CHAPTER 7

INTERPRETATIONS AND DISCUSSION

OF KEY FINDINGS

7.1 INTRODUCTION

This chapter interprets and discusses the findings of the quantitative and qualitative data that has been presented in the previous chapter. The whole picture of the study results within the context of both the research framework and the managerial literature will be presented in five main sections and the presentation of the research findings will follow the structure of the research framework that has been developed in Chapter 3. The first section (Section 7.2) discusses the results related to 'individual's characteristics' which includes age, gender, occupational level, education, training, total years of experience, and tenure in current position. The second section (Section 7.3) discusses the results related to 'job characteristics' which includes eight context factors (pay, job security, working conditions, relations with peers, relations with superiors, relations with subordinates, company policies, and job related status), and six content factors (job responsibilities, promotion, work itself, advancement, recognition, and achievement). The third section (Section 7.4) discusses the results related to 'Egyptian cultural contexts' that can influence managers' thinking and behavior and which have been derived from the qualitative data and includes four factors, namely the impact of the Islamic faith, the value of the family in the Egyptian society, woman's status in Egyptian society, and the status of working in the public sector. The fourth section (Section 7.5) presents and discusses the relationship between job satisfaction and job performance of senior and middle managers. Finally, the fifth section (Section 7.6)

presents the research model as a refine of the research framework according to the actual research findings. In this chapter, the researcher will present and discuss the findings related to each of the research model's variables, factor by factor, and illustrate their influences on managers' motivation and job satisfaction which will help in answering the different research questions and achieve different research objectives.

7.2 PERSONAL CHARACTERISTICS AND JOB SATISFACTION

This section is concerned with the first variable of the research model. It will present a detailed discussion of the impact of the selected personal characteristics on managers' job satisfaction and motivational needs. The research findings related to each of these characteristics will be presented and discussed within the context of the related managerial literature, as follows:

7.2.1 GENDER AND JOB SATISFACTION

The Egyptian working context is characterised by a male dominated workforce. The distribution of males and females shows that male managers greatly outnumbered female managers and that they were the gender that dominated the managerial group in the textile industry. A total of 186 managers (75.3%) were male, while only 61 managers (24.7%) were female, and the percentage of female managers tends to go down as we move up the managerial ladder. However, the percentage of female managers in the study sample is very close to the actual percentage of working women in Egypt as, according to the Central Agency for Public Mobilization and Statistics (CAPMAS), women represent 49% of the whole population and only 22.3% of the entire Egyptian labor force. Moreover, the percentage of women managers in 2006 was

estimated at 23.5%.[1] This male dominion is the natural result of Arabian mentality and culture, which perceives home as the only accepted place for women. The Egyptian society may agree to women working in teaching or in clerical administrative jobs, but still does not agree to her working in the industrial field where a direct contact with workers is needed. That is probably the reason why the researcher found that most jobs occupied by women managers in the textile industry are not related to those industrial processes which need a direct contact with workers, as women were only found in administrative jobs such as research and development or in human resource departments.

Regarding the relationship between gender and job satisfaction, Table 7.1 below indicates that managers' gender did lead to significant differences with content job satisfaction and overall job satisfaction, as male managers were significantly higher than female managers with both content job satisfaction and overall job satisfaction. Nevertheless, gender has no effect on context job satisfaction because, in the Egyptian working context, management can not discriminate between men and women in context factors (pay, working conditions, status, and company policies), as these factors are specified and protected by the law and can not be managed according to management's inclination.

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[1] "The Egyptian Labor Force Sample Survey". Central Agency for Public Mobilization and Statistics, (2007)

Table 7.1: Significant relationships with managers' gender

Factors	Gender Means	Male	Female	Sig
Job content factors	Satisfaction Mean	3.04	2.73	.000**
Overall satisfaction	Satisfaction Mean	3.10	2.95	.013*
Relations with Peers	Satisfaction Mean	3.69	4.06	.000**
Responsibility	Satisfaction Mean	3.42	2.75	.000**
Promotion	Satisfaction Mean	2.60	2.12	.003**
Recognition	Satisfaction Mean	3.15	2.54	.000**
Achievement	Satisfaction Mean	3.58	3.35	.036*

Source: Data analysis

Notes:
* 0.05 level of significance.
**0.01 level of significance.
- Only factors that have significant relationships with managers' gender are included in this table.

As seen in Table 7.1, women scored significantly higher satisfaction in some factors than men, and vice versa. Female managers scored higher than male managers on satisfaction with 'personal relationship with peers'. This may attributable to the special characteristics of women and their concern about good personal relations in work settings. However, they illustrated that they must be careful and selective when making friends in their workplace because of the Islamic and the society viewpoint regarding the relationship between different genders. As a female manager explained:

> *"I am always careful to build and keep up good selective personal relationships. In our sector we have a mutual feeling of being one family and every colleague, considers me as his/her big sister. We even exchange family visits on various occasions. The good personal relations with my colleagues are an integral part of the love of my job"* (F.Mi.4.I$_{22}$)

This finding is consistent with Callan (1993), as he argued that women in middle and top management can often bring a high relationship approach to managing which

includes a willingness to listen, improve participation, and a greater concern about maintaining good interpersonal relationships in their work context.

On the other hand, female managers scored lower than male managers in satisfaction with 'responsibility', 'promotion', 'recognition', and 'achievement'. They traced this back to their feeling of gender-biased discrimination, especially in respect of promotion to higher managerial posts and the underestimation of their capabilities and leadership skills. Therefore, female managers felt that they have less responsibilities and lower chances of achievement and promotion. As female managers explained:

> *"After attaining my first managerial post, the advancement of my career slowed down. I have to fight with others for promotion. This may be traced to the fact that I am a woman in a male dominated working context."* (F.Mi.4.I$_{29}$)

> *"I don't know why our society judges us as being less productive than men, especially in the industrial community."* (F.Mi.4.I$_{32}$)

These results consistent with Barclay and Skarlicki findings that, "*individuals who have experienced unfairness in the workplace often report significant, painful, and enduring consequences.*" (2009: 511). They also partly correspond with the results of Okpara *et al.* (2005) as they found that women managers were less satisfied with their promotions and overall job satisfaction than their male counterparts. Moreover, the results partly agreed with Manning's results (2002) as he illustrated that male managers scored higher than women in the job recognition and opportunities for challenge.

In addition, the mean scores of importance of various work context and content factors were approximately the same for both sexes, as no significant differences regarding the

importance of different work motivation factors according to managers' gender were found. This may suggests that a woman with a higher position is supposed to confirm her efficiency, thus it was not surprising that female managers had similar preferences to their male counterparts.

7.2.2 AGE AND JOB SATISFACTION

In the current study, more than half of the managers were more than 55 years (54.3%), a large proportion fell between 51 and 55 years old (23.5%), 13% fell between 46 and 50 years old, and only 9.3% ranged from 40 to 45 years, while there were no managers under 40 (0%). It is obvious that managers in the Egyptian textile industry are taking responsibility so late that they tend to be older than their counterparts in both Arabian and Western countries. For example, the age average of top management in 30 companies in Great Britain, Denmark and the Netherlands were 54, 52, and 55 years respectively (Glunk *at al*, 2001). Moreover, the average age of 45 senior and 105 middle Chinese managers involved in a United Nations Development Programme (UNDP) and selected from 20 Chinese state-owned enterprises was 47 and 34 respectively (Branine, 2005). However, the higher age of the Egyptian textile managers may be due to the lack of promotion opportunities and to the applied promotion system that mainly depends on seniority instead of performance or merit.

According to the findings, the age and job satisfaction relationship supports the U-shape pattern for both context job satisfaction, content job satisfaction, and overall job satisfaction, as job satisfaction was higher for managers in the age group of 40 to 45 years. This may due to the possibility that their tenure on their new position is so short and that they are still happy with their first managerial position. Satisfaction drops for

the age group 46 to 50, when managers get deeply involved in their managerial position with all its problems and with the lower chances for having further promotions. However, it begin to rise again when managers are in their late fifties as they have more privileges and gain more maturity, thus they adjust their ambitions and expectations to more practical levels. This finding is in consistent with the results of Herzberg *et al*. (1957*)*, Kacmar and Ferris (1989), Warr (1992), and Clark (1996) as they all supported the U-shape relationship between age and job satisfaction.

Moreover, according to Table 7.2 below, of the fourteen job factors, age has a statistical significant impact on two of these factors at the predetermined level of significance 0.05 or less. These factors are 'job responsibilities' and 'achievement'.

Table 7.2: Significant relationships with managers' age

Factors	Age Means	40-45	46-50	51-55	More than 55	Sig
Responsibility	Satisfaction Mean	3.00	2.93	3.27	3.37	.017*
Achievement	Satisfaction Mean	3.05	3.18	3.53	3.58	.048*
Promotion	Importance Mean	4.86	4.50	4.58	4.50	.051**

Source: Data analysis

Notes:
* 0.05 level of significance.
**0.051 level of significance.
- Only factors that have significant relationships with managers' age are included in this table.

As seen in Table 7.2, managers who are more than 55 years are significantly more satisfied with their 'work responsibilities' and 'achievements' than the younger managers (46-50 years). This may due to the possibility that older managers usually enjoy higher managerial positions, higher autonomy, and more significant responsibilities which, in turn, result in higher satisfaction with their responsibilities.

Moreover, the long time they spent in their organizations gave them the opportunity to leave a significant contribution to their companies; thus, managers who are more than 55 years old feel more satisfaction with their achievement opportunities. These findings are consistent with the results of Lee (1985), Raymond *et al.* (1985), and Eskildsen *et al.* (2004) who found a positive relationship between age and satisfaction with content factors. However, it does not correspond with Arvey and Dewhirst's finding, who suggested a significant positive relationship between age and job satisfaction for context, but not content job satisfaction (Arvey and Dewhirst, 1979).

Regarding the importance of different job factors, the findings did not reveal any significant relationship between age and the importance of any of the job factors, except for 'promotion', as young managers (40-45 years) place more concern on promotion than the oldest managers (more than 55 years). This result was expected, as young managers have more concern for their career advancement because they are still at the bottom of the managerial ladder. These findings seem to be in agreement with Gleen *et al.* (1977), as they illustrated that the promotion chances are higher for the older employees, therefore younger employees who possess less seniority and less promotion chances place more importance on such factor.

Additionally, although there were no other significant differences between managers' age and the importance of different content factors, the mean scores of the importance regarding these factors revealed that, young managers (40-45) exhibited higher need levels than did all other groups in all content factors except for 'recognition'. These findings correspond with Mottaz's explanation of the relationship between age and satisfaction, as he illustrated that younger employees place significantly greater

importance on intrinsic rewards as compared to older employees, who are more concerned with extrinsic rewards (Mottaz, 1987).

7.2.3 MANAGERIAL LEVEL AND JOB SATISFACTION

The findings reflect the traditional hierarchical structure of the studied organizations, with few senior managers forming the top of the pyramid and a larger number of middle managers forming the middle of the pyramid. According to the study findings, only 26 managers (10.5%) were occupying the senior manager position and forming the apex of the pyramid, while 221 (89.5%) of the sample were occupying the middle manager position. The most surprising result was that no women were occupying any senior manager position. It is clear that women in the textile industry are excluded from the senior management position as, according to prevailing conventions in the textile companies, if a male and a female manager are nominated for a senior manager's position, the man is always chosen even if he is less qualified than the woman.

According to the research findings in Table 7.3 below, the managerial level was a determinant of managers' job satisfaction, as job satisfaction increased with one's movement from lower to upper managerial level. Senior managers were significantly higher in both context job satisfaction, content job satisfaction, and overall job satisfaction. This finding is consistent with the findings of Super (1939), Blauner (1960), Porter (1961), Adams *et al.* (1977), Near *et al.* (1978), Miles *et al.* (1996), Oshagbemi (1997), Robie *et al.* (1998), Al-Ajmi (2001), and Manning (2002).

