 20-25	3.46	.84			4.88	.31		
	More Than 25	3.62	.75			4.8	.35		

Source: Data analysis

**0.01 level of significance.

* 0.05 level of significance.

For more investigation, six Bonferroni tests were conducted. The Bonferroni test of the relationship between managers' experience and satisfaction with 'responsibilities' in Table 15 (see Appendix G) suggests a significant difference between the mean of the most experienced managers (more than 25 years) and the managers who have 15-20

years of experience, and that they are more satisfied with their responsibilities than their counterparts with less experience. For ‘promotion’, the Bonferroni procedure in Table 16 (see Appendix G) indicates that there were no significant differences in satisfaction means between all groups. Therefore, the differences may be due to random sample variation.

Another Bonferroni test was conducted to see if there were indeed significant differences in satisfaction means of ‘work itself’ between the four groups. The results in Table 17 (see Appendix G) suggest a significant difference between the means of the most experienced managers (more than 25 years) and both the managers who have experience of 20-25 years and managers who have experience of 15-20 years, and that they are more satisfied with their work itself than their counterparts with less experience. Regarding the satisfaction with ‘advancement’, the Bonferroni procedure in Table 18 (see Appendix G) indicates that there are significant differences in satisfaction means between the second and the fourth groups, but not between the other experience groupings, and managers who are more experienced reported higher levels of satisfaction with their advancement opportunities than their counterparts with less experience. The Bonferroni test of the relationship between experience and satisfaction with ‘recognition’ in Table 19 (see Appendix G) suggests a significant difference between the mean of the managers who have 15-20 years of experience and both the third and the fourth experience groups, and that the more experienced they were the more recognition they received. An additional post hoc analysis of the Bonferroni test was conducted to see if there were indeed significant differences in satisfaction means of ‘achievement’ between the four groups. The results in Table 20 (see Appendix G) suggest a significant difference between the mean of the most experienced managers

and the managers who have experience of 15-20 years, but not between the most experienced managers and managers with less than 15 years of experience, or between the second and the third groups, and that a positive relationship between experiences and achievement received was found.

Regarding the relationship between managers' experience and the importance of different content factors, Table 6.28 above reveals that managers' years of experience has statistical significant impact on the importance of three of these factors at the predetermined level of significance 0.05 or less. These factors are 'job responsibilities', 'work itself', and 'advancement'. The Bonferroni test of the relationship between years of experience and 'responsibilities' in Table 21 (see Appendix G) suggest a significant difference between the second (15-20 years) and the third (20-25 years) experience groupings, and the managers in the third group place more importance on responsibilities than their counterparts of the second group. The Bonferroni test of the relationship between experience and 'work itself' in Table 22 (see Appendix G) suggest a significant difference between the second (15-20 years) and the third (20-25 years) experience groupings, and the managers in the third group placed more importance on work itself than their counterparts of the second group. For 'advancement', the Bonferroni procedure in Tables 23 (see Appendix G) indicates that there were no significant differences in satisfaction means between all groups. Therefore, the differences may be due to random sample variation.

6.2.4.5.3 Relationship between Years of Experience and Managers' Overall Job Satisfaction

Whether there were significant differences in various facts of job satisfaction between the four groups of managers was examined by using ANOVA. The results in Table 6.29 indicated a significant relationship between managers' years of experience, satisfaction with content factors, satisfaction with context factors, and overall job satisfaction at the predetermined level of significance 0.05 or less.

Table 6.29: ANOVA Test comparing years of experience and managers' overall job satisfaction

Overall	Experience	Mean	SD	F	Sig.
Job context factors	Less than 15 Yrs	3.00	.15	4.896	.003**
	15-20 Yrs	3.01	.27		
	More than 20-25	3.10	.28		
	More Than 25	3.23	.35		
Job content factors	Less than 15 Yrs	2.65	.07	11.674	.000**
	15-20 Yrs	2.58	.52		
	More than 20-25	2.82	.53		
	More Than 25	3.10	.51		
Overall satisfaction	Less than 15 Yrs	2.81	.11	12.085	.000**
	15-20 Yrs	2.79	.34		
	More than 20-25	2.95	.36		
	More Than 25	3.16	.37		

Source: Data analysis

**0.01 level of significance.

The Bonferroni procedure, as shown in Table 24 (Appendix G), indicated a significant difference in mean between these groups set between the second (15-20 years) and the fourth (more than 25 years) experience groupings, and the most experienced managers were significantly more satisfied with context factors than were the second group. Additionally, according to the Bonferroni procedure, as shown in Table 25 (see Appendix G), managers who had more than 25 years of experience were significantly

more satisfied with job content factors than were the managers in the second and the third groups of experience. For overall job satisfaction, the Bonferroni procedure, as shown in Table 26 (see Appendix G), shows that managers with more than 25 years of experience were significantly higher in overall job satisfaction than managers in both second and third groups.

6.2.4.6 RELATIONSHIPS WITH TENURE

6.2.4.6.1 Managers' Tenure, Job Satisfaction and Importance of Context Factors

A one-way ANOVA survey has been carried out in order to explore the relation between managers' tenure, job satisfaction and the importance of different context factors. As is seen in Table 6.30, tenure has no statistical significant impact on textile managers' satisfaction towards satisfaction with different work context factors at the predetermined level of significance 0.05 or less. Accordingly, there was no need to run a Bonferroni test.

Table 6.30: ANOVA Test comparing managers' tenure, job satisfaction and importance of context factors

Context Factors	Administrative Training	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Job Security	Less Than 1 Yr	4.32	.79	.18	.90	3.26	.59	1.60	.19
	1-3 Yrs	4.26	.61			3.15	.66		
	More Than 3 -5	4.21	.59			3.00	.72		
	More Than 5	4.25	.73			3.22	.66		
Pay	Less Than 1 Yr	2.00	.59	2.26	.08	4.50	.73	.09	.96
	1-3 Yrs	1.57	.73			4.47	.70		
	More Than 3 -5	1.80	.75			4.53	.75		
	More Than 5	1.87	.68			4.53	.65		
Working Conditions	Less Than 1 Yr	3.80	.77	.42	.73	4.06	.79	2.52	.058
	1-3 Yrs	4.02	.69			3.75	1.00		
	More Than 3 -5	3.96	.66			3.98	.87		
	More Than 5	3.99	.68			4.16	.83		
Relations with Peers	Less Than 1 Yr	4.13	.51	1.42	.23	4.13	.74	.69	.55
	1-3 Yrs	3.85	.86			4.07	.65		
	More Than 3 -5	3.78	.73			4.09	.72		
	More Than 5	3.73	.70			4.21	.63		
Relations with Superiors	Less Than 1 Yr	3.93	.63	.21	.88	4.33	.72	.18	.90
	1-3 Yrs	3.67	.73			4.45	.71		
	More Than 3 -5	3.65	.92			4.45	.76		
	More Than 5	3.58	.86			4.47	.67		
Relations with Subordinates	Less Than 1 Yr	4.00	.65	.61	.60	3.93	.79	3.16	.025*
	1-3 Yrs	3.67	.82			4.37	.80		
	More Than 3 -5	3.74	.84			4.56	.66		
	More Than 5	3.73	.78			4.35	.71		
Company Policies	Less Than 1 Yr	2.66	1.04	.50	.68	4.13	.83	1.32	.26
	1-3 Yrs	2.45	.98			4.37	.70		
	More Than 3 -5	2.47	.92			4.43	.63		
	More Than 5	2.37	.90			4.47	.63		
Job Related Status	Less Than 1 Yr	3.26	.88	.68	.56	4.33	.81	2.76	.043*
	1-3 Yrs	2.95	.98			4.10	.90		
	More Than 3 -5	3.18	.88			4.07	.83		
	More Than 5	3.07	.92			4.40	.80		

Source: Data analysis

**0.01 level of significance.

* 0.05 level of significance.

Moreover, regarding the relationship between managers' tenure and the importance of work context factors, as seen in Table 6.30, managers' tenure has statistical significant impact on the importance of two of these factors at the predetermined level of significance 0.05 or less. These factors are 'relations with subordinates', and 'job related status'. The Bonferroni test in Table 27 (see Appendix G) regarding the relationship between managers' tenure and the importance of 'relations with subordinates' suggests a significant difference between the first (less than one year) and

the third (3-5 years) tenure groups, and the managers in the third group place more importance on relations with subordinates than their counterparts of the second group. However, the Bonferroni' test in Table 28 (see Appendix G) of the relationship between managers' tenure and the importance of 'job related status' suggests no significant differences in mean importance between all groups. Thus, the differences may be due to random sample variation.

6.2.4.6.2 Managers' Tenure, Job Satisfaction and Importance of Content Factors

Table 6.31 shows the relationship between managers' tenure, job satisfaction and the importance of work content factors. As is shown in Table 6.31 below, tenure has no statistical significant impact on managers' satisfaction with content factors at the predetermined level of significance 0.05 or less.

Table 6.31: ANOVA Test comparing managers' tenure, job satisfaction and importance of content factors

Content Factors	Administrative Training	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Job Responsibilities	Less Than 1 Yr	3.06	.59	1.65	.17	4.60	.50	.46	.70
	1-3 Yrs	3.15	.69			4.50	.59		
	More Than 3 -5	3.45	.87			4.63	.48		
	More Than 5	3.23	.82			4.57	.57		
Promotion at work	Less Than 1 Yr	2.93	.59	1.52	.20	4.53	.63	.22	.87
	1-3 Yrs	2.47	1.21			4.62	.62		
	More Than 3 -5	2.61	1.04			4.52	.57		
	More Than 5	2.38	1.08			4.55	.59		
Work itself	Less Than 1 Yr	3.00	.59	.17	.91	4.36	.37	1.30	.27
	1-3 Yrs	2.91	.78			4.46	.48		
	More Than 3 -5	2.95	.59			4.29	.62		
	More Than 5	2.89	.67			4.43	.48		
Advancement	Less Than 1 Yr	2.80	1.14	.07	.97	4.60	.63	2.61	.052
	1-3 Yrs	2.75	1.14			4.57	.54		
	More Than 3 -5	2.69	1.03			4.29	.71		
	More Than 5	2.69	.98			4.54	.59		
Recognition	Less Than 1 Yr	3.16	.74	.38	.76	4.67	.46	3.07	.028*
	1-3 Yrs	3.11	1.02			4.78	.35		
	More Than 3 -5	2.97	1.02			4.86	.22		
	More Than 5	2.96	.96			4.88	.26		
Achievement	Less Than 1 Yr	3.26	.88	.68	.56	4.93	.25	1.25	.29
	1-3 Yrs	2.95	.98			4.95	.22		
	More Than 3 -5	3.18	.88			4.81	.43		
	More Than 5	3.07	.928			4.85	.37		

Source: Data analysis

**0.01 level of significance.

* 0.05 level of significance.

Moreover, as is seen in Table 6.31, managers' tenure has no statistical significant impact on the importance of different content factors except for 'recognition'. As the post hoc analysis (Bonferroni) in Table 29 (see Appendix G) suggests a significant difference between the second (1-3 years) and the third (3-5 years) groupings, and the managers in the third group place more importance on recognition than their counterparts of the second group.

6.2.4.6.3 Relationship between Tenure and Managers' Overall Job Satisfaction

The relationships between managers' tenure and overall job satisfaction were examined by using the ANOVA test. From the data shown in Table 6.32 below, it can be seen that there were no significant relationships between managers' tenure and the different dimensions of job satisfaction at the predetermined level of significance 0.05 or less.