Table 7.3: Significant relationships with managers' level

Factors	Level Means	Middle managers	Senior managers	Sig
Job context factors	Satisfaction Mean	3.13	3.45	.000**
Job content factors	Satisfaction Mean	2.89	3.58	.000**
Overall satisfaction	Satisfaction Mean	3.01	3.52	.000**
Job Security	Satisfaction Mean	4.22	4.57	.013*
Pay	Satisfaction Mean	1.77	2.19	.005**
Working Conditions	Satisfaction Mean	3.94	4.30	.009**
Job Related Status	Satisfaction Mean	3.01	3.73	.000**
Responsibilities	Satisfaction Mean	3.14	4.23	.000**
Work itself	Satisfaction Mean	2.86	3.36	.000**
Recognition	Satisfaction Mean	2.87	4.13	.000**
Achievement	Satisfaction Mean	3.44	4.26	.000**

Source: Data analysis

Notes:
* 0.05 level of significance.
**0.01 level of significance.
- Only factors that have significant relationships with managers' level are included in this table.

Blauner's explanation for the positive relationship between managers' level and job satisfaction can be adopted to explain the findings of the current study, as he attributed the high satisfaction of those in higher occupational level to four main reasons. Firstly, the title and the high prestige of those in higher occupational levels compared to others. Secondly, the amount of independence and control a professional or executive has over his/her work, such as the freedom in using his/her time and other work facilities. Thirdly, the nature of the job, as often he/she is part of a small work group and is able to enjoy adequate freedom from the control of the hierarchical authority. Finally, the nature of their work, as it is likely to be incorporated with leisure (Blauner, 1960).

Moreover, according to the results presented in Table 7.3, senior managers reported a significantly higher level of satisfaction with 'security', 'pay', 'working conditions', and 'job related status' than middle managers. This is attributable to the higher pay

scale and better fringe benefits they received compared to those of middle managers. Moreover, they have better working conditions and status, as their higher managerial level provides them with extra privileges, and their job titles appear to be a symbolic status to them which provides them with high prestige among their colleagues. These results harmonize with the results of Porter (1961), as he argued that higher levels of employment offer more security, pay, and more status. Additionally, Manning (2002) found that top managers had significantly higher satisfaction with job security than middle managers.

On the other hand, regarding the relationship between managerial level and satisfaction with job content factors, the findings indicated that managerial level has statistically significant impact on four of the content factors at the predetermined level of significance 0.05 or less. These factors are 'responsibilities', 'work itself', 'recognition', and 'achievement'. The mean scores of middle managers show lower levels of satisfaction in all the above-mentioned factors compared with senior managers. Moreover, they rated two of the previous factors under the midpoint of the satisfaction rating scale, namely 'work itself' and 'recognition'. Additionally, senior managers perceive that their job provides absolutely more satisfaction with their assigned responsibilities as they affirmed that their responsibilities were precisely determined, clear-cut and in accordance with their expectations. They also were more satisfied with the 'work itself', 'recognition', and 'achievement'. This can be explained by the possibility that the higher rank of senior managers provides them with more variety and challenge, less routine administrative type of work, more innovative duties, and more authority and autonomy at work. Also, they often have more responsibilities and thus a more challenging and active job with better chances of achievement and high

feelings of importance. Therefore, it is expected that the rank of managers is positively related to their satisfaction with the previous content factors. These findings are consistent with Ivancevich (1970) as he found that upper-level managers enjoyed more challenging and autonomous jobs than their lower-level counterparts. As a result, top managers are in a much better position to pursue their growth needs.

However, the managerial level did not have any significant impact on the importance of different job factors, as managers with higher rank have the same preferences as the managers with lower rank. The similarities between the two managerial levels reflect the similarity of their thinking toward different motivational factors and the maturity of textile middle managers.

7.2.4 EDUCATION AND JOB SATISFACTION

According to the findings, Egyptian managers are highly educated managers since 85.8% (n=212) have at least a first degree, while a few have a Master's and Ph.D forming 7.6% of the total sample. However, 6.5% (n=16) did not acquire any academic qualifications beyond their basic technical diploma. The Egyptian managers' education percentage is so high even when compared with managers from other Arab countries, or even managers from developed western countries. For example, in Jordan a similar study showed that 62% of managers held a university degree (Al-Rasheed, 1994), while another study conducted in Britain showed that just 22% of the male and 37% of the female managers held a university degree (Scase and Goffee, 1989). Another study conducted by Nicholson and West (1988) revealed that 66% of British males and 49% of British female managers held a university degree. An additional study conducted by Branine (2005) revealed that more than 65% of Chinese senior managers who

participated in a United Nations Development Programme (UNDP) did not hold a university degree.

Egyptian managers attribute their high education ratio to two main factors. The first is the socio-cultural image associated with a person who does not hold a university degree in Egypt, in that he is seen as inferior to the person who has a high degree, even if the individual has higher financial resources. Therefore, people in Egypt try to improve their education because of their desire for more social recognition. The second factor is an economical factor related to the high unemployment rate in Egypt.[1] Therefore, with the limited employment choices it is necessary to obtain high qualifications to increase one's chances of getting a decent job and to guarantee high career advancement. This point of view corresponds with the findings of Cuesta and Salverda (2009) as they argued that people seek for higher levels of education to reduce the risk of unemployment or of being in a low-paid job.

Table 7.4: Significant relationships with managers' education

Factors	Education Means	Diploma	Bachelor's Degree	Higher Degree	Sig
Job content factors	Satisfaction Mean	2.55	2.99	3.08	.006**
Overall satisfaction	Satisfaction Mean	2.77	3.07	3.15	.007**
Promotion	Satisfaction Mean	1.81	2.51	2.73	.024*
Work itself	Satisfaction Mean	2.51	2.92	3.13	.020*
Recognition	Satisfaction Mean	2.37	3.05	2.94	.024*
Working Conditions	Importance Mean	3.43	4.08	4.15	.014*
Promotion	Importance Mean	4.25	4.61	4.21	.002**
Recognition	Importance Mean	4.50	4.80	4.76	.005**

Source: Data analysis

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[1] According to the official reports of the Egyptian government, the unemployment rate is 21.3% of the total Egyptian labor force (Al Ahram Magazine, 23/5/2008) .

Notes:
* 0.05 level of significance.
**0.01 level of significance.
- Only factors that have significant relationships with managers' education are included in this table.

Moreover, the study findings in Table 7.4 indicated a significant relationship between managers' education and both content satisfaction and overall job satisfaction. Managers with a higher education (Bachelors and higher degrees) were significantly higher in both content and overall job satisfaction than were managers with Diploma (less educated managers). These findings are consistent with the findings of Falcone (1991) who found that the better educated managers expressed more job satisfaction in both public and private sectors. Moreover, Al-Ajmi (2001) argued that managers with a post-graduate degree were found to be more satisfied than were managers with a high school diploma in general. Similarly, these findings are consistent and in line with Goodwin (1969), Clark *et al*. (1996), Howard and Frink (1996), Bilgic (1998), Robie *et al*. (1998), Sousa-Poza and Sousa-Poza (2000), and Eskildsen *et al.* (2004) that education have a positive relationship with employees satisfaction. However, the results do not correspond with the studies of either Kuntz *et al*. (1990) or Ganzach (2003), who revealed an opposite opinion regarding the nature of the relationship between education and satisfaction as they illustrated that, managers with a higher level of education had lower overall job satisfaction than those who had less education because they have high expectations that are hard to be fulfilled.

Additionally, managers with Bachelors and higher degrees were significantly more satisfied with their 'promotion' than managers with diploma. This may due to the fact that employees with higher levels of education may have better promotion prospects than employees with lower levels of education. As one manager with a PhD illustrated:

> *"I got the doctorate three months before the promotion and I believe that this was the reason for been nominated for the post of senior manager. The company has a positive reception for academic degrees. In my case I was promoted, although there were four other candidates who had more years of experience than I had."* (M.Se.4.I$_{11}$)

Corresponding with this finding, Howard and Frink (1996) argued that individuals with a higher level of education may experience more growth opportunities than those with lower levels of education and this may affect their perceived job satisfaction.

Moreover, as seen in Table 7.4, managers with higher degrees were also significantly more satisfied with 'work itself' than managers with a Diploma, as high education can enhance managers abilities of handling difficult tasks, solving work problems, and learning effective managerial methods, thus increasing their satisfaction with the nature of their work. Finally, less educated managers (with Diploma) were less satisfied with 'recognition' than were those managers with Bachelor's degrees. This was expected, since the Egyptian culture places more importance on education issues, and treats the person according to the certificates he has got.

Furthermore, regarding the relationship between managers' education level and the importance of different job factors, the results indicated that education was significantly associated with managers' needs, as managers with Bachelor's degrees place more importance on 'promotion' than managers with higher degrees; moreover, higher educated managers (with Bachelors and higher degrees) placed more significant importance on 'work conditions' than managers with Diploma; finally, managers with Bachelor's degrees place more importance on 'recognition' than managers with low education (Diploma). This may be explained by the possibility that holding academic qualifications raises a manager's expectations and ambitions for better working

conditions and more recognition. This finding is partially consistent with the findings of Ganzach (2003) as he illustrated that managers with higher education usually have high expectations towards different work factors.

7.2.5 YEARS OF EXPERIENCE AND JOB SATISFACTION

Years of experience in this part refers to the total years an individual has spent in working. The findings revealed that Egyptian textile managers are very experienced managers, as 157 managers (63.6% of total respondents) had more than 25 years of experience; 54 managers had experience ranging between 20-25 years (21.9% of all managers); and 34 managers had experience ranging between 15-20 years (13.8% of the total sample). However, it was surprising that there were only 2 managers with experience of less than 15 years (0.8% of the total sample). The long working experience of the majority of the textile managers indicates the availability of the required experience of management inside the textile industry. However, it also reflects the adopted promotion policy, which mainly depends on seniority. Moreover, with regard to the female managers, it was noticeable that their length of service is higher than that of male managers, as 70.5% of female compared with 61.3% of male managers had more than 25 years of work experience.

Table 7.5: Significant relationships with managers' experience

Factors	Experience Means	Less than 15 Yrs	15-20 Yrs	More than 20-25	More Than 25	Sig
Job context factors	Satisfaction Mean	3.00	3.01	3.10	3.23	.003**
Job content factors	Satisfaction Mean	2.65	2.58	2.82	3.10	.000**
Overall satisfaction	Satisfaction Mean	2.81	2.79	2.95	3.16	.000**
Pay	Satisfaction Mean	1.25	1.51	1.62	1.95	.000**
Responsibilities	Satisfaction Mean	3.00	2.97	3.11	3.37	.022*
Work itself	Satisfaction Mean	2.62	2.48	2.59	3.12	.000**
Advancement	Satisfaction Mean	2.00	2.14	2.68	2.84	.003**
Recognition	Satisfaction Mean	1.75	2.38	3.01	3.14	.000**
Achievement	Satisfaction Mean	3.00	3.20	3.46	3.62	.029*
Responsibility	Importance Mean	4.50	4.38	4.72	4.57	.048*
Work itself	Importance Mean	4.00	4.24	4.59	4.38	.007**

Source: Data analysis

Notes:
* 0.05 level of significance.
**0.01 level of significance.
- Only factors that have significant relationships with managers' experience are included in this table.

As seen in Table 7.5, the findings did not support the U-shape relationship between years of experience and job satisfaction suggested by Herzberg *et al.* (1957) and Ronen (1978), as a positive linear relationship was found between managers' experience and both context job satisfaction, content job satisfaction, and overall job satisfaction, as managers with higher experience (more than 25 years) were more satisfied in these areas than were managers with less experience. Moreover, managers with a higher experience (more than 25 years) seemed to enjoy significantly higher levels of job satisfaction in respect of 'pay', 'responsibilities', 'work itself', 'advancement', 'recognition', and 'achievement'. This was expected, since most managers with a higher length of service are the ones who occupy higher managerial positions and have more tenure-related pay rises, more responsibilities, more autonomy, less routine and more supervisory jobs, and have more involvement in decision making. These findings are similar to those of Al-Ajmi (2001) who found that length of service affected the

satisfaction of pay and work itself of Kuwaiti managers, as managers with more experience were more satisfied in these areas than were managers with less experience.

Furthermore, regarding the relationship between managers' years of experience and the importance of different work factors, years of experience revealed a significant impact on the importance of two work factors. As managers with 20-25 years of experience placed more importance on both 'responsibilities' and 'work itself' than their counterparts with 15-20 years of experience, which may be an indicator for the maturity of managers with high experience.

7.2.6 TENURE IN POSITION AND JOB SATISFACTION

Most of the literature regarding the relationship between personal factors and job satisfaction refer to tenure as the employee's total years of experience and ignores the experience in the current position when dealing with tenure issue. Therefore, one of the study's objectives was to explore the relationship between managers' tenure (experience in the current position) and job satisfaction (Near *et al.,* 1978; Oshagbemi, 2000).

The findings indicated that the majority of managers (55.5%) have more than five years tenure on their current managerial position, which suggests the accumulation of managers in their managerial positions as a result of a lack of promotion opportunities. Also, 22.3% of the managers had between three and five years of job tenure, and 16.2% of the managers had between one and three years of job tenure. The percentage decreased until it reached 6.1% for those who had experience of less than one year in their current position. Moreover, female managers were more tenured than their male counterparts as the majority of them (70.5%) had more than five years of tenure in their

position compared with 50.5% of their male counterparts. This can be attributed to the

glass ceiling policy which excludes women from reaching senior management positions;

therefore they accumulate in middle management positions.

Table 7.6: Significant relationships with managers' tenure

Factors	Tenure Means	Less than 1 year	1-3 years	More Than 3- to 5	More Than 5	Sig.
Relations with subordinates	Importance Mean	3.93	4.37	4.56	4.35	.025*
Recognition	Importance Mean	4.67	4.78	4.86	4.88	.028*

Source: Data analysis

Notes:
* 0.05 level of significance.
- Only factors that have significant relationships with managers' tenure are included in this table.

The study results in Table 7.6 indicate that managers' tenure has no impact on

managers' overall job satisfaction. However, managers' tenure has statistically

significant impact on the importance of two job factors. These factors are 'relations with

subordinates' and 'recognition', as the relationship between managers' tenure and

relations with subordinates suggest a significant difference between the first (less than

one year) and the third (3-5 years) groupings, and that higher tenured managers place

more importance on relations with subordinates than their counterparts of the second

group. This may due to the possibility that the more the manager hold a certain position,

the more he/she becomes able and wants to build a good relationship with his/her

subordinates. Moreover, managers' tenure has statistically significant impact on the

importance of 'recognition', as managers with 3-5 years of tenure place more

importance for recognition than managers who have 1-3 years of tenure. This is logical,

as when a person spends longer time in the same position, he/she will seek more

recognition which may be in the form of promotion, more authority, or even getting verbal praises.

7.2.7 TRAINING AND JOB SATISFACTION

According to the study results, the highest percentage of respondents (38.1%) have no administrative training at all, which reflects the weakness of the training policy adopted by textile companies. Some 22.7% of the sample has had 1-2 training programs, followed by 32.8% of managers who have had between 3-4 programs, and just 16 managers who have had 5 or more training programs, representing 6.5% of the total sample. Moreover, it was noticeable that senior managers have received more administrative training than middle managers, which may suggest a relationship between attending training courses and increasing one's advancement opportunities. This is consistent with Priti (1999) who supports the previous result by illustrating that well-trained individuals can experience more advancement through their careers. Moreover, Cosh *et al.* (1998-2000) in two different researches supported the same assumption that training had a strong positive significant effect on employment growth.

Regarding the effect of managers' training on managers' job satisfaction, Table 7.7 shows that there were positive significant relationships between managers' training and both context and overall job satisfaction, as highly trained managers were significantly higher with both job context and overall job satisfaction than their counterparts with less administrative training. This finding is consistent with the results of Jones *et al*. (2009) who suggest that, when the training increases, satisfaction with extrinsic factors and overall job satisfaction also increases. The findings also in agreement with the

assumption that job satisfaction is an increasing function of training opportunities, as assumed by Hamermesh (1977) and further confirmed by the work of Berg (1999), Gazioglu and Tansel (2006), and Al-Qutaib (2007).

Table 7.7: Significant relationships with managers' training

Factors	Training Means	Not at all	1-2	3-4	5 and more	Sig
Job context factors	Satisfaction Mean	3.06	3.08	3.32	3.33	.000**
Overall satisfaction	Satisfaction Mean	2.96	3.01	3.17	3.29	.000**
Pay	Satisfaction Mean	1.65	1.70	2.04	2.03	.001**
Relations with subordinates	Satisfaction Mean	3.67	3.55	3.95	3.81	.022*
Job Related Status	Satisfaction Mean	2.90	2.80	3.45	3.31	.000**
Work itself	Satisfaction Mean	2.79	2.85	3.06	3.09	.033*
Recognition	Satisfaction Mean	2.79	3.00	3.11	3.65	.006**

Source: Data analysis

Notes:
* 0.05 level of significance.
**0.01 level of significance.
- Only factors that have significant relationships with managers' training are included in this table.

Moreover, Table 7.7 shows that managers with higher training seemed to enjoy significantly higher levels of job satisfaction in respect of 'pay', 'personal relation with subordinates', 'status', 'work itself', and 'recognition'. This may be explained by the possibility that training increases one's knowledge and enhances one's performance, and those managers with more training can experience better advancement chances which, if it happened, could result in better pay, status, and thus, recognition. Moreover, the positive relationship between training and satisfaction with 'personal relation with subordinates' can be explained by the possibility that administrative training provides managers with the right tools and methods which can help them to deal with subordinates. Thus, this decreases the conflict that may occur between managers and

their subordinates accordingly, increases satisfaction. Additionally, the positive relationship between training and satisfaction with work itself may be explained by the possibility that training can enhance managers' abilities of handling the difficult tasks, solving work problems, and learning affective managerial methods, thus increasing their satisfaction with the nature of their work. All above findings are consistent with Wright and Davis (2003) findings as they pointed out that training can have a positive effect on any organization, as the adequate training can increase job satisfaction with different job factors.

Furthermore, regarding the relationship between managers' training and the importance of different work dimensions, the results indicated no significant relationship between managers' training and the importance of content or context factors.

7.3 JOB CHARACTERISTICS AND JOB SATISFACTION

This section is concerned with the second variable of the research model. It will present a detailed discussion of managers' perceptions regarding the selected job characteristics, including eight context factors (pay, job security, working conditions, relations with peers, relations with superiors, relations with subordinates, company policies, and job related status), and six content factors (job responsibilities, promotion, work itself, advancement, recognition, and achievement). The research findings related to each of these job factors will be presented and discussed within the context of the related managerial literature as follows:

7.3.1 JOB SECURITY

Before discussing the viewpoints of managers about this factor, the following should be mentioned in order to shed light upon the applied roles relating to this factor in textile public companies. According to the labor law No 203-1991, employees in the Egyptian public sector enjoy a high level of job security and are protected against being laid off, as they actually have life-employment contracts. However, they will have nothing if they leave the company before retirement age. This can explain the low turnover rate among managers in the public textile industry. Moreover, according to the law No 203-1991, an employee can not be arbitrarily dismissed unless for a reasonable and objective reason and after his/her case been presented to the disciplinary committee in his/her organization. This committee has to investigate the extent of the offence and decide the appropriate penalty. It is then up to the director of the board to approve or refuse the committee's recommendations and to make his final decision about the suitable penalty. As a result of the aforementioned reasons, textile managers have very stable and secure jobs and believe in the sheer impossibility of dismissing any managers in the company. As one of the managers pointed out:

> *"Dismissal for poor work performance is an almost impossible procedure. Once you get a job in the public sector, you will hold it forever, I only know of one case when a middle manager was fired for selling some operating programs and designs to a competing private company."* (M.Se.4.I$_9$)

The findings revealed a very high degree of satisfaction with job security as it occupied the first place in satisfaction ranking, and managers consider it as the most fulfilled need among all job factors. During the interviews, 31 out of 33 participants were satisfied with their job security as they actually have life-employment contracts. Moreover, they indicated that job security was the main reason for them to continue

with their jobs and not leaving to the private sector. This finding is consistent with the findings of Arnold and Feldman (1982), as they argued that perceived security should be related to decreased search behavior and decreased likelihood of turnover. It also seems to be consistent with Brown and Humphreys (1995) findings, as they reported that the Egyptian public sector managers valued security of employment more than their UK counterparts.

Moreover, the findings revealed that it is not common to fire an employee, and laying off is not an option. Management try to solve any problem in a friendly way, by talking and advising or even to use alternative penalties rather than following formal punishment procedures. This is due to a number of aspects related to humanitarian reasons, which proves the significance of the friendly atmosphere in the Egyptian working context. Moreover, people in charge are convinced that dismissal for whatever reason is an injustice, as it is very difficult for employees to get another job taking into consideration the high unemployment and the cruel nature of the work market in Egypt. However, a number of managers stated that job security has lost its positive effect as a motivator, as it has become pointless and its initial purpose has been missed. They argued that such high job security has a negative effect on work performance as it has been converted into job warranty, which can lead to negligence and carelessness. As one of the managers explained:

> *"It's a shame, but I have to admit that some employees become 'salary guardians' as they come to the company just to show their attendance but don't actually work or achieve anything. Some are extremely lax, if not lazy. This is because of the unlimited job security which encourages their idleness because there is no need for them to make much effort, let alone use their maximum energy."* (M.Mi.4.I$_{13}$)

Moreover, job security tended to occupy the lowest positions in the rank of importance of different job factors, which may be due to the managers' interest in content factors rather than their interest in context factors. Another reason may be that, in the Egyptian public sector, such need is quite satisfied, as managers have been working such a long time in their jobs and have become used to the fact that it is virtually impossible to lose their jobs, and consequently job security has lost its effectiveness and value. Moreover, most respondents have come close to their retirement age and, as such, the importance of job security as a motivator drops and other factors such as the sense of recognition and achievement become more imperative. These results are in consistent with Herzberg's assumptions that, job security can not motivate employees because it is a part of the job context and therefore it can not prevent employees from feeling dissatisfied (Herzberg, 1959).

Considering the relationship between job security and managers' personal characteristics, the findings did not reveal any significant relationship between job security and any of the managers' personal factors.

7.3.2 PAY

Pay is considered one of the most critical factors that influence an employee's attitude at work (Gupta and Show, 1998) as it represents the return an employee can obtain for carrying out his job and the expected output for his effort, time, knowledge, and experience. However, before discussing the results related to the pay factor, it is necessary to shed light on four important points that may help the reader to understand what shapes managers' opinions toward their pay. The first point is related to the method of calculating the salary, as there seems to be no direct relationship between the

salary of managers and their job performance. Salaries are fixed and paid on a monthly basis and rise annually in July by 10% of the basic salary.[1] Actually, the salary depends on two basic criteria; the length of service and the seniority of position. So, managers receive equal salaries if they occupy the same managerial position and have been working for the same period. Accordingly, competence and performance have no effect on calculating salaries, as managers with an excellent performance are equal to those with a weak performance. However, in the case of extreme work negligence, a salary discount may be applied as a sort of penalty.

The second point relates to the recent economic conditions in Egypt. Egypt has been suffering from deteriorating economic conditions, as since the beginning of 2006 it witnessed a dramatic increase in prices, especially in fundamental commodities such as food and petrol. Consequently, food prices doubled or even tripled. Moreover, the government stopped the subsidy for several basic goods which also played an important role in the almost daily rise in prices of many goods. Such an increase in prices was not accompanied by salary increases, especially in the public sector. These circumstances caused riots and strikes, especially in El-Mahalla El-Kobra town which is considered the biggest textile industrial city in Egypt.

The third point is related to the low pay in the textile industry compared to other industries in Egypt, like oil or medical industries. The final point is the low discrepancy in pay between middle and senior managers, as the researcher's informal discussions with some managers during the in-depth interviews revealed that the annual ceiling

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[1] Labor law No. 203 -1991

limit of salary for both managerial levels ranges between 14000 and 21000 Egyptian pounds (1400 to 2100 GBP).