Table 6.32: Relationship between tenure and managers' overall job satisfaction

Overall	tenure	Mean	SD	F	Sig.
Job context factors	Less Than 1 Yr	3.29	.32	.99	.39
	1-3 Yrs	3.11	.33		
	More Than 3 -5	3.18	.34		
	More Than 5	3.16	.34		
Job content factors	Less Than 1 Yr	3.04	.29	.34	.79
	1-3 Yrs	2.99	.66		
	More Than 3 -5	3.00	.52		
	More Than 5	2.94	.55		
Overall satisfaction	Less Than 1 Yr	3.16	.22	.491	.689
	1-3 Yrs	3.05	.46		
	More Than 3 -5	3.09	.38		
	More Than 5	3.04	.38		

Source: Data analysis

6.2.4.7 RELATIONSHIPS WITH TRAINING

6.2.4.7.1 Managers' Training, Job Satisfaction and Importance of Context Factors

A one-way ANOVA survey has been performed to explore the relation between the managers' administrative training, job satisfaction and importance of work context factors. The results in Table 6.33 below have been obtained.

Table 6.33 ANOVA Test comparing managers' training, job satisfaction and importance of context factors

Context Factors	Administrative Training	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Job Security	Not at all	4.26	.64	1.990	.11	3.24	.69	1.98	.11
	1-2	4.25	.74			3.12	.63		
	3-4	4.33	.61			3.17	.66		
	5 and more	3.87	1.02			2.81	.65		
Pay	Not at all	1.65	.64	5.481	.001**	4.53	.66	.51	.67
	1-2	1.70	.71			4.44	.60		
	3-4	2.04	.72			4.58	.70		
	5 and more	2.03	.71			4.43	.96		
Working Conditions	Not at all	3.89	.69	.964	.41	3.93	.97	1.01	.38
	1-2	3.98	.75			4.12	.78		
	3-4	4.06	.63			4.14	.80		
	5 and more	4.06	.57			4.00	.96		
Relations with Peers	Not at all	3.70	.75	1.341	.26	4.11	.68	.40	.75
	1-2	3.85	.69			4.21	.59		
	3-4	3.79	.73			4.18	.65		
	5 and more	4.06	.68			4.06	.85		
Relations with Superiors	Not at all	3.48	.81	1.810	.14	4.45	.69	.01	.99
	1-2	3.58	.78			4.44	.63		
	3-4	3.70	.91			4.46	.70		
	5 and more	3.93	.77			4.43	.96		
Relations with Subordinates	Not at all	3.67	.76	3.262	.022*	4.38	.65	.16	.92
	1-2	3.55	.80			4.32	.76		
	3-4	3.95	.78			4.39	.80		
	5 and more	3.81	.83			4.43	.72		
Company Policies	Not at all	2.30	.89	2.223	.08	4.48	.60	.55	.64
	1-2	2.35	.94			4.37	.67		
	3-4	2.53	.96			4.41	.72		
	5 and more	2.87	.80			4.31	.60		
Job Related Status	Not at all	2.90	.88	8.302	.000**	4.21	.86	1.96	.12
	1-2	2.80	.77			4.21	.84		
	3-4	3.45	.97			4.44	.77		
	5 and more	3.31	.79			4.00	.89		

Source: Data analysis

**0.01 level of significance.

* 0.05 level of significance.

As is seen in Table 6.33, managers' training has statistical significant impact on their satisfaction towards 'pay', 'relations with subordinates', and 'job related status' at the predetermined level of significance 0.05 or less. The Bonferroni procedure, as shown in Table 30 (see Appendix G), indicated a significant differences in means between these groups lay between the third (3-4 courses), and both un-trained managers and the second (1-2 courses) groupings, and that managers with 3-4 courses were more satisfied with their pay than were the managers in other groups at the 5% level of significance. A further Bonferroni test was conducted to find out if there were indeed significant differences in satisfaction means of 'relations with subordinates' between the four training groups. The results in Table 31 (see Appendix G) suggest a significant difference between the means of the second and the third groups, and managers who have more training courses are more satisfied with their relations with subordinates than their counterparts. For 'job related status', the results in Table 32 (see Appendix G) suggest that managers with 3-4 courses were more satisfied with their status than were the managers in other groups at the 5% level of significance. Regarding the relationship between managers' administrative training and the importance of work context factors, as is shown in Table 6.33, managers' training has no statistical significant impact for all of these factors at the predetermined level of significance 0.05 or less.

6.2.4.7.2 Managers' Training, Job Satisfaction and Importance of Content Factors

Table 6.34 below indicates the relation between managers' administrative training, job satisfaction and the importance of different work content factors. As is seen in Table 6.34, training has statistical significant impact on satisfaction with 'work itself' and 'recognition' at the predetermined level of significance 0.05 or less.

Table 6.34: ANOVA Test comparing managers' training, job satisfaction and importance of content factors

Content Factors	Administrative Training	Satisfaction with Factor				Importance of Factor			
		Mean	SD	F	Sig.	Mean	SD	F	Sig.
Job Responsibilities	Not at all	3.22	.72	2.16	.09	4.53	.61	.55	.64
	1-2	3.19	.77			4.57	.53		
	3-4	3.24	.88			4.61	.48		
	5 and more	3.75	.93			4.68	.60		
Promotion	Not at all	2.54	1.06	.32	.81	4.53	.61	1.50	.21
	1-2	2.53	.99			4.44	.60		
	3-4	2.40	1.11			4.65	.55		
	5 and more	2.37	1.36			4.62	.61		
Work itself	Not at all	2.79	.61	2.96	.033*	4.38	.53	.89	.44
	1-2	2.85	.71			4.33	.49		
	3-4	3.06	.66			4.47	.49		
	5 and more	3.09	.75			4.39	.56		
Advancement	Not at all	2.64	1.10	.51	.67	4.54	.61	.32	.80
	1-2	2.82	.89			4.46	.60		
	3-4	2.66	1.00			4.45	.67		
	5 and more	2.87	1.14			4.50	.51		
Recognition	Not at all	2.79	.91	4.29	.006**	4.82	.36	2.19	.08
	1-2	3.00	.85			4.75	.42		
	3-4	3.11	1.07			4.72	.34		
	5 and more	3.65	.83			4.93	.17		
Achievement	Not at all	3.48	.74	.55	.64	4.82	.26	1.54	.20
	1-2	3.55	.71			4.80	.48		
	3-4	3.51	.83			4.83	.36		
	5 and more	3.75	.68			4.97	.34		

Source: Data analysis

**0.01 level of significance.

* 0.05 level of significance.

Post hoc analyses (Bonferroni) were conducted to detect which groups are significantly different from each other. Table 33 (see Appendix G) shows that the Bonferroni test of the relationship between managers' training and satisfaction with 'work itself' suggests a significant difference between the first (un-trained managers) and the third (managers with 3-4 training courses) groupings, and the managers in the third group are more satisfied with work itself than the first group. Regarding satisfaction with 'recognition', another (Bonferroni) test was conducted and the results are shown in Table 34 (see Appendix G). The results indicated a significant difference between the first (non-trained managers) and the fourth (the most trained managers) groupings, and the

managers in the fourth group are more satisfied with the recognition they received than the first group. On the other hand, regarding the relationship between managers' training and the importance of different work content factors, Table 6.34 did not suggest any significant relationship between managers' training and the importance of any of the content factors at the predetermined level of significance 0.05 or less.

6.2.4.7.3 Relationship between Training and Managers' Overall Job Satisfaction

The relationships between managers' training and overall job satisfaction were examined by means of an ANOVA test. The statistical results as shown in Table 6.35 indicated that there were significant differences between managers' training and the three dimensions of job satisfaction at the predetermined level of significance 0.05 or less.

Table 6.35: ANOVA Test comparing training and managers' overall job satisfaction

Overall	Training	Mean	SD	F	Sig.
Job context factors	Not at All	3.06	.29	12.41	.000**
	1-2	3.08	.31		
	3-4	3.32	.36		
	5 and more	3.33	.19		
Job content factors	Not at All	2.87	.48	2.96	.033*
	1-2	2.95	.51		
	3-4	3.03	.60		
	5 and more	3.26	.65		
Overall satisfaction	Not at All	2.96	.34	6.71	.000**
	1-2	3.01	.35		
	3-4	3.17	.43		
	5 and more	3.29	.40		

Source: Data analysis

**0.01 level of significance.

* 0.05 level of significance.

Post hoc analyses (Bonferroni) were conducted to detect which groups are significantly different from each other. The Bonferroni procedure in Tables 35 (see Appendix G) indicated significant differences in satisfaction means between the first (non-trained managers) and both the third (3-4 training courses) and the fourth (5 and more) groupings. It also indicated differences between the second (1-2 training courses) and both the third (3-4 training courses) and the fourth (5 and more) groupings, but there were no significant differences between the third and the fourth groupings, and managers who have less training reported lower levels of overall satisfaction with work context factors than did the managers in other groups. However, the Bonferroni test of the relationship between managers' training and satisfaction with job content factors in Table 36 (see Appendix G) suggested no significant differences in satisfaction means between all groups. Thus, the differences may be due to random sample variation. A further Bonferroni procedure in Tables 37 (see Appendix G) indicated that there are significant differences in satisfaction means between the first (non-trained managers) and both the third (3-4 training courses) and the fourth (5 and more) groupings, and managers who have less training reported lower levels of overall job satisfaction in their job compared with other groups.

6.2.4.8 SUMMARY OF THE RELATIONSHIPS BETWEEN MANAGERS' CHARACTERISTICS, JOB SATISFACTION AND IMPORTANCE OF DIFFERENT JOB FACTORS

Overall, the previous section (Section 6.2.4) presented the impact of different personal characteristics on textile managers' motivation and job satisfaction. Table 6.36 below contains a summary of the relationships between managers' demographic factors and their job satisfaction and work motivation.