The quantitative data revealed that managers were dissatisfied with their pay as the mean scores of both middle and senior managers was below the satisfaction midpoint (Mean =1.77 and 2.19 successively), and satisfaction with pay came in last place regarding managers' satisfaction. The qualitative data supported the previous result and further clarified the reasons for managers' dissatisfaction with their pay. The first factor that had a negative impact on managers' satisfaction was their low pay compared to that of their counterparts in the private sector. The comparison between pay structures in the private and public sector wasn't at all in favor of the public sector, as the salary in the former might be fivefold the pay in the latter which negatively influences job satisfaction and increases dissatisfaction among public textile managers. As one of the managers expressed:

> *"After 33 years of work, when I compare myself with my colleagues in the private sector I find them earning a respectable salary, having their own houses and cars, but I have nothing but good health. If I could turn back the time I would choose their way."* (M.Mi.4.I$_{24}$)

This result supports Adams' equity norm (1965) and is consistent with the findings of Dawson and Lane (1973), Messe and Radinsky (1973), and Austin and Walster (1974), in that an individual may feel inequity and thus dissatisfaction when he feels that his pay is less than his counterparts in other organizations.

The second factor which may have a negative influence on managers' satisfaction with pay is the fact that their salary is not sufficient enough to cover managers' basic needs. This can be attributed to the worldwide price boost that affected Egypt and caused price inflation which the government failed to control, thus most managers believe that their salary is insufficient to maintain their survival, satisfy their esteem and self-actualization needs, or even to meet the requirements of their social status and social appearance as managers. As one of the managers pointed out:

"It is almost impossible to cover our daily life needs because all we have is a fifth of what we actually need. It's an impossible task, even for the most economical mind." (F.Mi.4.I$_{29}$)

The third factor which may have a negative influence on managers' satisfaction with pay is the fact that managers feel that their salaries don't match their efforts and experience. Managers compared their work inputs 'what they give to work', such as education, experience, hours, skills, effort, ability and loyalty with their pay 'what they get out of work', and they compare this ratio with both internal and external referents. They then feel that they give their companies more than that it gives them in return. As managers stated:

"My income does not match my experience and I strongly recommend the review of the salary system." (M.Mi.3.I$_{15}$)

"Would you believe that after 32 years of experience in this company I earn less than my son who is a newly qualified graduate and has been working for only 3 years!" (M.Se.4.I$_{3}$)

The final factor which has a negative influence on managers' satisfaction with pay is the fact that their pay is determined by seniority rather than performance or merit. As one of the managers pointed out:

> *"Our incomes are the same, there is no distinction between the hard worker and the idle one. At the end, all are set equal."* (F.Mi.4.I$_{18}$)

The researcher asked the managers about the reasons for their commitment to their work in the public sector despite the low pay, and why they did not leave to work in the private sector. Managers gave various reasons but job security was the most important one, which employees in the private sector missed. Moreover, as opposed to the public sector, the private sector does not guarantee retirement funds, namely pensions. Also, sons of an employee in the public sector have the priority for employment, therefore managers sacrifice the high salaries of the private sector to provide their children with a decent job opportunity, especially when taking into consideration the high unemployment rate in Egypt. Additionally, managers clarified that they really love their jobs and pay is just one output among a number of their job outputs such as knowledge, recognition and achievement. This explanation is partially consistent with Analoui (2000) findings, as he illustrated that senior managers stayed in their job, despite their low salaries, because they liked their job and wished to maximize their learning, knowledge, skills, competence and self-development. Finally, managers illustrated that taking the decision of getting another job was easy at the beginning of their career, but the long years they had spent at their companies had increased their commitment and job loyalty. So, the decision of leaving the company and searching for a new job had become a kind of unconsidered and undesirable adventure. These findings seems to be in consistent with the findings of Williams *et al.* (1977), Cotton and Tuttle, (1986), and Slocum and Cron (1988) that length of service, and career stages are negatively related to turnover decision.

Additionally, pay was identified as a motivating factor for textile managers as, according to the results, managers ranked pay as fifth in importance among all job factors, following recognition, achievement, promotion and company policy. However, pay was the most important context factor contributing to managers' satisfaction, as managers linked it with their feeling of recognition as many of them consider pay as a way the company shows its appreciation. Accordingly, pay as one of the context factors was likely to produce a great motivating effect on textile managers. This finding seems to contradict Herzberg's theory (1959) as he considers pay as a hygiene factor that can not contribute in enhancing job satisfaction.

Regarding the relationship between pay and different personal characteristics, as has been mentioned in Section (7.2), satisfaction with pay was significantly associated with managerial level, as senior managers were significantly more satisfied with their pay than middle managers. It was also positively related with managers' experience, as those managers with higher experience were more satisfied with their pay. Moreover, it was associated with managers' training, as managers who had more training were more satisfied with their pay than the managers with less training.

7.3.3 WORKING CONDITIONS

In Egypt, employees normally suffer from poor physical working conditions and lack of work facilities; for example, it is normal to find more than 10 employees in a room of 30 square meters and most of them share their desks. Even managers don't always have a private office and have to put up with a desk in the same room with their subordinates. These conditions are a natural result of over-employment and the lack of governmental potentials. Surprisingly, it was discovered that textile managers in the public sector

were satisfied with their working conditions. This finding can be considered very important when taking into consideration the poor working conditions in the Egyptian public sector.

The findings revealed that working conditions occupy the highest position on managers' job satisfaction. In addition, all managers believed that their working conditions were excellent when compared with other public sector companies. As one manager stated:

> *"The only thing that makes me feel I am a manager is the good working conditions I have. I am low paid compared with my counterparts in private companies, but working in such good conditions somehow makes up for that."*
> (M.Mi.4.I$_{21}$)

Their opinion was confirmed by the researcher's observations while carrying out the field study. The working conditions in the textile companies, including the work setting, lighting, ventilation, workspace, and all job facilities, are considered very good when compared to their counterparts in other units of the public sector, as 95% had their own, independent office fitted with good lighting, suitable airing, with sufficient space.

Moreover, the companies provide their employees with a suitable house if they don't have a proper one. Additionally, the companies provide social services, such as social clubs, prayer places, and restaurants. Overall, the working conditions in textile companies seem to be suitable for managers' needs, expectations and aspirations. Managers illustrated that such good working conditions may be due to different reasons, the most important one being adequate planning with respect to the possible future growth for these companies. Therefore, space has never been an issue. There are also maintenance sections in each company that preserve equipment and repair any broken

devices. This finding seems to contrast with both Brown and Humphreys (1995) and Mitwally (2002). Brown and Humphreys (1995) explored the differences between the UK and Egyptian managers and revealed the inferior buildings, furniture, spacing, ventilation, lighting and office equipment of the Egyptian working context compared with the UK working context. Moreover, Metwally (2002) explored the hindering problems of public sector managers, and pointed out that the most outstanding obstacle was the inappropriate working conditions which affected managers' job satisfactions and even their job motivation. He added that managers have to share the same room with their subordinates as a result of over-employment and the lack of governmental potentials (Metwally, 2002).

However, it was surprising that managers ranked this factor as the least important compared to other job factors. This indicated that working conditions were unlikely to create a large motivating effect on textile managers. This could be explained by the possibility that managers in the textile sector did not suffer as much as their counterparts in other public sector units. In other words, they don't realize the significance of such element because they don't miss good working conditions. Consequently, they ranked it at the bottom of the list in respect of importance.

Regarding the affect of managers' personal characteristics, the managerial level was significantly associated with satisfaction with work conditions, as senior managers were more satisfied with their working conditions than middle managers. Moreover, more educated managers placed more importance on work conditions than their counterparts with lower education.

7.3.4 INTERPERSONAL RELATIONSHIPS (WITH PEERS, SUBORDINATES, AND SUPERIORS)

The literature which examined the relationship between interpersonal relationships and job satisfaction revealed that interpersonal relationships tend to contribute to employees' job satisfaction (Hines, 1973; Newstrom and Davis, 1989; Pitts, 1995; French, 2003; Jaafar *et al.*, 2006). What is more, some studies found this factor to be the main source of satisfaction (Al-Adaily, 1981), while others ranked it as the second source of satisfaction (Al-Nimr, 1993). The current study revealed that most managers were satisfied with their interpersonal relationships with peers and subordinates, despite the fact that some of them were not too happy with their relationships with their superiors. According to the findings, interpersonal relationships with peers, subordinates, and superiors come in third, fourth, and fifth positions for middle managers. And, are placed sixth, seventh, and eighth for senior managers.

Managers were satisfied with this factor because of their commitment with the non-personal intervention policy, as the most important for them is to fulfill their own obligations. Accordingly, there is little chance for personal conflicts. The qualitative data illustrated that whereas 93% of textile managers at the two management levels were satisfied with their relationship with peers, 83% were satisfied with their relationship with subordinates, and just 38% were satisfied with their relationship with superiors. In other words, relationships with peers and subordinates seem to result in satisfaction rather than in dissatisfaction for textile managers. Egyptian managers believe that good relationship with peers and subordinates is one of their main sources of satisfaction. They illustrated the importance of such relations by referring to the

following themes such as 'avoiding conflicts', 'friendly work environment', 'mutual respect', 'exchanging experiences', 'work harmony', 'team work', 'good work communication', 'healthy work atmosphere', 'feeling of brotherhood', 'facilitating team guidance and controlling subordinates', and 'unity in carrying out their jobs'. As the managers pointed out:

"Friendship and good relations are factors that affect both my job satisfaction and motivation. I can not imagine working in a place where I don't get on well with colleagues. I am sure that bad relationships would generate an uncomfortable atmosphere which in turn would influence my efficiency, ability, and performance as well." (M.Se.4.I$_8$)

"Having good relationships with peers creates a suitable milieu for exchanging experiences." (M.Mi.4.I$_{26}$)

"I am fully satisfied with the personal relationships with my subordinates, I treat them like brothers and our relations are based on mutual respect and trust." (M.Mi.1.I$_{19}$)

Despite that, many of them are not satisfied with their relationships with their superiors. As managers pointed out some obstacles that decrease their satisfaction and affect the quality of their personal relationship with superiors, like 'missing the open door policy', 'controlling promotion', 'controlling appraisal process', 'holding authority', 'bureaucratic thinking', and 'poor cooperation and understanding'. For example, one of the managers stated:

"My boss is too busy to care what I do, let alone to give advice or support. Moreover, he is the kind of person who likes keeping all authority in his hands. Sometimes I get the feeling that he does not trust anyone because of his negative experience with his former bosses. My skills and abilities are not used and the gap between me and my boss hinders me from making use of all my qualifications." (M.Mi.3.I$_{27}$)

Moreover, the mean scores of the importance of the three kinds of personal relationships were exceeded four points out of five on the importance scale, meaning that they are considered as motivators for both senior and middle managers. However, it was surprisingly that all managers place more importance on the relationship with superiors, as they think that this kind of relationship unlocks the closed doors and can increase their chances of getting a promotion. In addition, such relationship can protect them from getting into fruitless conflicts and enables them to concentrate on their performance without caring about side-line disputes. Finally, good a relationship with their boss provides them with a better sense of security.

As discussed in Section (7.2), the findings indicated limited significant variations towards the satisfaction or importance of interpersonal relations under different demographic characteristics. However, interpersonal relations with subordinates were significantly affected by managers' training, as managers who have more administrative training were more satisfied with their relations with subordinates than their counterparts. The findings also suggested a significant relationship between managers' tenure and the importance of 'relations with subordinates', as managers with high tenure place more importance on relations with subordinates than their counterparts with less tenure.

7.3.5 Company Policies

Company policies tended to occupy a very low position in managers' satisfaction, as it occupied the thirteenth place in satisfaction with mean scores of 2.5 and 2.4 for senior and middle managers consecutively. These low scores (below the satisfaction midpoint)

revealed the fact that both middle and senior managers are dissatisfied with their company policies. The qualitative data supports the quantitative result, as it revealed that the substantial majority (27 out of 32) of textile managers at the two levels were not satisfied with their company policies. In fact, managers concentrated on three main policies which they thought that they negatively affected their job satisfaction and work motivation, namely 'autonomy and delegation of authority', 'coordination and teamwork between different sectors', and 'clarity of duties, plans, and organizational structure'.

Managers were dissatisfied with their autonomy, as they describe themselves as managers without authority, as they have to take their superior's permission before taking any decision, even if it was within their formal authority. Therefore, they felt that their authorities were not on hand and were conditioned to the approval of their direct boss which negatively affected their job satisfaction. This finding supports the argument of Lincoln and Kalleberg (1990) and Berg (1999) that the lack of job autonomy can be one of the main sources of job dissatisfaction. Moreover, this lack of autonomy gave them the filling that they are non-influential persons who just follow their superiors' orders and just do what they are ordered to do. As one manager explained:

> *"Delegation of authority in our company is very week, decisions are almost completely in the hands of the chairman who holds all authorities and sets all the rules. Managers here are not actually carrying out their job with all its weight. For example, as a sales manager, I can not understand how it is possible to increase the sales without having the authority to set up the sales policy, as this matter is in the hands of the chairman."* (M.Mi.3.I$_{16}$)

However, senior managers gave their own explanation for keeping authority in their hands. They attributed it to the lack of qualified middle managers, which curbed their desire for delegating authority as they were convinced that most of middle managers had reached their positions as a result of their seniority and not because of their merit, thus they were not qualified to take authority. This opinion reflects the lack of trust between senior and middle managers in the textile industry and again calls for the need to adopt merit as the main criterion in promotion decisions. However, the findings are consistent with the arguments of Marchington *et al.* (1992) that resistance to employee involvement may be as a result of their lack of required training and skills. As a result of the lack of delegation of authority, an important situation occurred during this study which can indicate the practical importance of managers' autonomy and delegation of authority, and how they can practically affect both the performance of the company and the satisfaction of managers. When conducting one of the interviews with one of the maintenance managers in 'Misr Textile Company', the manager expressed his dissatisfaction about his authorities by pointing out that:

> *"To raise the productivity of some factories (mainly factory numbers six and seven), more machines were installed but the electrical circuit boards were not updated to fit the additional electrical load. That led to several electricity break downs in these factories. I clarified the reasons in my report and confirmed the necessity to replace the old boards. Although I have the authority to do that myself without consulting the chairman, I couldn't do that because he keeps all the authorities for himself. I was surprised when they told me that my request was denied because replacing the boards would cost the company 60000 Egyptian pounds. I should have the necessary authority to practise my duties. However, the rule here for any crisis is to look for a scapegoat first and then search for solutions."* (M.Mi.4.I$_{31}$)

Unfortunately, four months later, the fear of this manager was proved to be justified. On 4th October 2008, just after the 'Bairam feast' vacation, three factories of the company, namely factory six, seven and sixteen, were exposed to a huge fire. The cause of the fire

was the malfunction of the electricity circuit as a result of starting operations after a three-day standstill. The total damage was the destruction of 30 spinning and weaving machines (20 machines in factory sixteen, 7 machines in factory six, and 3 machines in factory seven). In addition, the contents of three big warehouses attached to these factories were burned. The fire caused an estimated loss of 10,000,000 Egyptian pounds. That is evidence that the manager was right. The company should have listened to his worries and suggestions and authorized him to practise his duties. It would have been better to spend 60,000 Egyptian pounds to replace the electricity boards than to lose 10,000,000 Egyptian pounds. Moreover, after the fire, the researcher called one of the managers who illustrated that the spirits of the workers in the three factories and in the company as a whole were negatively influenced because of the burned down factories, which negatively affected their motivation and job satisfaction.

Another problem was the absence of coordination and collective goals among the various sectors. The managers illustrated that the absence of regular meetings between senior managers was the main cause for the failure of achieving the company goals. It also leads to a lack of clarity of work plans, which reflected negatively on the performances of the various sectors and, in most cases, impeded them to achieve their own objectives. Consequently, this negatively affected their job satisfaction and work motivation. Managers clarified the evidence of the weak coordination among them through a number of different situations, which were elaborately discussed in Chapter 6 and could be summarized in the shortcomings of coordination among different sectors and the failure to build up a teamwork spirit. Moreover, they pointed out that individualism is the dominant spirit within their work context, as each sector is working

almost individually and is trying to achieve its solitary success without considering the necessity of integration to achieve the company goals. As one manager pointed out:

> *"I feel that we are not an institution but a company that is owned and managed by persons. We work as independent groups that every group is alone and works in his own way, which scatters our efforts. The gap between us is huge and there is no mutual view."* (M.Mi.4.I$_{21}$)

These findings are consistent with the findings of Cordery *et al.* (1991) and Griffin *et al.* (2001) who argued that the lack of teamwork can reduce job satisfaction. The findings also support the argument of Berg (1999), that employees who are not involved in coordinating work may feel less needed in the overall production process and consequently express lower job satisfaction.

The study also clarified that both managers were suffering from the ambiguity regarding organization structure, job description, job duties and work plans. Managers complained about the applied organization chart as it was not updated to reflect the changes that had been carried out in their companies. Therefore it has become invalid and has lost its efficiency, 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. Moreover, the ambiguity of job duties was a natural result of the inefficient job description, as managers illustrated that they have to follow their own judgement and experience as a guide when practising their jobs and that has an adverse impact on their satisfaction and performance. These findings are consistent with the findings of Abramis (1994), who found that job ambiguity is significantly and negatively associated with job satisfaction and job performance. Managers also indicated that the set-up plans were not integrated and lacked the required flexibility. Moreover, there was no long-

term strategic planning as, according to their opinions, their companies adopted a reaction instead of action policy when dealing with different market threats. They traced this back to the management instability as a result of frequent changes of the chairmen of the board, which did not give any of them the opportunity to achieve a complete and fundamental change in the company.

Considering the relationship between company policies and personal characteristics, the findings did not reveal any significant relationship between company policies and any of the managers' personal factors.

7.3.6 JOB RELATED STATUS

The quantitative data revealed that managers were moderately satisfied with their job-related status. Compared with the satisfaction means of other job factors, job status came in ninth place for middle managers with a mean score of (3.0), and as the eighth satisfying factor for senior managers with a mean score of (3.7).

Through the interviews, managers interpreted job status in their jobs by referring to 'private office', 'personal secretary', 'sound title', 'private car', and an 'extraordinary residence'. The qualitative data revealed that senior managers were more satisfied than middle managers with their job statuses. This was expected, as the higher the managerial level the more privileges they enjoyed. Moreover, their job title as a senior manager appears to be a status symbol to them, as it provides them with a highly professional and prestigious image among their colleges. However, few senior managers criticized the fact that the company did not supply them with a personal secretary although the nature of their work required that. Moreover, middle managers think that

their positions as middle managers have only few supplementary advantages, and that they aren't distinguished at all because there are hundreds of managers in their companies with the same title. The findings also revealed that job status is a motivator for textile managers, as the importance mean scores for senior and middle managers were 4.3 and 4.2 consecutively. This finding is consistent with the arguments of Pitts (1995), Spector (1997), and French (2003), who consider job status as a probable cause of job motivation and satisfaction.

Moreover, some personal characteristics have a significant impact on managers' status, namely managerial level and training, as senior managers were significantly more satisfied with their status than middle managers. Moreover, managers with more training were significantly more satisfied with their status than their counterparts with less training.

7.3.7 JOB RESPONSIBILITIES

Compared with the other job factors, responsibility came in seventh place regarding satisfaction for middle managers with a mean score of 3.1, and in was the fourth for senior managers with a mean score of 4.2. The qualitative data had explained that middle managers were moderately satisfied with their responsibilities as a result of being secluded from participating in the planning or decision making process. Others thought that the problem was in the quality of their responsibility rather than in its quantity, mainly because they thought that they had routine jobs which did not require many managerial skills and that anyone could do it as most of these jobs limited to signing papers or taking routine decisions without an actual participation in decision making. As one of the middle managers pointed out:

> *"Ever since I took over the position of general manager, my work became an administrative one, restricted to signing papers. I felt much better working in the factory where I had many practical responsibilities."* (M.Mi.4.I$_{23}$)

However, it was interesting that managers gave a high degree of importance for the responsibility factor, as it occupied third place in importance for both middle and senior managers. They pointed out that having more clear responsibilities increased their job satisfaction and work motivation as they considered having more significant responsibilities as evidence of the trust of their management. In addition, they illustrated that increasing responsibility played a great part in developing their capabilities and administrative and technical skills. Moreover, some managers showed their willingness to carry additional responsibilities without receiving extra pay just to fulfill their needs of being valued and doing something meaningful. This finding corresponds with the findings of Herzberg (1966) and Pitts (1995), as they argued that responsibility is one of the core factors for employees' motivation and satisfaction.

Regarding the effect of personal characteristics on satisfaction with responsibility, the findings indicated that satisfaction with responsibility was significantly affected by managers' gender as female managers were significantly less satisfied with their responsibilities than male managers. Moreover, satisfaction with responsibility was positively associated with managers' age. Additionally, senior managers were more satisfied with their responsibilities than middle managers. Also, managers who had more than 25 years of experience were more satisfied with their responsibilities than managers who had 20-25 years of experience. However, there were no significant variations in the importance of responsibility factor under different demographic variables except for work experience, as responsibility seemed to be more important for very experienced managers.

7.3.8 PROMOTION

Before discussing the results of the promotion factor, it is important to shed light on the applied promotion system in the Egyptian textile companies. In practice, reaching a high managerial level in a public textile company has certain conditions and requirements that are controlled by the labor law No. 203 of 1991 and is also affected by the company's internal legislations. To reach the position of a division manager (first grade), the employee has to work in the company for 16 years at least. This period is divided into 8 years in the third grade, and another 8 years in the second grade, before reaching the first grade. After holding the position of division manager (first grade) for 2 years, the manager is then eligible to be promoted to the general manager position and, after another 2 years, manager can reach the sector head position. Moreover, to be promoted a manager has to achieve an appraisal grade of at least 'very good' in the 2 successive periods preceding the promotion. These valuations are given over a 6-month period, namely on 1st January and 1st July every year. Moreover, according to companies' legislations, the following points may prohibit promotions:[1]

1- If the worker receives more than 8 penalty points over the year prior to promotion.

2- If the worker is absent without permission for more than 12 days.

3- If the worker is absent for more than 30 days on sick leave in the year prior to promotion.

4- If the worker's absence for more than 6 months is due to medical surgery in the year prior to promotion.

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[1]Egyptian labor law No. 203 -1991

However, even if the aforementioned terms are fulfilled, once a manager is nominated for promotion his direct superiors can challenge and overrule the decision. Hence, managers in the textile industry have more worries regarding job promotion as there is more uncertainty relating to such decision.

Promotion as one of the content factors is usually accompanied by many tangible and intangible advantages as it gives more authority, higher autonomy, higher income and fringe benefits, high social status, and more involvement in decision making. Moreover, Arnolds and Boshoff (2001) argued that satisfaction with promotion has a positive impact on job performance, especially for top managers. However, the findings revealed that, among all job content factors, promotion was one of the main sources of middle managers' dissatisfaction. Both male and female were dissatisfied about their promotion chances, as 60% of middle managers said they have absolutely no chance of promotion, especially female managers who were significantly more dissatisfied with their promotion chances.