Table 6.36: A summary of the statistically significant impact of the demographic factors on managers' job satisfaction and motivation

Job Factor	Gender	Age	Level	Education	Training	Experience	Tenure
Satisfaction with Dimension							
Security	No	No	No	No	No	No	No
Pay	No	No	0.01	No	0.01	0.05	No
Working conditions	No	No	0.01	No	No	No	No
Relation with peers	0.01	No	No	No	No	No	No
Relation with superiors	No	No	No	No	No	No	No
Relation with subordinates	No	No	No	No	0.05	No	No
Company policies	No	No	No	No	No	No	No
status	No	No	0.01	No	0.01	No	No
responsibilities	0.01	0.05	0.01	No	No	0.05	No
promotion	0.01	No	No	0.05	No	No	No
work itself	No	No	0.01	0.05	0.05	0.01	No
advancement	No	No	No	No	No	0.01	No
recognition	0.01	No	0.01	0.05	0.01	0.01	No
achievement	0.05	0.05	0.01	No	No	0.05	No
Importance of Dimension							
Security	No	No	No	No	No	No	No
Pay	No	No	No	No	No	No	No
Working conditions	No	No	No	0.05	No	No	No
Relation with peers	No	No	No	No	No	No	No
Relation with superiors	No	No	No	No	No	No	No
Relation with subordinates	No	No	No	No	No	No	0.05
Company policies	No	No	No	No	No	No	No
status	No	No	No	No	No	No	No
responsibilities	No	No	No	No	No	0.05	No
promotion	No	0.051	No	0.01	No	No	No
work itself	No	No	No	0.05	No	0.01	No
advancement	No	No	No	No	No	No	No
recognition	No	No	No	0.01	No	No	0.05
achievement	No	No	No	No	No	No	No

Overall Satisfaction with Context Factors							
	No	No	0.01	No	0.01	0.01	No
Overall Satisfaction with Content Factors							
	0.01	No	0.01	0.01	No	0.01	No
Overall Job Satisfaction							
	0.05	No	0.01	0.01	0.01	0.01	No

Source: Data analysis

*The predetermined level of significance 0.05 or less

6.2.5 CORRELATION BETWEEN JOB SATISFACTION AND MANAGERS' PERFORMANCE

Pearson's correlation has been conducted to test the relationship between job satisfaction and performance for both senior and middle managers. The calculations were performed using the average of the mean scores of three main groups that represented managers' job satisfactions. These groups are (i) overall satisfaction with context factor (including job security, pay, working conditions, relations with peers, relations with superiors, relations with subordinates, company policies, and job related status), (ii) overall satisfaction with content factor (including responsibilities, promotion, work itself, advancement, recognition, and achievement), and (iii) overall job satisfaction (including context factors, and content factors). The Pearson's correlations between these three satisfaction groups and the performance of both senior and middle managers are presented in the following table.

Table 6.37: Correlation between job satisfaction and performance of both middle and senior managers

			Context Factors	Content Factors	Overall Job satisfaction
Performance	Middle Managers	Pearson correlation	0.31	0.40	0.43
		Sig. (2-tailed)	.000**	.000**	.000**
	Senior Managers	Pearson correlation	0.23	0.42	0.40
		Sig. (2-tailed)	.259	.033*	.042*

Source: Data analysis

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

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

As seen in Table 6.37, there are significant positive correlations between middle managers' performance and both their context, content and overall job satisfaction. The Pearson correlation coefficient (r), which measures the strength and the direction of the linear relationship between middle managers' satisfaction with context factors and their performance, is (+0.31). The positive relationship means that the two variables are moving in the same direction; moreover, when middle managers' satisfaction with context factors increases by one unit, their performance will increase by 0.31 unit.

Moreover, the Pearson correlation coefficient (r) of the relationship between middle managers' satisfaction with content factors and their performance is (+0.40), meaning that when the middle managers' satisfaction with content factors increases by one unit, their performance will increase by 0.40 unit. Finally, the Pearson correlation coefficient (r) of the relationship between overall job satisfaction and middle managers' performance is (+0.43), meaning that when overall job satisfaction increases by one unit, their performance will increase by 0.43 unit.

On the other hand, there are significant positive correlations between senior managers' performance, and both their content, and overall job satisfaction, but not between satisfaction with context factors and their job performance. The Pearson correlation coefficient (r), of the relationship between senior managers' satisfaction with content factors and their performance is (+0.42). This means that, when senior managers' satisfaction with content factors increases by one unit, their performance will increase by 0.42 unit. Moreover, the Pearson correlation coefficient (r) of the relationship between senior managers' overall job satisfaction and their performance is (+0.40), meaning that when senior managers' overall job satisfaction increases by one unit, their performance will increase by 0.40 unit.

6.3 THE RESULTS OF THE QUALITATIVE DATA

This section focuses on the findings that have emerged from the qualitative data. It presents each job factor that affects the motivation and job satisfaction of middle and senior managers in the Egyptian textile industry. As has been mentioned earlier, using the interviews as the second method of data collection helped to give a better understanding of some of the results of the quantitative data (for more information about the procedures of the qualitative data analysis and the coding system of managers' personal characteristics, see Section 5.6.2.3).

6.3.1 TEXTILE MANAGERS' PERCEPTIONS OF JOB CONTEXT FACTORS

This part presents the textile managers' perceptions of the selected job context factors. According to the pilot interviews, eight related context factors were selected. These are 'job security', 'pay', 'working conditions', 'relations with peers', 'relations with superiors', 'relations with subordinates', 'company policies', and 'job related status'. The following are the results related to these factors.

6.3.1.1 MANAGERS' PERCEPTIONS OF THEIR JOB SECURITY

Table 6.38 below shows that 30 out of 33 participants had affirmed their satisfaction with their job security as a result of the permanency of their job, as they are protected against being laid off by the power of the law. Moreover, they believed that job security was the main reason for them to stay in their jobs and not leave to the private sector.

Table 6.38: Managers' satisfaction with job security

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	-	-	-	2	9
Middle managers	-	-	-	5	14
Total	-	-	-	7	23

Source: Data analysis

Notes:

- Only 30 out of 33 managers had mentioned their feelings of satisfaction or dissatisfaction with the security factor.

The following quotation shows how managers perceived this feeling about the security of their jobs. As one manager illustrated:

“No one here can dismiss an employee, let alone a middle or senior manager. To be dismissed a person has to have had two subsequent weak performance appraisals. Such a case is put forward to the chairman of the board, but he frequently refuses the committee’s decisions out of humanitarian reasons. In all the years I have been working here, and this is more than 27 years now, I haven’t seen or heard about one single person to be dismissed for his poor performance.” (M.Mi.4.I₃₀)

Senior managers confirmed the previous viewpoint and added that managers are never fired for their poor performance, and laying off is not an option. They always try to solve work problems in a friendly way, by talking and advising or using alternative penalties that may decrease salary or delay promotion instead of following formal procedures. As they illustrated:

“If you are lucky and get a job in the public sector it means you have caught a life-time job, unless you decide to leave. And if you do so then it’s your own choice, no matter what your work performance level, as the company would never fire you. For example, I have some managers in my sector whose performances are not satisfactory. But out of humanitarian reasons, it is better to try to solve the matter in a friendly way, by talking and advising instead of following formal procedures.” (M.Se.4.I₃)

“Dismissing an employee for neglecting his job is not a common procedure. There are other kinds of penalties such as giving a warning or decreasing the salary or the worst would be a suspension for a short period. Such punishments may lead to a delay in getting one’s promotion or even preventing it.” (M.Se.3.I₂)

It was surprisingly that some managers illustrated that the high level of job security they enjoyed may have some negative impacts on the company performance, as it may encourage idleness and negligence. This viewpoint was illuminated by some managers:

“Some managers abuse this advantage by neglecting their duties. The high job security is like a fatty meal slowing down the productivity. Indeed, job security is required but here it is illimitable.” (F.Mi.4.I₃₂)

“It should be called ‘job warranty’ not ‘job security’ as each one has his job guaranteed for life and, for sure, this can lead to neglect and carelessness. I think that over-security negatively affects enthusiasm and performance.” (M.Mi.4.I₁₇)

6.3.1.2 MANAGERS’ PERCEPTIONS OF THEIR PAY

Before presenting managers’ perceptions about pay, it is important to mention that this issue has received more comments than any other factors discussed in the interviews. According to the content of the key themes of managers’ transcribed quotations, a substantial majority (30 out of 32) of the textile managers at the two management levels were dissatisfied with their pay (see Table 6.39). As a matter of fact, the study showed that of all mentioned factors, pay was perceived by all managers as the least fulfilling factor, as 93% of managers were dissatisfied with their poor salary structure.

However, 20 of the managers confirmed that their salary is an important factor that could affect their work motivation. The following table shows the frequency of the interviewees who mentioned their satisfaction or dissatisfaction with the pay factor to the researcher.

Table 6.39: Managers' satisfaction with pay

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	9	2	1	-	-
Middle managers	16	3	1	-	-
Total	25	5	2	-	-

Source: Data analysis

Notes:

- Only 32 out of 33 managers had mentioned their feelings of satisfaction or dissatisfaction with their pay.

Managers were disappointed with the salary they got and mentioned various reasons for their dissatisfaction. For example, the majority of managers feel an inequity regarding their salaries as they think that, they receive far less than their counterparts in the private sector. They used their counterparts in private organizations and their own friends as referents when judging their salary. The following two quotations reflect the previous viewpoint:

“On a scale of one to five, I rate my salary about two. I’m absolutely not satisfied with what I earn. Unbelievable that after 28 years of service my salary is less than a fifth of that of my counterparts in the same position in any private company. I get only 1600 Egyptian pounds (160 GBP) whereas my counterparts in the private sector are paid at least 8000 Egyptian pounds (800GBP) monthly. We have complained many times but no one listens or responds to our complaints.” (M.Mi.4.I₁₄)

“Sometimes I wish I had started my career in the private sector. After 23 years, my salary does not go beyond 1450 LE (145 GBP). Nevertheless, we can not increase our income because we are not allowed to work as advisers for private sector companies out of fear of divulging the work techniques.” (M.Mi.3.I₁₆)

Other managers pointed out that their salaries are much lower compared with what they might earn in other Arabian countries where the textile industry is still a new business that lacks distinctive experiences. As one of the managers said:

“I had many offers to work in newly-established textile companies in the Gulf area. As you may know, the textile industry is a relatively new field in those countries. Anyway, I refused these offers out of personal and family reasons but today I regret that. My salary here is less than on tenth of that of a general production manager in any textile company over there. I really wish I could take an unpaid vacation to work in any of those countries.” (M.Mi.3.I₂₇)

There is also a dominant feeling of inequity between managers regarding their pay as they compare their time, experiences and efforts with the pay and monetary incentives they received and, according to their points of view; there is imbalance between the two scales. As one manager illustrated:

“My salary does not match my experience at all. Oh yes, this is the painful reality. Here they don’t appreciate experience. I have been manager in the purchase department for more than six years and have thirty one years of experience in the purchasing field. If I may say so, I have become an expert in the various kinds of cotton and other fibres and I’m capable of determining their quality by only looking at them. I think that an expert like me in any other organization or in the Egyptian cotton market earns ten times what I get here.” (M.Mi.4.I₂₅)

Moreover, managers’ dissatisfaction towards pay is also associated with their family burden and their efforts to provide their families with a decent life. According to the viewpoint of some managers, their pay does not even cover their basic daily living needs. They affirmed that they are unable to put up with the financial responsibility

towards their families as they can not satisfy their physiological and safety needs, especially after the skyrocketing prices of essential commodities in Egypt. As the managers illustrated:

“I have a large burden to endure. In the past, my salary was enough for covering my family’s basic needs till the twentieth of each month. But now, after the prices for most goods have doubled or tripled, my salary is only sufficient until the tenth of the month. If I hadn’t additional income, I would have been in such a situation never envied of.” (M.Mi.4.I₁₇)

“My salary is barely enough to pay my rent, my bills, and the daily basic food. But it does not cover our needs for clothing or other requirements.” (M.Mi.4.I₃₀)

The opinions of senior managers were no different from those of middle managers, as there is only a slight difference in the salary structure between them. As one of the senior managers illustrated:

“In the past I used to give my sons monthly pocket money, but now it is very difficult to keep up the same amount. It makes me miserable that they feel inferior to their peers in spite of my remarkable position as a senior manager.” (M.Se.4.I₉)

Similar to their opinions about basic salary, most managers, especially middle managers, were dissatisfied with the financial incentives they receive. Most of them criticized the method used to calculate bonuses as a ratio of the basic salary and because the basic salary was already low so the bonuses would be consequently the same. They stated the following:

“The problem with the bonus system is that it assesses the bonus as a percentage of the basic salary, and salaries are already low so are consequently rewards as well. I think it would be much better to separate between rewards and basic salary.” (M.Mi.3.I₁₆)

“I think that our reward system needs a profound review, as we have a big collection of additional payments but they are still not enough.” (M.Mi.4.I₁₃)

Others had criticized the estimation of rewards on a group basis where everyone receives the same rewards, regardless of their performance. As managers illustrated:

“In my opinion, giving a financial reward is a kind of recognition for hard work. But here, financial rewards have no relation to the quality of work, whatever effort you have made, as it is not going to make any difference. It is not important whether you work hard or not, all that counts in order to take your full reward is not to be absent or have any sick leaves.” (M.Mi.3.I₂₀)

“It is an injustice that the one who works very hard receives the same reward as the one who does not. This is just unfair. The system has become useless in motivating employees because there are people who benefit from the system without performing their jobs efficiently.” (F.Mi.4.I₃₂)

However, the matter of money depends very much on one's value, as only a few managers expressed their relative satisfaction with their pay, referring to religious and moral principles. Some of them indicated that the Islamic religion urges Muslims to accept whatever they receive, whether it is little or much, and to give preference to health and peace of mind over money. As one of the middle managers illustrated:

“It is so embarrassing for me to speak about my salary. The Islam (Islamic religion) tells us that it is important for man to be satisfied with his earnings and should try to adapt with it. If he does so he will feel like the richest one on earth. Our prophet Mohamed peace upon him said ‘Be contented with what Allah has endowed you with and you will be the richest among people’. Moreover, health and peace of mind are more important for me. Therefore, I am satisfied with my salary.” (M.Mi.4.I₁₇)

6.3.1.3 MANAGERS' PERCEPTIONS OF THEIR WORKING CONDITIONS

According to the content of the key themes of managers' transcribed quotations, the substantial majority (27 out of 32) of textile managers at the two management levels were satisfied with their working conditions (see Table 6.40). Accordingly, working conditions seem to be resulting in satisfaction more than in dissatisfaction for textile managers.

Table 6.40: Managers' satisfaction with working conditions

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	-	-	-	3	9
Middle managers	-	-	5	7	8
Total	-	-	5	10	17

Source: Data analysis

Notes:

- Only 32 out of 33 managers had mentioned their feelings of satisfaction or dissatisfaction with their working conditions.

Unsurprisingly, senior managers were more satisfied than middle managers regarding this factor. This can be due to the possibility that they enjoyed more privileges than middle managers. The following two quotations show how senior managers perceived a widespread satisfaction regarding their working conditions:

“For me, work setting is very suitable, any deficiency or problem can be treated easily and if I need anything, I can ask the chairman for it. As you see, I have my own office with my own computer, air conditioning, a conference room and I also have a personal secretary.” (M.Se.3.I₂)

“Yes, I think I am lucky when I compare my working conditions with my counterparts in other public sector units. I have sufficient facilities and good surroundings that help me to carry out my work efficiently.” (M.Se.4.I₆)

Moreover, some managers pointed out that their work conditions play a significant role in enhancing their satisfaction and motivation, as one of the managers illustrated:

“I spend about half of the day in my office. Therefore, good working conditions should be available. These good working conditions are necessary to increase my motivation and both the quality and quantity of my performance.” (M.Mi.1.I19)

6.3.1.4 MANAGERS’ PERCEPTIONS OF THEIR INTERPERSONAL RELATIONSHIPS

In the following part the researcher is going to present managers’ perceptions regarding their personal relationships with their peers, superiors, and subordinates and how those relationships can affect their job satisfaction and motivation.

6.3.1.4.1 Managers’ Perceptions of their Personal Relations with Peers

Table 6.41 shows that both middle and senior managers reported a high satisfaction regarding their personal relationship with their peers. According to the content of the key themes of managers’ transcribed quotations, a substantial majority (29 out of 31) of textile managers at the two management levels were satisfied with their relationship with peers. In other words, their relationship with peers seemed to be resulting in satisfaction more than in dissatisfaction for textile managers.

Table 6.41: Managers’ satisfaction with the relationship with peers

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	-	-	1	3	6
Middle managers	-	1	-	4	16
Total	-	1	1	7	22

Source: Data analysis

Notes:

- Only 31 out of 33 managers had mentioned their feelings of satisfaction or dissatisfaction with their relationship with peers.

Managers believe that good relations with peers can prevent conflicts and disagreements which may affect their work performances and satisfactions. They depicted the importance of this relation by referring to the following themes such as ‘avoiding conflicts’, ‘good communication’, ‘friendly work environment’, ‘mutual respect’, as well as ‘exchanging experiences’. The following two quotations show how managers perceived a high satisfaction with regards to their relationship with peers:

“Yes, I get on well with my peers and I believe that such relationship is required to increase job satisfaction, as keeping this relationship up and avoiding any conflicts helps to create the appropriate atmosphere for accomplishing the required work targets.” (F.Mi.4.I₂₂)

“I treat my peers like brothers. I consult them when I face any problem either in work or in my private life. I spend more time with them than I do with my family members. These good relationships ensure an excellent environment for productivity. I even have regular social gatherings with my ex-colleagues.” (M.Mi.4.I₂₃)

Other managers mentioned ‘work harmony’ as a result of these good relations and illustrated its constructive impact on their work performance and motivation. As one of the managers illustrated:

“Good relationships with peers create work harmony. My good rapport with peers makes me understand their way of thinking and their directions. That consequently affects the performance of the entire sector in a positive way. I absolutely believe such relation is essential for motivation and good performance.” (M.Se.4.I₁₁)

Moreover, according to the managers’ opinions; in the Egyptian working context, if you don’t gain friends you will gain enemies, as one of the managers illustrated:

“I moved to the department of local sales three years ago. At the beginning I wasn’t paying enough attention to establish good relations with my peers. But after a while I felt that I was isolated and working individually. Moreover, some rumours began to spread about me being arrogant and only interested in having good relations with my superiors. Honestly, these rumours affected me really badly so I started to work hard on making friends and not just having colleagues. Now I am very happy with my personal relationships with my peers.” (M.Mi.3.I₁₆)

6.3.1.4.2 Managers’ Perceptions of their Personal Relations with Superiors

According to the content of the key themes of managers’ transcribed quotations, Table 6.42 below show that managers had a broad range of opinions regarding their relationships with superiors. While 10 out of 26 textile managers at the two management levels were satisfied with their relationship with superiors, twelve managers were not satisfied and four were moderately satisfied with this factor.

Table 6.42: Managers’ satisfaction with the relationship with superiors

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	3	1	2	3	1
Middle managers	5	3	2	5	1
Total	8	4	4	8	2

Source: Data analysis

Notes:

- Only 26 out of 33 managers had mentioned their feelings of satisfaction or dissatisfaction with their relationship with superiors.

In the first place, managers confirmed the importance of such relations for enhancing their satisfaction and motivation. They mentioned different reasons for this importance; some traced it back to the necessity for being supported by leaders, some others saw it as a means of getting promoted, and others associated it with harmony and understanding at the workplace. In general, senior managers showed a higher satisfaction about their relationship with superiors than middle managers did, and male

managers also showed more satisfaction concerning that factor than female managers.

The following two quotations show how some managers perceived a high satisfaction levels regarding their relationship with superiors:

“I enjoy an excellent relationship with my boss. For me, he is like an elder brother, both at work and in my social life. This good personal relationship has led to some sort of harmony and understanding between us.” (M.Se.3.I₂)

“In our Islamic religion we have been ordered to obey our leaders. Even this aside, getting on well with my superior can increase my motivation as his constant support has been a drive for me to do my best. Such good relationship encouraged me to accomplish my tasks without being afraid of making mistakes or of being bullied by anyone. So I can say that these excellent relations with my superiors trigger my energies and hidden capabilities.” (M.Mi.1.I₁₉)

However, some managers stated a negative experience concerning the relationships with their superiors and pointed out the following:

“Unfortunately, we have disagreement about many work related issues and my boss sometimes takes it as a personal matter. Yes, the relationship with my boss not only negatively affects my performance, but also my temperament. He does not want me to face him with facts. Our hot arguments about work problems unconstructively influence me, not only at work but at home as well as I have become irritated and nervous.” (M.Mi.3.I₁₆)

“I wouldn’t call the relationship with my boss perfect. We have different personalities, he tends to stay traditional but I like to be innovative.” (M.Mi.4.I₁₄)

The researcher was surprised at the extreme frankness of some managers about the nature of their relationships with superiors. Some of the managers replied more frankly to questions about their relationships with superiors and how they affected their job satisfaction and motivation. As one of the managers illustrated:

“A good relationship with your boss unlocks the closed doors. If your boss is satisfied with you it means that you will get the promotions you are entitled to and that no one will oppress you. In addition, you will avoid getting into fruitless conflicts and be able to concentrate on your work without caring about side-line disputes.” (M.Mi.4.I₂₁)

However, without mentioning the reasons, some managers, especially senior managers, refused to reveal their opinions about the relationships with their superiors. When the researcher investigated this matter further, he detected that the reason was their desire to be appointed as the company advisors after retirement, since this position mainly depends on the preference of the chairman. Accordingly, they avoided talking about the quality of their relationships with their superiors.

6.3.1.4.3 Managers’ Perceptions of their Personal Relations with Subordinates

Managers at the two management levels considered personal relations with subordinates important to their motivation, job satisfaction, and for the performance of their departments. Both middle and senior managers reported high satisfaction regarding their personal relationship with their subordinates. Based on the content of the main themes of their transcribed quotations, Table 6.43 below shows that a substantial majority (26 out of 31) of textile managers at the two management levels were satisfied with this factor.

Table 6.43: Managers’ satisfaction with the relationship with subordinates

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	-	2	2	5	1
Middle managers	-	1	-	7	13
Total	-	3	2	12	14

Source: Data analysis

Notes:

- Only 31 out of 33 managers assessed mentioned their satisfaction or dissatisfaction with their relationship with subordinates.

Managers highlighted the importance of being accepted and approved by their subordinates and the positive effect that feeling had on their job satisfaction and work motivation. They depicted the importance of this relation by referring to the following themes such as ‘work harmony’, ‘team work’, ‘smoothing communication’, ‘healthy work atmosphere’, ‘feeling of brotherhood’, ‘facilitating team guidance and controlling subordinates’, and ‘unity in carrying out jobs’. The following two quotations show how managers perceived satisfaction with regards to their relationship with subordinates. As managers illustrated:

“The good personal relationship with subordinates is one of the reasons for my job satisfaction. Such relations create a good and healthy work atmosphere and a place where all workers have the opportunity for achievements.” (M.Mi.3.I₁₅)

“Ever since I got the position of general manager, I have been keen on creating some kind of friendship between me and my subordinates, because such rapport will guarantee harmony between workers and their leader.” (M.Mi.4.I₂₃)

Moreover, the interviews with female managers shed light upon their concern for establishing good relationships with their subordinates and the effect such a relationship had on their job satisfaction. As one female manager stated the follows:

“I can not imagine working in a management where the relations between me and my subordinates are not good. That is why I am very careful to create good relationships with them. Such relationship facilitates leading them. Furthermore, I don’t want to be disliked because that might affect my work performance, as I would be exposed to stress coming from the detestation of my subordinates.” (F.Mi.4.I₂₉)

Furthermore, senior managers affirmed their satisfaction regarding their relationships with subordinates. They illustrated that such good relations can play an essential role in managing their sectors effectively. One of them made the following comment:

“I have had many various experiences in this company that made me realize the value of good relationships with subordinates. In order to manage the entire sector, one has to deal with subordinates on the basis of friendship. I’m fully aware of their characteristics, of how to deal with them, and what motivates each of them. I think it’s impossible to separate organizational relations from personal ones.” (M.Se.4.I₁₂)

However, some of senior managers had a different opinion. They declared that their relationships with subordinates did not have a great influence upon their job satisfaction and work motivation. As one of them illustrated:

“Yes, I am convinced of the importance of good relationships, but I believe that it will not greatly influence me since I think that there are required targets that have to be achieved regardless of personal relations. I don’t mix personal relations with professional ones.” (M.Se.3.I₁₀)

6.3.1.5 MANAGERS’ PERCEPTIONS OF THEIR COMPANY POLICIES

The substantial majority (27 out of 32) of textile managers at the two management levels were not satisfied with their company policies (see Table 6.44). However, 31 of the managers confirmed the importance of the company policies as a factor that could affect their motivation at work. The following table shows the frequency of the interviewees who expressed their feelings of satisfaction or dissatisfaction with the company policies factor.