During the interviews, managers discussed promotion from two different angles, namely the availability of promotion opportunities, and the fairness of the applied promotion system. Managers described promotion as a sore spot, and pointed out some obstacles regarding promotion. The first obstacle is the un-transparency of the promotion policy, as management don't inform managers of the results of their performance appraisal. Accordingly, there is a lack of transparency in the promotion process because one can not know the basis on which the promotion decision was taken. Thus, every manager who hasn't been promoted believes that he deserves such position

because he does not have any idea about his or others' appraisal results. As one human

resource sector head illustrated:

> *"Promotion is a real sore issue, as the most exhausting period in my job is the time of the promotion announcement which takes place on 1ˢᵗ May each year. I am again and again taken by surprise when I see so many employees, if not all of those who had not been promoted, complaining about being passed over despite their priority. Surely this is according to their points of views. Keeping the appraisal results confidential is the main reason for this problem, as employees have no idea of their rankings until the promotion decisions are revealed to them."* (M.Se.4.I$_{12}$)

The second obstacle is related to the limited promotion opportunities which can be

traced back to the inefficient hiring policy, as appointments in the first place were not

executed according to the actual work requirements. Hence, this created over-

employment with very limited vacancies in the higher managerial positions. The third

obstacle was related to the unjust and subjective structure of the promotion system, and

the exclusive control of the direct superior over the promotion decision. Thus, family

connections and the quality of personal relationships with superiors influence the

nomination to promotion, and personal likes or dislikes can affect the promotion

decision. As a result, favoritism is a strong factor when it comes to choosing candidates

for higher positions. As one of the managers pointed out:

> *"The relationship with your direct boss is the most important factor determining your promotion. If you have a good personal relationship with him, you will surely be promoted regardless if your performance is good or bad."* (M.Mi.3.I$_{20}$)

Another problem is that promotion mainly depends on seniority. Although management

claimed that promotion is based on a candidate's performance, managers assured me

that it is heavily dependent on seniority, and competence in most cases is being

neglected. The final problem was the delay of promotion, as most managers have waited for 6 to 9 years on average to get their promotion. Therefore, it was not surprising that it lost its positive effect because most managers get their promotion just before their retirement, thus they don't have many chances to make effective use of their new position or do something significant for their companies. As one manager clarified:

> *"I have been doing my best to prove myself and my competence. I had expected that my efficiency and experience would be taken into consideration. Although I was promoted this year, I am not happy at all because, I have been in my previous position for eight years without any advance. This has negatively affected my satisfaction and motivation towards work. I think I am no longer the man I was."* (M.Mi.4.I$_{31}$)

Moreover, promotion is identified as a significant motivator for textile managers as, according to the findings, managers ranked promotion as the fourth in importance among the fourteen work factors. As textile managers consider promotion as a kind of honouring their efforts. Moreover, they consider it as the most effective type of recognition. This finding corresponds with the literature, in that opportunity for promotion is considered a favored motivating factor for employees (Quarles, 1994). Managers also illustrated that promotion was a main source of authority, autonomy, high social status, and involvement in decision making, and can make up for their poor salary. This finding also corresponds with that of Analoui (2000) who emphasized the importance of motivating factors such as promotion, especially when basic needs are not met.

Considering the relationship between promotion and managers' personal characteristics, as been discussed in Section (7.2), managers' occupational level had a significant effect on managers' satisfaction with their promotion opportunities, as senior managers were

significantly more satisfied with promotion opportunities than middle managers. Gender also had a significant impact on promotion satisfaction, as male managers were significantly more satisfied with promotion than female managers. When analyzed by length of service, managers with the longest service seemed to enjoy a significantly higher level of satisfaction with promotion than managers with less seniority. Regarding the effect of education, less educated managers were significantly less satisfied with their promotion opportunities than were the managers with a higher education.

7.3.9 WORK ITSELF

Work itself is one of the major factors which determine the degree of an employee's job satisfaction and motivation (Hackman and Oldham, 1976; Pearson, 1991). In his study of senior managers, Analoui (2000) argued that the nature of the job was considered as a main source of senior managers' satisfaction, especially if the job was challenging their abilities and if they got an instant feedback on their performance. Similarly, Lam *et al.* (2000) illustrated that work itself is a significant factor in predicting overall job satisfaction.

According to the findings, textile managers are moderately satisfied with the nature of their jobs as work itself occupied tenth place in satisfaction for both middle and senior managers, with mean scores of 2.9 and 3.6 respectively. Managers have different views towards this factor, as they have interpreted the clarity of job duties, innovation, challenge, and variety as a part of their job. The qualitative findings revealed that 60% of managers asserted that the clarity of their duties was an important part of their jobs.

A total of 70% of managers in both managerial levels interpreted 'innovation' as part of their jobs by referring to 'modem methods', 'unique techniques', and 'innovative ideas'.

The majority of textile managers (20 out of the 33) interpreted 'challenge' in their job by referring to 'managing difficult tasks', 'solving unexpected problems', 'establishing new production unit or line', 'updating work tools', 'establishing new markets', and 'competition with others'. About half of the interviewed managers (16 out of the 33) interpreted 'variety' and 'interest' as parts of their job.

Moreover, the findings revealed that most of the middle managers are not happy with the clarity of their assigned tasks, pointing out that most of the time they get orders without clear specifications which negatively affects the product quality and may delay delivery time. Furthermore, some of them don't see any chances for innovation, variety, or challenges in their jobs because of the routine administrative nature of their work.

However, both managers illustrated a high importance for work itself as the importance mean scores for middle and senior managers were 4.47 and 4.39 respectively. A high importance for work itself may be a sign that the Egyptian textile manager can be motivated through clear, challenging, and interesting work. Therefore, when designing their jobs, job satisfaction and motivation can be enhanced by adding more challenges and clarity to their current work. These findings are concurrent with Lam *et al.* (2000), as they illustrated that the job itself should be challenging and interesting and that the job variety is an important component of managers' work. However, managers' interpretations don't correspond with Hofstede's point of view, who argued that employees in individualistic cultures (such as USA and UK) place more importance on

challenge in their jobs, while in collectivistic cultures (such as Egypt) managers don't place enough importance on challenge in their job (Hofstede, 2005).

Considering the relationship between work itself and personal factors, as been mentioned in Section (7.2), satisfaction with work itself was significantly affected by managers' level, education, training, and experience. The findings indicated that senior managers were significantly more satisfied with the nature of their jobs than middle managers. Training has also a significant positive effect on satisfaction with work itself, as managers with higher training were more satisfied with work itself than managers with less administrative training. The findings also suggest a significant relationship between managers' experience and satisfaction with work itself, as the most experienced managers (more than 25) were significantly more satisfied than those managers who have experience of 20-25 years and managers who have experience of 15-20 years. However, there were no significant variations towards the importance of work itself factor under different demographic variables except for work experience, as the findings indicate that managers with 20-25 years of experience place more importance on the nature of their work than managers with 15-20 years of experience.

7.3.10 ADVANCEMENT

Managerial literature often refers to promotion and advancement as being one and the same thing. However, the findings revealed that there was some controversy over the concept of job advancement between textile managers. As expected, the majority of managers described job advancement by referring to 'promotion'. They pointed to the important role of promotion in providing them with many advantages such as more authorities, responsibilities, higher social status, and improving their financial status.

However, they also considered advancement as the chance to develop one's skills and abilities through training programs. Some others described it as the chance of increasing their authorities and responsibilities, while some managers described it as the ability to occupy important and influential positions in their companies.

The findings revealed that advancement is one of the dissatisfiers among the Egyptian textile managers. Both middle and senior managers were dissatisfied with their advancement chances as it was reported by both managers as one of the four least satisfying factors among the fourteen job factors, as it occupied eleventh place in satisfaction with a mean score of (2.6) for middle managers and (2.9) for senior managers (under the midpoint of the rating scale). Additionally, the importance of advancement was different for both managerial levels as it occupies the tenth place for senior managers and the sixth place for middle managers, which means that middle managers have stronger needs towards enriching their professional skills. However, the findings did not indicate any significant variations towards the satisfaction or the importance of advancement factor under different personal characteristics except for managers' experience, as managers who have been employed for more than 25 years were significantly satisfied with their advancement chances than managers with 15-20 years of experience.

7.3.11 RECOGNITION

Recognition is the appreciation and acknowledgement of an employee's contribution towards achieving the organization's goals. According to the literature, recognition is considered as a strong determiner of both job motivation and satisfaction (Friedlander, 1963; Hertzberg, 1966; Stuart, 1992; Couger and Ishikawa, 1995; Ruthankoon and

Ogunlana, 2003), and is essential for boosting morale (Rad and Yarmohammadian, 2006). Moreover, it is considered to be one of the main factors that contribute towards enhancing managers' effectiveness (Analoui, 2000).

The findings shed light upon the various possible sources of recognition for both senior and middle managers, as 90% of them mentioned superiors as the first source for recognition, 50% declared that their colleagues are another source, a further 50% pointed out that their subordinates have an important role in showing recognition, 25% referred to the role of family as a source of recognition, and about the same percentage referred to their surrounding community as a source of recognition. Finally, 5% denoted one's self as a source of recognition. Furthermore, managers mentioned various possible forms of recognition, including promotion, bonus, letters of appreciation, accepting their ideas, getting superiors' support, verbal praises, and increasing authority and responsibility.

Moreover, the findings showed a significant difference between middle and senior managers regarding the recognition factor, as it came in fifth place in satisfaction for senior managers; however, it came in the ninth place in satisfaction for middle managers and below the satisfaction's midpoint. The qualitative data show a high support for the quantitative data by demonstrating that 52% of the middle managers stated their dissatisfaction regarding recognition, especially female managers. Unsurprisingly, 92% of senior managers were satisfied with the recognition factor, as reaching the top of the organizational ladder gives them a high degree of satisfaction. They consider their title as a senior manager to be a symbolic appreciation, as it provides them with a sense of recognition. As one of the senior managers expressed:

> *"I considered holding this position as the crowning of my efforts and appropriate recognition from my company."* (M.Se.3.I$_4$)

Moreover, the findings showed the importance of recognition for both levels, as it comes in second place in importance for both middle and senior managers. This can be noticed from the following quotation:

> *"For me, recognition is more important than any other factor, as my feeling that the others appreciate and recognize my work is the most effective motive. The recognition of my leaders motivates me to do my best in order to be worth their trust and acknowledgment."* (M.Mi.4.I$_{13}$)

This apparently suggested that a feeling of recognition plays a major role in motivating textile managers, and to some extent corresponds with the findings of Rad and Yarmohammadian (2006), who found that recognition was the third factor in importance for motivating managers.

As discussed in Section (7.2), managers' gender, level, education, training, and experience were found to have a significant impact on satisfaction with recognition. Female managers reported significantly lower levels of satisfaction with recognition compared with their male counterparts. When analyzed by the managerial level, senior managers reported higher levels of recognition than middle managers. Moreover, managers with a Bachelors degree reported higher levels of satisfaction with their recognition than their counterparts who held a diploma. When analyzed by training, non-trained managers reported lower levels of satisfaction with recognition than the higher trained managers. Finally, managers who had been working for the organization for more than 25 years were significantly more satisfied with the recognition they received than those with 15-20 years of experience.

Additionally, regarding the impact of personal characteristics on the importance of the recognition factor, education and tenure were found to have a significant positive impact on the importance of the recognition factor, as the findings indicated that managers with a higher degree of education placed more importance on recognition than their counterparts with lower education. For the effect of tenure, managers who had been holding their position for 3-5 years placed more importance on recognition than those with less than one year's tenure.

7.3.12 ACHIEVEMENT

Achievement is a vital determinant of job satisfaction (Vroom, 1964; Herzberg, 1966; Locke and Henne 1986; Analoui, 2000). Feelings of achievement have a positive impact on both improving employee job satisfaction and reducing the level of job dissatisfaction (Savery, 1996). In the interviews, managers interpreted achievement in their job by referring to 'achieving the set targets', 'increasing profits', 'getting new customers', 'making new products or programs', and 'improving work methods'. These opinions are consistent with Steers (1981) who characterised persons with a high need for achievement, with their keenness for innovation and their strong desire to find practical solutions to different work problems.

The findings also revealed significant differences between senior and middle managers regarding their satisfaction with the achievement factor, as while senior managers were satisfied with their achievements as it comes in the third place with a mean score of 4.2. However, middle managers were moderately satisfied with their achievements, as it comes in sixth place in the satisfaction order with a mean score of 3.4 (very close to the satisfaction midpoint).