Table 6.44: Managers' satisfaction with company policies

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	6	3	1	1	-
Middle managers	16	2	2	1	-
Total	22	5	3	2	-

Source: Data analysis

Notes:

Only 32 out of 33 managers had mentioned their feelings of satisfaction or dissatisfaction with the company policies factor.

Managers concentrated on three important policies which they thought negatively affected their job satisfaction and work motivation. These three policies are:

- Autonomy and delegation of authority
- Coordination and teamwork between different sectors
- The clarity of duties, plans, and the clarity of the organizational structure.

Managers strongly criticized these policies and had discussed their weakness and shortcomings. The following are the results of the qualitative data concerning the three policies and their effects on managers' job satisfaction and motivation.

6.3.1.5.1 Managers' Perceptions of the Autonomy and Delegation of Authority

Managers' opinions revealed a lack of delegation of authority in textile companies, as 20 managers showed their dissatisfaction with the amount of authority they have. They also pointed out the different problems a manager may be exposed to as a result of the lack of authority. The following quotation show that almost every decision has to go through the higher management. As one of the managers illustrated:

“The bylaw and the job description book that organize the delegation process is not put into practice at all, it is merely ‘ink on paper’. This company is characterized by extreme centralizations. Can you believe that, although I have reached the top ladder in my administration, I am not allowed to take any decision without the approval of the chairman of the board.” (M.Se.4.I₃)

Again, some other managers shared the same viewpoint, considering themselves as non-influential persons who follow their superiors’ orders and are told what to do, and that this is a logical consequence of the centralization of decision making. As managers illustrated:

“Actually we are managers without any authority. To reach this post I am supposed to be qualified and capable of managing the department competently. Nevertheless, I’ve discovered that most of my authorities are not on hand and are conditioned to the approval of my direct boss.” (M.Mi.4.I₂₃)

“The authority here is reduced and not increased. It is taken and not given. Everything is decided by the sector head.” (F.Mi.4.I₃₃)

“In this company, we are suffering from the bureaucratic red tape as it is impossible to get anything done with just one single signature, as at least four signatures are needed to pass a decision. That means decisions are delayed and so are actions. I think if authority delegation is really applied, a lot of time will be saved and operations will become easier and streamlined.” (M.Mi.4.I₂₆)

However, to probe the real reasons behind the lack of delegation of authority, the researcher discussed this matter with some senior and middle managers and asked them about their justification for withholding authority. They gave their justifications which centred on some specific reasons. These included the deficiency of qualified middle managers, the fear of being questioned or investigated in case mistakes happen, the fear of losing power, and the system of employing managers as professional counsellors after their retirement.

Senior managers had attributed keeping authority to the lack of qualified middle managers as a result of the improper promotion policy, as most of them were appointed according to their years of experience not by their merit. As one of the senior managers explained:

“The promotion is implemented according seniority not merit. Thus, a number of managers hold their positions only because they have fulfilled the seniority condition and not because they deserve that position. Consequently, a lot of employees attained their managerial positions without having the essential managerial skills. Therefore, a number of them are not reliable when it comes to decision making.” (M.Se.4.I₆)

Others attributed the lack of delegation of authority to the fear of been punished or blamed in case something goes wrong. As one of the senior managers illustrated:

“How is it possible to delegate authorities to subordinates and then get all the blame for mistakes they may make? Subordinates want power but without bearing the responsibilities. In case of problems they look for anyone to blame and eventually the leader becomes the one to blame.” (M.Se.4.I₁)

Others revealed another opinion, as they pointed to the fact that some middle managers have ‘authority phobia’ as a result of the lack of their managerial skills. As one senior manager pointed out:

“As a result of a lack of their administrative training, when I gave one of my subordinates more authority, he acted as if I had thrown him into deep water and he did not know how to swim. They are afraid of having authority because they are not ready to handle it.” (M.Se.3.I₁₀)

From middle managers’ viewpoint, the senior managers’ fear of losing authority was another justification. According to their opinions, some superiors believe that delegating authority is actually like losing power. This viewpoint results from the conventional

bureaucracy that dominated the Egyptian working context where leaders like to hold all power threads in their hands. Finally, middle managers attributed the lack of delegation of authority to the existence of the counsellor position (the opportunity to be hired as a counsellor after retirement). As one manager mentioned:

“Hiring retired senior managers as consultants is an applied procedure aiming to benefiting from their unique experiences, but it is unfortunately encouraging some of them to hold their authorities. This system secures the pensioners with a very high income, hence it is understandable that some managers are very keen to hold their authorities and professional skills. Therefore, some senior managers, especially in the fields of computer and manufacturing, keep themselves away from handing over authorities. However, this is a disgraceful attitude as the individual interest must not be attained at the interest of the organization as a whole.” (F.Mi.4.I₂₉)

6.3.1.5.2 Managers’ Perceptions of the Coordination among Different Sectors

Managers expressed their dissatisfaction with the coordination between the various sectors and the failure to build up a teamwork spirit. Interestingly, all the respondents pointed out that there was a lack of coordination between the different sectors of the company and pointed out how such a lack negatively affected their job satisfaction and work performance. During the interviews, managers focused on one significant point, namely the absence of regular meetings between the heads of different sectors. As one of the managers illustrated:

“I am not satisfied with the coordination between me and the managers of other sectors. For example, there are neither periodical meetings for the sector heads to set up the work plans, nor a common agreement about the desired goals.” (M.Se.3.I₄)

Concerning the shortcomings resulting from the inadequate coordination between sectors and how that resulted in the failure to achieve the required targets, one manager indicated:

“In this year, we only managed to achieve 60 % of the required sales target. However, our department is not to be blamed because the mistake was that of the planning department, which did not consider the market changes and defined a high margin profit which is not suitable for the wild competition we face. If this situation does not change, even salesmen will be disappointed as they are unable to achieve the required targets.” (M.Mi.3.I₁₆)

Moreover, managers highlighted a major problem in the company which is the missing of teamwork spirit. As managers illustrated:

“We miss the teamwork spirit. Every manager concentrates on the success of his sector regardless of the success of the company as a whole. The problem is that there are rules to guarantee cooperation among the various sectors but these rules are not applied or functioning.” (M.Se.3.I₂)

“I am not pleased with the current status of our company. It could be the leader in the textile industry in the entire world, all we need is to work together as a team and focus on the company’s interest as a whole, not on the separate interests of each sector.” (M.Se.4.I₃)

Other managers confirm the previous viewpoints by pointing out the ‘individualism’ as a dominant spirit in their work context, as some of them have the feeling that their company is owned and managed by persons and it is not a real institution. As one of the managers pointed out:

“Every sector is considered an independent state, interested only in its own inputs and outputs. There is no comprehensive overview. We failed to deal with the work as an integrated system and that is the reason for the general decrease in our company profits.” (F.Mi.4.I₂₈)

6.3.1.5.3 The Ambiguity of Work Plans, Organizational Chart, and Job Description

The analysis of the interviews with textile managers shows that textile managers are suffering from the ambiguity of their work plans, organizational structure, and job description. Managers pointed out that the inefficiency of these factors had an adverse impact on their advancement and achievement opportunities and thus their job satisfaction and work performance. First, managers revealed that the work plans are not integrated and lack the required flexibility. Moreover, there was no long-term strategic planning, as one manager illustrated:

“There are only short-term schemes depending on reactions and not taking actions. We always wait until the crisis happened and then try to deal with it. For example, the Soviet Union was the main importer of our textile products, but when that huge state collapsed it dramatically affected our sales, actually the sales decreased by seventy per cent. This problem negatively affected the job satisfaction of all workers in the company, as a seventy per cent decline in sales forced the company to cut bonuses and profit shares for workers and managers. Nowadays there are other challenges such as the GATT treaty, globalization which influenced our company and needs strategic plans to deal with such challenges.” (M.Se.4.I₆)

Some other managers pointed out the confusion they faced as the result of using out-dated organizational chart, and even the adjustments that were done in some parts of the organizational structure were more related to personal interests than to the interest of work itself. As one of the managers illustrated:

“Our organization chart was set up more than ten years ago. All departments were completely modified two years ago, some departments were incorporated, and others were disconnected. Can you imagine that none of these changes are found in that out-dated chart.” (M.Se.4.I₁₁)

Additionally, managers may use the organizational chart to explain the nature of the jobs to their subordinates or to new staff members. But for managers in the textile industry in Egypt, the situation was completely different because the organizational chart is too ambiguous to be supportive in accomplishing such purpose. As one of the managers pointed out:

“I don’t know if it is a chart or a puzzle. I failed to find my position on the chart. So, I never use this chart to show functions or relations to any new staff member in my department. For example, there are no clear lines between different departments.” (M.Mi.4.I₂₄)

Moreover, the following quotation clarify how some managers suffer from the absence of a proper job description which inhibits them from practising their authorities, responsibilities and duties, which may have an adverse impact on their satisfaction and may lead to loss their work interest. As one manager explained:

“When you take any position in this company, you have to wait for your superior to ration your authorities and responsibilities. This process is supposed to be found in an up-to-date job description book. The only available one was set up more than ten years ago, but jobs and their responsibilities have been changed more than once over this period. This lack of clarity concerning authorities and responsibilities undoubtedly influences my performance because I don’t know what kinds of responsibilities and authorities I exactly have. Overall, things are not clear.” (M.Mi.4.I₃₀)

6.3.1.6 MANAGERS’ PERCEPTIONS OF THEIR JOB STATUS

During the interviews, managers expressed different degrees of satisfaction with their job status. According to Table 6.45 below, while 71% of middle managers were moderately satisfied, 9% of the middle managers were dissatisfied with their job status.

Table 6.45: Managers' satisfaction with their job status

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	-	1	2	5	3
Middle managers	1	1	15	4	-
Total	1	2	17	9	3

Source: Data analysis

Notes:

- Only 32 out of 33 managers had mentioned their feelings of satisfaction or dissatisfaction with their job status.

Managers interpreted job status by referring to 'private office', 'personal secretary', 'sound title', 'private car', and 'extraordinary residence'. The following discussion indicated managers' opinions regarding the different forms of job status they receive and its affect on their satisfaction. As two of the senior managers illustrated the following:

"I am proud of being a senior manager, it is the top of the managerial ladder and it is simply the dream of every employee. Getting this title was the crown of my career." (M.Se.3.I₇)

"It is a privilege to be one of this company's staff. Moreover, my title as a senior manager in one of the biggest companies in the world gave me high prestige inside and outside the company." (M.Se.4.I₁)

Nevertheless, a few sector heads criticized the fact that the company did not supply them with a personal secretary, although the nature of their work required that as they managing and organizing a group of different departments, thus, the existence of a personal secretary would facilitate their mission. As one of the managers mentioned the following:

“It is necessary for me to have a personal secretary to organize my work schedule. Others in the same position, both in the private or the public sectors, have their personal secretary. I have to carry out insignificant extra tasks that prevent me from focusing on priorities such as the planning and coordination of different departments under my management.” (M.Se.4.I₈)

Other senior managers highlighted the deficiency of some facilities that might negatively affect their satisfaction with their status. As one manager illustrated:

“Our company is like a small city and going from one place to another is a real problem. Sometimes it is necessary to visit other sectors or factories, and the company’s car may be not available, so I have to look for a colleague to give me a lift. I strongly suggest that the company provides a personal car for each sector head, or at least provides us with another car.” (M.Se.3.I₂)

On the other hand, middle managers showed a lower degree of satisfaction when compared with senior managers. They were moderately satisfied on average. The following two quotations reveal their opinions regarding their job status:

“I did not get any additional privileges except a personal office. That was the only change accompanying my new position.” (M.Mi.1.I₁₉)

“When I acquired the title of general manager, I was very pleased and proud. But now, after so many years, exactly seven years in the same position, I feel that this position does not fit me anymore and the title has become too tight for me.” (M.Mi.4.I₁₄)

6.3.2 TEXTILE MANAGERS’ PERCEPTIONS OF CONTENT FACTORS

In this part, the researcher will discuss the textile managers’ perceptions of the content factors of their job. According to the pilot interviews, six related factors were selected, namely ‘responsibility’, ‘promotion’, ‘work itself’, ‘advancement’, ‘recognition’, and ‘achievement’.

6.3.2.1 MANAGERS' PERCEPTIONS OF THEIR RESPONSIBILITY

Managers had a broad range of opinions regarding their assigned responsibilities, as 91% of senior managers clarified their satisfaction while just 23% of middle managers expressed their satisfaction with their assigned responsibilities (see Table 6.46).

Table 6.46: Managers' satisfaction with their responsibility

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	-	-	1	5	6
Middle managers	5	7	4	3	2
Total	5	7	5	8	8

Source: Data analysis

The interviews had revealed the managers' desire to have adequate responsibilities and even to expand them. Senior managers illustrated their satisfaction and gave different reasons for their high concern for this factor. Some of them considered handing over more responsibilities as evidence for the trust of their superiors. As one of the managers illustrated:

“I am satisfied with my assigned responsibilities and welcome any additions because more responsibilities are evidence of my superior's trust.” (M.Se.4.I₁)

Another senior manager had a wonderful description of his conception of responsibility, he clarified the vital role of responsibility in improving his performance. As he illustrated:

“More responsibilities keep me fit. I am just like a player in the football match - as long as he moves he will be fit. But if he stops moving for a while, he for sure will be exposed to injury or at least get a muscle strain. This is the same at work, as long as you have enough responsibilities that keep you fit, you will be capable of running the administration well.” (M.Se.4.I₉)

On the other hand, middle managers showed a lower degree of satisfaction when compared with senior ones. A number of middle managers showed their feeling of dissatisfaction with their responsibilities because of the routine nature of their work and the lack of managerial responsibilities, which they traced back to the large number of middle managers in each sector. As middle managers declared:

“Personally, I don’t like administrative work because it is boring. For sure, I’m not satisfied with the quality of my tasks, but I can not do anything to change that.” (M.Mi.4.I₁₄)

“Frankly and without embellishing the truth, I don’t feel that I devote my whole energy to work. I sometimes feel that I am a superfluous workforce, I just do what I’m asked to do. I am sure I could do double or threefold of what I actually perform.” (F.Mi.4.I₃₃)

6.3.2.2 MANAGERS’ PERCEPTIONS OF THEIR PROMOTION

The content of the key themes of managers’ transcribed quotations revealed that managers at the two management levels (especially middle managers) considered promotion very important to their motivation and job satisfaction, as they considered it the most effective type of recognition.

Moreover, the results of the qualitative data in Table 6.47 below clarified that promotion is a reason for dissatisfaction rather than for satisfaction, since 71% of the middle managers were not satisfied with the promotion factor, and 60% said that they had absolutely no chance for promotion, especially female managers who expressed their absolute dissatisfaction.

Table 6.47: Managers' satisfaction with promotion

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	-	-	2	6	4
Middle managers	14	1	3	3	-
Total	14	1	5	9	4

Source: Data analysis

It was expected that senior managers were more satisfied than middle managers because they had already reached the top of the managerial ladder. As two of the senior managers affirmed:

“I am fully satisfied with what I have achieved considering my managerial career, as I have reached the top of the managerial ladder.” (M.Se.4.I₆)

“What motivated me over the past years was my quest for promotion and taking over higher positions. I think I have done my best in everything and I got the fair reward.” (M.Se.4.I₉)

However, some middle managers were not satisfied with their promotions because it came too late. Consequently, for them it had lost its expected positive impact. This problem negatively affects managers' satisfaction and motivation. As managers illustrated:

“Although I was finally promoted, I am not satisfied since this promotion had been postponed for so many years without any practical or logical reason. They emphasise on seniority instead of efficiency or merit. I think that the subjectivity of the promotion system is questionable and has to be reviewed.” (M.Mi.3.I₁₆)

“Indeed, the promotion policy is not fair. I have been department manager for seven years and therefore have priority to be promoted. I have fulfilled all the required requirements; I have the necessary seniority, have never been reprimanded, and have the required competence and qualification. In spite of all that, I haven't been promoted to general manager position. Honestly, I

don't know if it is my fault or that of the system. Undoubtedly I am not satisfied with such position.” (M.Mi.4.I₂₄)

Others criticized the exclusive control of the direct superior regarding the promotion decision. As a result, favoritism, personal likes or dislikes, and the misuse of the nomination right caused many problems which negatively affect subordinates' satisfaction and motivation. As one of the managers illustrated:

“It is unacceptable that the complete authority to decide on promotion is left in the hands of the direct superior. I was a candidate for a senior manager position but my superior chose another one because they were very close friends. I prefer not to be promoted instead of ‘polishing the shoes of my superiors’ like some managers did.” (M.Mi.4.I₂₆)

Moreover, female managers showed a higher degree of dissatisfaction as a result of the gender-biased discrimination against them. They proved that claim by illuminating the fact that there was no single female sector head in their companies, as this position is restricted to men only. As they illustrated:

“Women have to strive for promotion. The applied promotion policy states priority for men. Can you believe that there is no female sector head in the company, although the total female workforce is about 20 % and 15 % of the higher management in the company are women. No woman has the right to be assigned as a head of any sector as long as there is a male competitor. The general manager position is the best we can get. I think that this can be attributed to the common erroneous concept that women are incapable of occupying leading positions.” (F.Mi.4.I₂₂)

“I don't know why leaders think that women are inept in managing efficiently. Sometimes, the male nominee is not as qualified as the female one, but her qualification does not intercede for women and it is always the man's victory. In order to get a leading job, a female manager should be the only candidate for this position. Of course, this is almost impossible because of the huge number of candidates. But I am optimistic and hope that this wrong situation will change and that woman will be perceived as a leader who has the ability to lead a male work community.” (F.Mi.4.I₃₃)

Furthermore, managers show a positive relationship between getting academic qualifications and promotion opportunities, as holding academic qualifications generally enhances their chance of getting a promotion. Accordingly, managers with high academic qualifications were more satisfied than those with just a university degree. As one manager illustrated:

“My master degree was the key to my promotion. In order to get a high position you must be distinguished from others. It’s difficult to neglect an employee who has achieved a master’s or doctorate degree. The direct superior will think twice before ignoring such matter, because if he did, he would be accused of favouritism.” (M.Mi.1.I₁₉)

6.3.2.3 MANAGERS’ PERCEPTIONS OF THEIR WORK ITSELF

Table 6.48 below shows that, whereas 39% of textile managers were satisfied, 33% of textile managers were moderately satisfied and 27% were dissatisfied about this factor. However, it was interesting to note that managers did not demonstrate a similar pattern but showed several aspects when talking about this factor. Different explanations and viewpoints concerning that element came up during the interviews, as managers have interpreted the clarity of job duties, innovation, challenge, and variety and interest as part of their jobs.

Table 6.48: Managers’ satisfaction with work itself

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	-	1	2	4	5
Middle managers	3	5	9	3	1
Total	3	6	11	7	6

Source: Data analysis

Notes:

- All textile managers had mentioned their feelings of satisfaction or dissatisfaction with their work itself.

The following are the different sub-factors of the work itself and how they affect managers' satisfaction and motivation.

6.3.2.3.1 Managers' Perceptions of the Clarity of their Assigned Tasks

When managers were asked about the real situations that formed their satisfaction or dissatisfaction with the work itself, some of them pointed out that their job satisfaction and work motivation depended on the clarity of their assigned tasks. They expressed their dissatisfaction with the clarity of their assigned tasks, illustrating that:

"There is a lack of clarity in my assigned tasks. Tasks are set according to circumstance and personal desires and without fixed regulations." (F.Mi.4.I₂₂)

"Most times I get orders without a clear specification, which requires contacting more than one party to get a clear-cut design. Such procedures sometimes take much time and consequently negatively affect the time of delivery, and I may get blamed for that." (M.Mi.4.I₂₅)

6.3.2.3.2 Managers' Perceptions regarding Job Innovation

Results derived from the interviews showed a high satisfaction level in terms of innovation at work, as 70% of managers in the different managerial levels were satisfied with the chances given for innovation in their posts. They interpreted innovation at work by referring to 'unique techniques' and 'innovative ideas'. During the interviews, some managers stated that the available chance for innovation at work was an important factor for their motivation and satisfaction, as they pointed out:

"In fact, I enjoy my work because it gives me the chance to think and create. Dealing with machines needs a high innovational mind which is able to solve problems." (M.Mi.4.I₂₆)

“What I like in my job is the available chances of innovation. It is a part of my job as a training manager.” (M.Mi.4.I₂₁)

“Innovation is a major element of my job as a designer. I have to follow-up the latest fashions and transfer them into designs and deliver it to the production lines. I am really happy about the unlimited possibilities of creativity in my job and even seek for more.” (M.Mi.3.I₂₀)

However, 7 of the 32 participants stated the limitation of innovation chances due to the routine nature of their job. As one of the managers illustrated:

“Opportunities for innovation in my job are extremely restricted since my post as accountant manager does not give me any chance to be innovative. We depend on the traditional approach in dealing with salaries, pay cuts, bonuses, and rewards.” (F.Mi.4.I₃₂)

6.3.2.3.3 Managers’ Perceptions of Job Challenge

The findings of the in-depth interviews revealed that 20 out of the 33 interviewed managers interpreted challenge in their job. Managers had interpreted challenge in their job by referring to themes such as ‘managing difficult tasks’, ‘solving unexpected problems’, ‘establishing new production unit or line’, ‘updating work tools’, ‘establishing new markets’, and ‘competition with others’. The qualitative data revealed that 60% of managers in the different managerial levels were satisfied with the chances given for challenge in their positions. The following quotations show how managers interpreted challenge in their jobs by referring to the above-mentioned themes:

“My sector is considered the biggest sector in the company as it includes four factories with 1,540 employees, and every factory has its special requirements. It is a great challenge for me to find ways to arrange effective coordination among them to raise the productivity of the entire section. Believe me, I enjoy this kind of challenge which raises my managerial abilities and improves my leadership skills.” (M.Se.4.I₈)

“I have been assigned to establish a new factory for using synthetic fibres. As you probably know, preparing the establishment of such a factory requires planning and organizing both workforce and machinery. I believe this is a huge challenge and I will move forward to accomplish it.” (M.Se.4.I₃)

The following quotations show how some textile managers interpreted challenge by referring to ‘updating work tools’ and ‘establishing new markets’. As they explained:

“When I took over the department of design, there was no designer who knew how to use the computer in fashion designing. They were used to making designs by hand, manual drawings and sketches. I was able to train them in using the new computer programs besides their manual drawings. For me, it was a challenge to pass my experience on to the rest of the designers in the department.” (M.Mi.3.I₂₀)

“It was a great challenge for me to open new markets in the Gulf countries, which mainly depend on the imported textiles from East Asian countries, especially India and China. I set up several exhibitions in Saudi Arabia, Kuwait and the UAE. I was successful in my mission, and I am satisfied with that.” (F.Mi.4.I₁₈)

6.3.2.3.4 Managers’ Perceptions regarding the Variety and Interest of their Job

The following quotations show the view of some managers of the actual situations they had experienced in their career, and how the variety of the job can affect their satisfaction and motivation.

“It is better to do many different tasks than doing the same thing many times. Yes, specializing in a particular job leads to proficiency, but a variety of work tasks gives you more experience which will increase your self-confidence and, accordingly, your satisfaction. For example, when facing a sudden problem, you know how to handle it as you have the necessary flexibility.” (M.Se.3.I₁₀)

“Every business deal I do is different from the other, and that makes me feel that my job is always renewed, it’s not a rigid job.” (M.Mi.3.I₁₆)

“Yes I have an interesting job. I deal with different customers, sometimes I travel to attend international exhibitions in many European or Arabian countries and that enables me to get acquainted with new cultures and civilizations.” (M.Mi.3.I₁₆)

“The source of interest in my job is the bulk of responsibilities I have. I enjoy being always involved in situations that need wise and quick thinking. It is like playing chess where you have to take a quick, wise decision.” (M.Se.4.I₆)

However, a number of managers expressed their dissatisfaction with the degree of variety and interest in their jobs. The two following quotations introduced the previous viewpoint:

“There is no variety in my job because of its routine administrative nature. I deal with the same files, the same procedures and also the same faces day after day.” (F.Mi.4.I₃₂)

“Dealing with financial accounts is a routine job. There are lists of profits and expenses and account statements. So, I can not rank my work variety as high but it does not matter, as all that counts is the work quality and not the work variety.” (F.Mi.4.I₃₃)

6.3.2.4 MANAGERS’ PERCEPTIONS REGARDING THEIR ADVANCEMENT

Table 6.49 below shows that, whereas 33% of textile managers were moderately satisfied, 37% were dissatisfied about this factor. For most managers, job advancement was the opportunity for promotion. This point of view has been discussed in depth in the previous part (see promotion factor).

Table 6.49: Managers’ satisfaction with advancement

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	-	1	2	4	2
Middle managers	2	7	7	2	-
Total	2	8	9	6	2

Source: Data analysis

Notes:

- Only 27 out of 33 Of textile managers had mentioned their feelings of satisfaction or dissatisfaction with their advancement.

The following quotations show other points of view which had been adopted by some managers, who consider advancement as holding an important and influential position, increasing and developing their skills, and increasing their responsibilities. As managers illustrated:

“In my point of view, job advancement is the possibility to occupy important and influential positions in the institution. I admit that all posts are important, however there are positions that have more significance and weight. I am really satisfied with my current post as I am responsible for increasing exports and opening new markets.” (F.Mi.4.I₁₈)

“For me, it means developing my work skills by having the essential training. But the problem here is that there is no real administrative training, there is just technical training. I wish they would consider this point because I am keen to advance my career.” (M.Mi.4.I₁₇)

“In 2004, I was chosen to hold the position of head of the production sector, when there were four departments under my management. However, because I managed that sector well, the chairman of the board decided to add three more departments under my responsibility. So, I am responsible for seven different departments. That is what I call job advancement. Therefore, I am very pleased by this additional responsibility and do my best to confirm that I’m worth this trust.” (M.Se.4.I₃)

6.3.2.5 MANAGERS’ PERCEPTIONS OF THEIR RECOGNITION

Unsurprisingly, senior managers were more satisfied with the recognition factor, as reaching the top of the organizational ladder gives them a certain degree of satisfaction because they consider their posts as a kind of recognition. Table 6.50 shows the frequency of the interviewees who revealed their satisfaction or dissatisfaction with the recognition they receive.

Table 6.50: Managers' satisfaction with job recognition

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	-	-	1	7	4
Middle managers	7	3	7	1	1
Total	7	3	8	8	5

Source: Data analysis

Notes:

- Only 31 out of 33 managers had mentioned their feelings of satisfaction or dissatisfaction with their recognition.

Senior managers consider top management, including the company's board of directors, as the main source of recognition, and consider the words of thanks, leaders' trust, and promotion as the main forms of recognition they prefer. The following quotations show the importance of recognition for senior managers and its different sources and forms.

As they illustrated:

“One of my most important motives is the feeling of recognition I get from superiors. I consider it as the real reward for my efforts. When I design a new program or improve the performance of an old one, in return I get my leader's backing with a word of thanks. This urges me to increase my efforts and improve the quality and the quantity of my work.” (M.Se.3.I₇)

“In my opinion, promotion is the best form of recognition. It is a natural reflection of the employee's competence and facilitates his moving up to higher positions where he can practise wider authorities and responsibilities.” (M.Se.4.I₁₂)

“I am convinced that showing recognition is a natural reaction from others when they feel that you are faithful, hardworking, and capable of managing. The words ‘well done’ are enough for me. When I feel that others appreciate my work, that encourages me to do more to show that I deserve their acknowledgment.” (M.Se.4.I₅)

Superiors are not the only source of recognition. As middle managers referred to other possible sources of recognition, such as their colleagues and subordinates. As one manager illustrated:

“Yes, I am well recognized. For me it is enough to get the recognition and appreciation of my subordinates. This source of recognition is more important than that from leaders, which does not crop up very often. All the workers in my department respect my leadership. I think that the love of my subordinates and their acknowledgment are enough for me.” (M.Mi.1.I₁₉)

Moreover, as a result of the gender-biased discrimination against women in the textile industry, female managers were less satisfied with the recognition they receive. As they illustrated:

“I can not explain why I don’t receive adequate recognition; the only reason may be that I am a woman working in a male dominated community. This community looks upon her as inferior to men.” (F.Mi.4.I₂₂)

“I gain recognition from my family and friends who appreciate the outstanding position I have reached, but I don’t have the same recognition from my superiors” (F.Mi.4.I₁₈)

6.3.2.6 MANAGERS’ PERCEPTIONS OF THEIR ACHIEVEMENT

Table 6.51 shows the frequency of the interviewees who revealed their satisfaction or dissatisfaction with their achievement opportunities at work.

Table 6.51: Managers’ satisfaction with achievement factor

Level of satisfaction	Very		Moderately		Very
Level of management	Dissatisfied	Dissatisfied	Satisfied	Satisfied	Satisfied
Senior managers	-	1	1	4	6
Middle managers	1	2	5	12	1
total	1	3	6	16	7

Source: Data analysis

As seen in Table 6.51, managers had a broad range of opinions regarding the achievement factor. However, the majority of senior and middle managers were satisfied with the achievement opportunities provided by their jobs. Managers interpreted achievement in their job by referring to key themes including ‘opening new markets’, ‘achieving the set targets’, ‘increasing profits’, ‘getting new customers’, ‘making new product or programs’, and ‘improving work methods’.

When the researcher asked managers about the types of achievement which would encourage them to increase their work satisfaction and motivation, they mentioned many forms of achievement that can positively affect their satisfaction and motivation.

As managers explained:

“I feel that I deserve my salary only when I achieve something significant to my company. Even if such achievement opportunities are not given, I try to create them. For example, when I became in charge of the export sector, I opened new markets in Italy, England, and Athens for towels and linen.” (M.Se.4.I₆)

“I really like my job as a head of the training sector because it gives me many achievement opportunities, both inside and outside the company.” (M.Se.3.I₂)

“There is a proverb which says, ‘The more sea water you drink, the thirstier you get’. This is exactly what always happens to me, the more I achieve, the more I want to achieve more.” (F.Mi.4.I₂₂)

When other managers were asked about their own conceptions about achievement, they illustrated that ‘ensuring the harmony between their subordinates’, ‘achieving the set targets’, and ‘saving money or making profits for their companies’ are what they consider as achievements. As they illustrated:

“Good management of the various departments under my management, solving any problems that might come up between workers, and ensuring harmony among workers are definite achievements for me. And I am really happy with what I already achieved” (M.Se.4.I₈)

“I feel a sense of achievement when I accomplish something significant to the company. For example, we used to buy a certain kind of dye from England; the active component of that dye was very expensive, so I devised a similar formula with the same stability and lower costs. Since then, the company did not have to import that dye again and we have saved a large sum of money. So I was very pleased with my contribution.” (M.Mi.3.I₁₅)

However, some managers were not satisfied with the achievement opportunities in their jobs, due to the poor relationship and the domination of their superiors. The following quotation reflects the previous opinion:

“The real problem lies in the fact that anything you achieve is always attributed to your superiors. I hardly remember any incident when our efforts were even mentioned, let alone thanked. Still, all I want is to be given the opportunity, and I promise I will deal with it to the best of my ability.” (M.Mi.4.I₂₆)

6.3.3 MANAGERS' PERCEPTIONS OF OTHER WORK FACTORS

In the subsequent part, the researcher will review some other issues highlighted by managers during the interviews which negatively affected their job satisfaction and work motivation, as they mentioned some negatives which they consider as imperfections in the company work system. These negative aspects either result in conflicts among managers or are barriers to achieving the organizational or personal goals. As managers referred to the following main points:

1. The weakness of the training policy.
2. The improper appraisal system.
3. The discrimination against women.

6.3.3.1 The Weakness of the Training Policy

The interviewees showed their dissatisfaction with the training policy adopted by their companies, as most managers thought that they did not have satisfactory administrative training for taking up their managerial duties. They illustrated that most of the training programs they had taken part in concentrated on technical skills rather than managerial skills. As managers affirmed:

“Actually, I gained my leadership skills through my experience. The problem with such approach is that it takes too long time to get the required managerial and leadership skills. I think it is possible to shorten this period by providing managers with administrative training courses.” (F.Mi.4.I32)

“I am not exaggerating when I said that I have learned how to deal with my subordinates by trials and making mistakes. Attending managerial courses will raise the manager’s self-confidence and capability in dealing with his subordinates and will have positive effects on his productivity and work satisfaction.” (M.Mi.4.I17)