The qualitative data support the quantitative data, as 83% of senior managers stated their satisfaction and just 45% of middle managers were satisfied about this factor. This finding was expected, because senior managers have more control and autonomy over their jobs. In this regard, middle managers illustrated some obstacles that have a negative impact on their satisfaction with achievement, which they traced back to the lack of practical control over their job activities, lack of feedback, the lack of autonomy, and that their achievements are always attributed to their superiors. As one of the managers indicated:

> *"I feel that my hands are tied and that I am incapable of achieving what I want. Whenever I suggested a plan that may increase my department's competence, my boss keeps it locked away in his office drawers. You know, according to company rules, I can not surpass my direct superior and submit any suggestions straight to the chairman of the board. I am disappointed that I'm just a tool used to put orders into effect."* (M.Mi.4.I$_{13}$)

However, compared to other work factors, both level of managers consider achievement as the most important factor and the most favourable reward, as it occupied the first place in importance among the fourteen factors. This was obvious through managers' interviews regarding this factor. As one of the managers illustrated:

> *"Some may reach retirement without achieving anything significant. But I want to leave my fingerprints on this company. This will not happen if I don't leave tangible achievements. Sometimes I have the chance to do this, but more often I have to create such opportunities."* (M.Mi.3.I$_{15}$)

These findings support the work of Henry (1948), Guyot (1960), and Herzberg (1968). Henry (1948), in his study of 300 managers, found that they have a strong desire for achievement. Guyot (1960) found that government middle managers placed more importance on achievement than affiliation or power, while Herzberg (1968) confirmed

the previous point by indicating that some intrinsic motivators like the need for achievement, is a very important factor for motivating employees.

For the effect of the personal characteristics, when analyzed by gender, male managers were significantly more satisfied with their achievements than female managers. Age was another factor that strictly increased satisfaction with achievement, as managers with more than 55 years old are significantly more satisfied with their work achievement than those managers aged 46-50 years old. The effects of experience on satisfaction with achievement were similar to those of the background variable 'age', as the findings suggested a significant difference between the mean of the most experienced managers and the managers who have experience of 15-20 years. Managerial level was also found to have significant impact on satisfaction with achievement factor, as senior managers were significantly more satisfied with their achievement opportunities than middle managers. However, the personal characteristics did not have any significant impact on the importance of the achievement factor.

7.3.13 OTHER JOB FACTORS THAT AFFECT MANAGERS' MOTIVATION AND JOB SATISFACTION

Interviews and the questionnaire's open questions illustrated that managers are facing some problems that negatively affect their motivation and job satisfaction, and they consider them as imperfection in their company's system. They mentioned the following three major factors:

1- The inadequate administrative training.

2- The improper appraisal system.

3- Gender-based discrimination against women.

Textile managers considered training as an important part of their personal advancement as it plays an important role in increasing their job performance and satisfaction, as it provides them with the basic skills for handling their administrative duties and to deal with sudden work problems, and also can increase their advancement opportunities. As one of the managers stated:

> *"Administrative training is an effective way to enhance manager's leadership skills and increasing his advancement opportunities. Thus, it is beneficial for the manager and for the whole organization as well."* (M.Mi.4.I$_{13}$)

This supports the arguments of Berg that "*opportunities to learn new skills are likely to be received positively by workers since training leads to higher wages and greater worth in labor market. It is expected that training will have a positive effect on job satisfaction*" (1999:116). However, the analysis of the personal characteristics clarified that 38.1% of managers had not received any administrative training. In this regard, managers believed that they had not the satisfactory administrative training for handling their managerial duties and that they gained their skills through their own experience. Moreover, they illustrated that most of the training programs they had concentrated on technical skills. These opinions reflect the weakness and the flaw of the training policies in textile companies, as most textile companies look to the training process as a cost rather than a human investment. However, this negative attitude to the training process is common in Arab countries. For example, Branine (2005) in his discussion of the human resource management in Algeria argued that Algerian organizations consider

training as a cost rather than a human investment, as the budgets of training programs is extremely limited and there is lack of continuous training.

The appraisal system was another dissatisfier. Most managers revealed negative comments regarding the applied appraisal system. According to the findings, the main problem in the applied system is the secrecy of the results which deprives managers from having their superiors' feedback, thus they don't have the chance to correct their weak performance. Another problem was the ambiguity of the performance appraisal form, which influences the credibility of managers' evaluation and may lead to wrong evaluations, as some employees may receive more than they deserve and others may be completely underrated. Managers also illustrated that the applied appraisal system does not take the nature of their job into consideration. Another point was related to the tendency of those in charge to give all subordinates equal evaluations, either because they don't understand the importance of the appraisal process or because they have not been trained on how to use the appraisal form correctly. Others have criticized the exclusive control of their direct superiors over the appraisal process, thus personal likes or dislikes may affect the appraisal process. Finally, they complained about the long periods that pass between the appraisal processes.

The third point was the gender-based discrimination against female managers, as female managers felt that they are undermined by the male managers and promotion was the most prominent factor that female managers feel discriminated against. It was surprising for the researcher not to find any female senior manager in the three companies, the main reason being that those who take the promotion decisions are always men and they

are biased against females, as has been revealed by one of the human resource managers:

"The general manager is the highest post a woman can reach, but to become a sector head she has to be the only candidate for that position, and if there is a male nominee, he would be chosen, even if he had fewer years experience or a lower academic qualification. This is the convention of this company because superiors still consider women incapable of leading an entire sector." (M.Mi.4.I$_{23}$)

However, this kind of discrimination against women does not exist in the textile sector alone, but in most Egyptian economic sectors. As in her study of the female work force in Egypt, El-Deeb (2003) illustrated that 17.6% of Egyptian women suffered from discrimination in their job duties, 20.8% with their promotion opportunities, 11.8% in opportunities of getting certain jobs, 5.4% in salary, and 9.4% in job incentives.

7.4 OBSERVATIONS RELATED TO THE EGYPTIAN CONTEXT (THE IMPACT OF THE EGYPTIAN CULTURE)

This section is concerned with the third variable of the research model as it will present the effect of the Egyptian culture on managers' perceptions. The Egyptian culture has certain unique characteristics and features that distinguish it from other cultures. These characteristics affect managers' perceptions and contribute to shaping managers' behavior, and have a clear effect on managers' job satisfaction and motivation. However, the impact of the Egyptian culture on managers' job motivation and satisfaction is considered a subject that is almost impossible to discuss in one research, as it requires a large number of researches to cover it. However, due to the space limitations, only the most important factors and characteristics concerning Egyptian

culture and their impact on managers' job satisfaction and work motivation will be discussed. These factors are:

1- Women's status in Egyptian society.

2- The impact of the Islamic faith.

3- The value of the family in the Egyptian society.

4- The status of working in the public sector.

7.4.1 WOMEN'S STATUS IN EGYPTIAN SOCIETY

The proportion of women's participation in the work market in Egypt is generally higher than in most other Arabian countries. According to the governmental statistics in 2007, 22.34% of the labor force in Egypt are women, which is a high rate compared to those in some other Arabian countries such as Oman and the United Emirates with a share of 12% and 9% respectively. However, the ratio of female workers is considered very low when compared with male workers. Moreover, over one third of the Egyptian women workforce works in agriculture, another third in the fields of medicine, engineering, and administration. About 11.3% work in production, and the rest in other fields. Moreover, Egyptian women tend to work in the public sector since the working conditions in the private sector and working hours are not suitable for them (El-Deeb, 2005).

Overall, there are five factors influencing the status of women in the labor market in Egypt (Nassar, 2006); First, the general conditions of the labor market in Egypt; as the major problem is the incapacity of the labor market to accommodate all newly qualified graduates and to employ the entire labor force, not to mention the over-employment,

especially in the public sector. Second, the educational policies in Egypt; although women's education began in Egypt in the middle of the 19th century, there is still a high rate of illiteracy among women as the female illiteracy rate in Egypt is the highest in the Middle Eastern countries. Third, the clash between social traditions and women's rights in Egypt; even though Egyptian women enjoy better conditions than their equivalents in many other Arabian societies, like the right of working, voting, and political participation, they still suffer from the dominating traditions which treat women unfairly. Custom expects woman to stay at home, to run the house, and to take care of her husband and children. Fourth, there is a deficiency of adequate services that can facilitate her work, such as suitable transport means and nurseries. Finally, women suffer from religious restriction which forbids women from practising the liberal ideas of western societies.

Accordingly, women's status has been negatively affected by the Egyptian traditions, as women are normally kept at the bottom of the career ladder (Nassar, 2006). The findings of the current study revealed that both male and female managers are aware of this gender-biased discrimination. Some male managers found some excuses for this discrimination by illustrating that the priority of hiring should be given to male youths, especially with regard to the high unemployment rate in Egypt. Additionally, according to male managers' viewpoints, female employees receive special treatment such as time off for birth giving and for family care, so felt they could not be seen as equal to men in cases of promotion. Some other male managers believed that women are not capable to lead, especially in industrial settings. They felt that a woman's leadership might end up in troubles because she lacked the ability of take crucial decisions. Other male managers argued that women' work had negative effects on both their family and the society as

whole, so it was better for them to stay at home. In addition, some found it difficult to accept the idea of being led by a woman. The previous points of view explained why female managers were less satisfied than their male counterparts, especially in promotion, achievement, recognition, and responsibility. Moreover, such opinions demonstrated the difficulties that women managers face in Egypt and reflect the culture's passive view against women.

7.4.2 THE IMPACT OF THE ISLAMIC FAITH

As was mentioned earlier in Chapter 2, according to a recent study conducted by 'Gallup institution' (an American institution for strategic studies), the Egyptian society is considered one of the most religious on earth as they strongly believe in the connection between religion and one's daily life.[1] The interviews revealed the impact of Islam as an integrated part of managers' lives and its impact on their behavior, job satisfaction, and work motivation. It was even apparent in the way the managers answered the interview's questions about pay or any other factor, by beginning their answer with the expression 'Thanks God'. This expression is demanded by the Islamic teachings because Muslims should be thankful for any circumstances they are in, and they must show their gratitude as the Prophet Mohamed (peace be upon him) said, "*Who satisfies deserves satisfaction and who displeased deserves dissatisfaction.*" (Al-Albani, 1996: 106). However, because the researcher understands the influence of the Islamic religion, he knows that the expression 'Thanks God' does not mean satisfaction as such; rather, it is just a religious symbol because, if a Muslim says that he is discontented, then it is considered a denial of God's blessings. Moreover, the 'gratefulness' as one of the Islamic values also has an effect on managers' turnover, as

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[1] Al-Ahram journal, Egypt, (30/01/2009)

some managers stay in their jobs even though they are not satisfied just because of the Islamic values which order Muslims to be convinced and patient until these problems are solved by God.

In fact, the managers showed their absolute reliance on God to attain their rights, especially when it came to promotion or personal conflicts, as some of them referred to the statement of the Prophet (peace be upon him), *"If you beg then beg Allah; and if you ask for help then ask Allah. You must know that if the whole nation gathered to make you benefit, they would benefit you nothing except for what Allah had ordained for you. And if they gathered to harm you, they would do no harm except for what Allah had destined for you."* (Albokhari, 1998: 1451). However, that does not mean that a Muslim accepts injustice, as the Islam orders his followers not to tolerate unfairness. Rather it orders Muslims to tell the truth and that is exactly what encouraged managers to do in the interviews, as they expressed frankly their opinions relating to the various work aspects as they believed the Prophet (peace be upon him) when he said *"The one who does not speak up to injustice is a mute devil."* (Al-Albani, 1996: 424).

The influence of Islam was also evident in the managers' concentration on the achievement factor. According to the findings, managers consider achievement as the most important motivator. Some of them attributed that to the Islamic orders as, according to their interpretations, Islam demands the Muslim to work until the last minute of his life and to leave his significant effect on others' lives and his work context. Muslims follow the speeches of the Prophet (Peace be upon him*)* when he said, *"Allah likes that when a man does a certain task he does it well"* (Al-Albani, 1996: 116) and *"Even when the day of Resurrection comes, and one of you still holds a date*

seed in his hands he should plant it." (Al-Albani, 1996: 38). According to the Islamic teachings, after a Muslim dies he will be questioned about four issues; one of them is his life and how he has spent it and what he has done with his knowledge. Managers emphasized the previous values, which call upon Muslims to be prolific and fruitful in their lives in order to be awarded in the life after.

Managers showed another influence of Islam when they emphasized responsibility and ranked it third in importance. Some managers illustrated that their desire for taking over more responsibilities is a result of following the Islamic teachings, as in Islam, a person is rewarded according to how much he gives in his life. Accordingly, if he works more he will be rewarded more, and even if he is not rewarded during his lifetime, he will receive his reward in the hereafter.