Some other managers complained about the fact that the training they received always concentrated on the theoretical aspects without taking into account the practical part. They considered this to be a notable shortage in the training process, as one manager illustrated:

“I attended many training programs but did not benefit much because these programs were purely theoretical and conventional and did not have any practical side. So, if anyone asked me about these courses, I couldn’t recall their contents since they did not have the influence I had expected.” (M.Mi.4.I25)

Others referred to an important point, which is the unsuitability of the content of the training program and the necessity for consulting the various concerned departments before designing it. As one of the managers illustrated:

“We always are taken by surprise with the content of training courses, which are offered not because of our actual requirements but because of a certain timetable. Most training courses are useful for technicians and therefore it wasted our valuable time and company’s money too.” (M.Mi.4.I₂₄)

6.3.3.2 The Improper Appraisal System

The qualitative data showed that most managers offered negative responses regarding the appraisal system adopted by their companies. Managers see many problems in the current system. They clarify that one of the major shortcomings in the applied system is the secrecy of the results. In other words, employees are not informed about their appraisal results as it is considered a secretive process. They state that they need some feedback as a tangible indication of their success from superiors. The following quotations reflect the negative affect of the secrecy policy on managers’ job satisfaction:

“In all the years of my career, I have never been able to accept our appraisal system. This inefficient appraisal was the main reason for many problems and much frustration in my career. One of its major shortcomings is that we do not get informed about our appraisal results. The company assumes that such announcement may have a destructive effect on the work atmosphere and may also negatively influence the relationship between subordinates and their superiors. However, this is a misleading deduction because, when the employee is surprised by being deprived of promotion as a result of his low results, he becomes more frustrated and less productive, and that has actually happened to me before.” (M.Mi.4.I₂₁)

“It is important for any staff member to know his superior’s appraisal to get the chance to correct any weak performance. However, that is not possible with the currently applied system, which treats the appraisal results as a top military secret.” (F.Mi.4.I₂₉)

Moreover, managers have complained about the ambiguity of the performance appraisal form. As one of the senior managers expressed:

“I personally have had bad experiences with the existing appraisal form. I would like to highlight some points which affect my satisfaction as an evaluator. For example, the same evaluation form has been used for all production and administrative departments for more than fifteen years. That form does not consider the job’s nature or requirements. Moreover, the factors used are ambiguous. In my case, I found it difficult to use in evaluating my subordinates. For example, the first two evaluation factors are the same; one is for production and the other for production quality. So, what is the difference, especially for those who work in administrative jobs?”

Another point is that each factor contains sub-items, i.e. the first item includes production, competence and supervision ability, with 35 points for all of them together. I wonder how to allocate these points on the three items considering them one item. A third point is that there are some items, such as cooperation, which are difficult to be evaluated as they are not fully controlled by the employee.” (M.Se.3.I4)

Additionally, some managers highlighted another problem concerning the performance appraisal system and which had an adverse impact on their job satisfaction. This point is related to the tendency of those in charge to give all subordinates equal evaluations, either because they don’t understand the importance of the evaluation purpose or because they have not been trained on how to use the appraisal form correctly. As managers affirmed:

“What is the benefit of getting ‘excellent’ in my appraisal report if all the others got the same evaluation regardless of their performance? It is unfair that those who work hard and those who don’t are given the same grades. Many superiors, if not most, deal with the evaluation process as a routine job and don’t give it the necessary attention and consideration.” (M.Mi.4.I26)

“Although I got the grade ‘very good’, I felt it was unfair when I found that my colleagues who were not very active and sometimes had caused problems at work received the same grades. That meant we were all granted equal rewards and promotion opportunities.” (M.Mi.4.I30)

Some other managers stated that they are not satisfied with the appraisal system because it exclusively depends on the judgement of one person (the direct superior). Thus, personal likes or dislikes may affect the appraisal process. The following quotation includes a review of this observation:

“It is unreasonable that an employee’s career depends on the evaluation of one single person, his direct boss. In the past, I was exposed to this problem when my promotion was delayed for more than four years because of a disagreement between me and my former boss. That discrepancy resulted from an argument about methods for carrying out the required tasks in the factory. He followed a certain method and I suggested applying another one. Accordingly, I was excluded from the promotion due to the low rank of my performance appraisal, as my boss had interpreted my ideas as an attempt to challenge and embarrass him in front of his subordinates. Our relationship not only got worse but turned into a real fight. The work atmosphere got tense and badly affected my concentration. Therefore, I think it’s unfair to empower a single person to evaluate another one’s performance.” (M.Mi.3.I₂₇)

Finally, other managers referred to another important point, which is the long period of time that passes between each appraisal process, and the negative effects this has on both the evaluator and the person to be evaluated. As they illustrated:

“We make the evaluation every 6 months. Frankly, my memory is not so sharp, so I may forget things the employees did.” (F.Mi.4.I₃₂)

“The period of six months for each evaluation is obviously too long and therefore unjust. It should be shortened to at least three months and handed out with the final form at the end of the year, which will make the employee anxious to work at his best throughout the year. With the current system, some employees concentrate on showing their best sides in the last month before the appraisal and after that fall again back into idleness.” (F.Mi.4.I₂₈)

6.3.3.3 The Gender-Biased Discrimination against Women

The interviews with male and female managers show that women managers suffer from gender-biased discrimination at work, as many people judge women as being incompetent regarding their work performance and leadership. One of the female managers confirmed such an attitude by saying:

“The real problem here is that men are not convinced that women are capable of leading and managing. I have a good relationship with my colleagues, but when it comes to work, they think that I am inferior to them. Sometimes I feel that my opinions are not respected or welcomed, even subordinates think that a female manager is not strict or firm enough and incapable of punishing them when they make a mistake, so it is easy to abuse her kindness. All these problems come from the misleading concepts in our society. Do you think I am going to be satisfied while exposed to such injustice and oppression?”
(F.Mi.4.I₁₈)

The same attitude and point of view was confirmed by another female manager when she said that:

“I don’t know why I had to confront others in order to prove my competence. And I don’t know why this male community assumes that women by nature don’t like to work. I can not understand why they think they please me when they reduce my responsibilities. Why do I have to exert more effort to prove that I deserve my position? It took me incredible efforts to reach my position. I even have worked overtime and sometimes helped my colleagues to finish even their own work. Men have to learn that a woman has the same ability to give and to work as they do.” (F.Mi.4.I₂₉)

6.3.4 SUMMARY OF THE RESULTS OF THE QUALITATIVE DATA

Overall, the previous section (Section 6.3) presented the results of the qualitative data. Managers gave their interpretations and opinions about fourteen work factors and how these factors can affect their work motivation and job satisfaction. They also talked in detail about other factors that have a negative impact on their job satisfaction and work

motivation. The interviews helped in answering the ‘why’ and ‘how’ questions and to shed light on actual reasons for managers’ satisfaction or dissatisfaction with various work factors. Table 6.52 below contains a summary of the managers’ satisfaction with different job factors.

Table 6.52: Summary of the respondents’ level of satisfaction on different facets of work

Level of Satisfaction	Very		Moderately		Very
Job Factors	Dissatisfied	Dissatisfied	Satisfied	Satisfied	satisfied
Security	-	-	-	7	23
Pay	25	5	2	-	-
Working conditions	-	-	5	10	17
Relation with peers	-	1	1	7	22
Relation with superiors	8	4	4	8	2
Relation with subordinates	-	3	2	12	14
Company policies	22	5	3	2	-
Status	1	2	17	9	3
Responsibilities	5	7	5	8	8
Promotion	14	1	5	9	4
Work itself	3	6	11	7	6
Advancement	2	8	9	6	2
Recognition	7	3	8	8	5
Achievement	1	3	6	16	7

Source: Data analysis

6.4 CHAPTER SUMMARY

This chapter contains two main sections. The first section presents the results of the quantitative data. It illustrated the high age of textile managers as 54.3% of them have more than 55 years old. Moreover, most of them are well educated, since the percentage of those who hold a university degree or higher is 93.4% of the total sample. The percentage of female managers is 24% and it was surprising to find that all of them were occupying middle management positions. Moreover, 63.6% of managers have more than 25 years experience. Besides, 55.5% of the managers had more than five years experience in their current position.

Moreover, the results indicated that, the two levels of managers have unanimously attached the highest satisfaction to 'job security' and 'working conditions'. On the other hand, the aspects of 'pay', 'company policies', 'promotion', and 'advancement' have unanimously received the lowest ratings as a source of satisfaction for both managerial levels. Furthermore, managers showed higher concern for job content factors (including achievement, recognition, job responsibilities, and promotion) than for job context factors.

Additionally, the first section presented the impact of different personal characteristics on textile managers' motivation and job satisfaction. As the results indicated that the demographic factors have significant impacts on textile managers' motivation and job satisfaction. With regard to gender, managers' gender did lead to significant differences in managers' satisfaction with job content factors and overall job satisfaction. As women textile managers were significantly less satisfied than men regarding content factors, including 'job responsibilities', 'promotion', 'achievement', and 'recognition'.

Managers' age did lead to significant differences in managers' satisfaction with 'responsibilities' and 'achievement', as managers who are more than 55 years old were significantly more satisfied with their work responsibilities and achievement than the other managers. Moreover, managerial level had a significant impact on satisfaction with context factors, content factors, and overall satisfaction. The results revealed that senior managers were more satisfied with job context factors, namely with their 'job security', 'working conditions', and 'job statuses'; moreover, they were more satisfied with job context factors, specially with their 'job responsibilities', 'work itself', 'recognition', and 'achievement'. Additionally, education had a positive significant impact on three of the context factors at the predetermined level of significance 0.05 or less. These factors are 'promotion', 'work itself', and 'recognition'; also, it has a significant impact on managers' overall job satisfaction. Furthermore, the relationship between managers' training and their satisfaction towards different context factors has been explored. Managers' training has a positive significant impact on their satisfaction towards 'pay', 'relations with subordinates', and 'job related status'. For content factors, training has a positive significant impact on both 'work itself' and 'recognition'. Moreover, more trained managers were higher with overall job satisfaction than less trained managers. According to the results, the total years of experience had a positive significant impact on both satisfaction with 'pay' and satisfaction with 'company policies', while no significant relationships were found for other work context factors. For the effect of managers' experience on different content factors, the mean scores of the four groups of managers were significantly different with respect to the six work content factors, as managers with a high level of experience were more satisfied than their counterparts with all content factors and with their overall job satisfaction as well. For managers' tenure, the results did not reveal any significant impact for managers'

tenure on managers' job satisfaction. Finally, a significant positive correlation was found between managers' job satisfaction and their job performance.

On the other hand, the second section of this chapter presented the results of the qualitative data. Overall, the results of the qualitative data revealed the real reasons for managers' dissatisfaction with a number of work factors such as 'pay', 'promotion', 'company policies', 'appraisal system', 'training', 'delegation of authority', and 'the clarity of their job'. The results also clarified the real reasons for their high degree of satisfaction with other aspects such as 'job security', 'working conditions', 'relationships with peers and subordinates', and 'achievement'.

In conclusion, the qualitative data explained the results obtained from the quantitative data by answering the 'why' and 'how' questions, which the quantitative data was unable to provide an answers for. Moreover, the findings emphasized the need of combining the qualitative and quantitative approaches in exploring the sensitive and hidden issues related to managerial motivation and job satisfaction.