Islam also influenced the personal relationships with colleagues and subordinates, as Islamic orders its followers to be charitable and to focus on the concept of brotherhood. Muslims regard other Muslims as brothers because Prophet Mohamed (Peace be upon him) said, *"A Muslim is brother to another Muslim, not to wrong him and to let him down."*(Al-Albani, 1996: 94), and *"None of you is a real believer unless he like for his Muslim brother the same as he like for himself."* (Al-Albani, 1996: 115), and *"One Muslim is to another Muslim like a solid structure supporting each other."* (Al-Albani, 1996: 69). All these values were mentioned by managers during the interviews, and they are evidence for the inevitability of strong bonds among Muslims as they consider themselves as brothers. Moreover, during the interviews, the researcher noticed the strong relations between managers through their serious care of performing their prayers together and through the brotherhood bonds which tied them together. The majority of

the managers assured their concern with the personal relationships they had with their colleagues and subordinates, because they were anxious to follow the Islamic teachings concerning Muslims' relations with others.

The effect of the Islamic religion was also obvious in the managers' desire to enrich their knowledge through training programs, since they criticized the poor training policy in their companies and highlighted the need to increase the administrative training courses. Many of them traced this attitude back to their Islam religion as it commands Muslims to seek learning. Managers illustrated the importance of gaining knowledge by referring to some Islamic values, as they mentioned that, the first word in the Holy Quran revealed to the Prophet was "*Read*" (Part 13, Chapter Al-Alak, Verse 1) and the Prophet (Peace be upon him) said, "*seeking for knowledge is a religious obligation for each Muslim.*" (Al-Albani, 1996: 44). Also, the Arab proverb says "*Demand knowledge from the cradle until the grave.*". All these orders make Muslims anxious to gain as much knowledge as possible and explain the high educational levels of managers in the textile industry, as the findings showed that 93.4% of the managers were holders of university degrees. These findings are consistent with Yousef's opinion that "*The Quran encourages humans to acquire skills and technology.*" (2001: 153).

7.4.3 THE IMPACT OF FAMILY IN EGYPTIAN SOCIETY

The third key feature of the Egyptian culture is the impact of the family and its role in shaping the behavior of the Egyptian managers. The value of the family is deeply rooted in Egyptian history as, in the time of ancient Egypt, marriage was considered a holy bond and the family was highly appreciated and respected. This evidently appears in many texts and statues that depict men and women in a strong tie relying on each other

and also in statues that depict parents with their children. The situation nowadays is much the same, as Egyptians still consider the family as a vital pole and all life's affairs revolve around it.

In accordance with Egyptian traditions, the father is responsible for his children through all their life stages, not only for their education, but also for covering all costs of their marriage. In the Egyptian family, children stay close to their parents even when they become adults; they don't leave the house to live on their own, and even after they get married they stay in close touch with their parents. The influence of the family became clear when managers stated that they preferred to have a governmental position despite their low salaries compared to those of their colleagues in the private sector, as their sons would be granted a job opportunity, because the sons of workers in governmental jobs get priority over others. The strong family bonds explain the concern of managers about the future of their sons. They also illustrated that, they were holding onto their jobs because the company provides health care and free treatment for their families, and they can receive a decent compensation in case of death. This shows that they would choose to sacrifice their personal ambition and desires for the sake of their families and to ensure a generous living for their children. Moreover, the responsibility for covering the family needs was the strongest determinant of managers' dissatisfaction with pay.

7.4.4 STATUS OF WORKING IN THE PUBLIC SECTOR

A survey carried out by the Centre of Information and Decision Support of the Egyptian Cabinet can help us to understand how Egyptians think about working in the public sector, as the survey revealed that more than half of the Egyptians prefer investments and industries to be owned by the state. A total of 64% of Egyptians illustrated that they

preferred working in the public sector because they wanted to have a secure job despite its weak salaries.[1] Accordingly, the public sector is the most attractive sector for job seekers in Egypt. Although many textile companies in the private sector have a shortage in manual workers and in administrative staff, the public companies suffered from over-employment; for example, if any of the public companies announced a new job opportunity, thousands would apply. This is attributed to the fact that the private sector in Egypt is insecure because of the ineffectiveness of the Egyptian labor laws. Through the interviews, managers revealed that working in the public sector provides them with utmost security, as they will receive their salaries whether the company makes a profit or loss. In addition, managers illustrated that the working hours in the public sector are fewer compared to the working hours in the private sector, therefore they are better able to practise and enhance their social and family life than if they were in the private sector. The interviews also made clear that the managers favored working in the public sector, as it provides them with more prestige than working in a private sector. Moreover, in the long run they would gain more from the public sector than what they would receive in the private sector in the short run (they were hinting to the retirement package and pension).

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[1] Centre of Information and Decision Support, Egyptian Cabinet, annual report (2008).

7.5 THE RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE

The findings of the current study revealed significant positive correlations between middle managers' performance, and both there context, content, and overall job satisfaction, as the correlation between the previous factors and middle managers' performance were (r=0.31, p<.01), (r=0.40, p<.01), and (r=0.43, p<.01) successively. On the other hand, there are significant positive correlations between senior managers' performance, and both there content, and overall job satisfaction, but not with satisfaction with context factors, and the correlation between the previous factors and senior managers' performance were (r 0.42, p<.01), (r=0.40, p<.01) successively. These findings are very close to the correlation reported by Slocum (1971) who reported a correlation of 0.42 between overall job satisfaction and performance for middle and top managers. Moreover, the findings are consistent with Herzberg (1966) who revealed that job satisfaction is the determinant of job performance, and that, the effect of motivators (intrinsic factors) on employees' satisfaction will lead to an enhancement of their job performance. Additionally, the results are consistent with the results of Slocum, as he found that satisfaction with higher order needs has a more significant effect on managers' performance (Slocum, 1971).

7.6 THE RESEARCH MODEL

Based on the above discussion, the research model has been developed. This model is considered as a refine of the research framework that been presented on Chapter 3. The research framework was refined according to the actual results of this research. The research model facilitates the feasibility of the research project. Simply, the boxes reveal the variables that shapes job satisfaction of senior and middle managers, and the arrows

connecting boxes represents the direction of the relationship between these variables. According to the research model, the level of job satisfaction depends on a managers' perceptions toward the different job factors, which include both context factors (job security, pay, working conditions, relations with peers, relations with superiors, relations with subordinates, company policies, and job related status), content factors (job responsibilities, promotion, work itself, advancement, recognition, and achievement), and other job factors (training policy, appraisal system, women status). At the same time, managers' perceptions are influenced by their unique characteristics (age, gender, occupational level, education, administrative training, total years of experience, and tenure in current position). Managers' perceptions are also affected by the cultural and socio-economic context which may influence both the managers' perceptions and also some of their personal characteristics. Overall, according to this model, job satisfaction is a function of context factors, content factors, managers' characteristics, managers' perceptions, and cultural and socio-economic context. Moreover, there is a direct reflective relationship between job performance and job satisfaction and an indirect reflective relationship between job performance and managers' perceptions (see Figure 7.1).
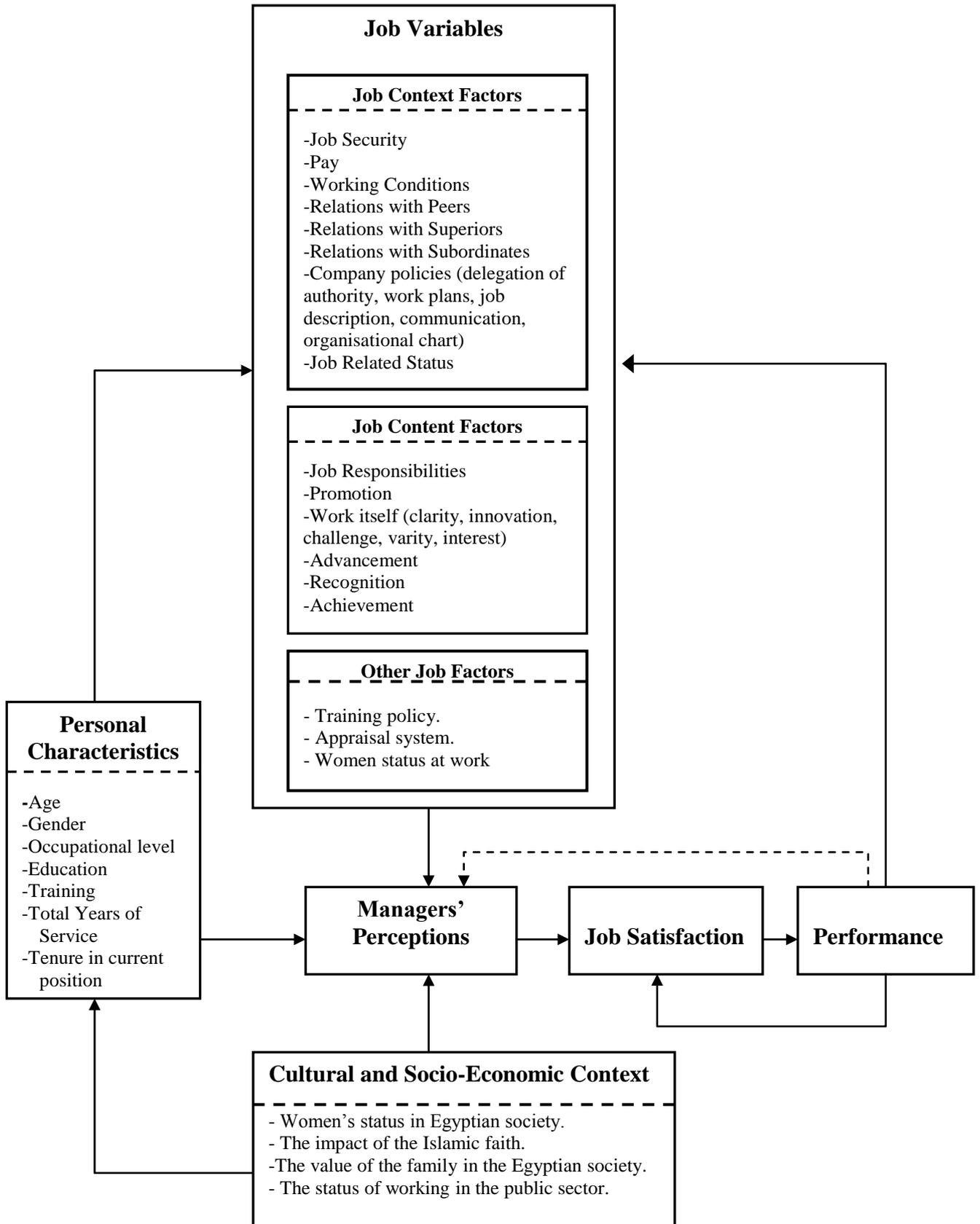
Job Variables

Job Context Factors

-Job Security
-Pay
-Working Conditions
-Relations with Peers
-Relations with Superiors
-Relations with Subordinates
-Company policies (delegation of authority, work plans, job description, communication, organisational chart)
-Job Related Status

Job Content Factors

-Job Responsibilities
-Promotion
-Work itself (clarity, innovation, challenge, varity, interest)
-Advancement
-Recognition
-Achievement

Other Job Factors

- Training policy.
- Appraisal system.
- Women status at work

Personal Characteristics

-Age
-Gender
-Occupational level
-Education
-Training
-Total Years of Service
-Tenure in current position

Managers' Perceptions

Job Satisfaction

Performance

Cultural and Socio-Economic Context

- Women's status in Egyptian society.
- The impact of the Islamic faith.
-The value of the family in the Egyptian society.
- The status of working in the public sector.

Figure 7.1: The Research Model

Source: Self

7.7 CHAPTER SUMMARY

This chapter presents the discussion of the results of the quantitative and qualitative data within the context of the research model and the context of the managerial literature. The researcher has discussed the results related to the first variable of the research model regarding the relationship between managers' personal characteristics and their job satisfaction. The previous discussion revealed that managers' gender did lead to significant differences with content and overall job satisfaction, as female managers were significantly less than male managers with both content and overall job satisfaction and scored a lower satisfaction regarding 'responsibility', 'promotion', 'recognition', and 'achievement'. However, they scored higher than males on satisfaction with 'personal relationship with peers'. Nevertheless, managers' gender did not lead to any significant differences regarding the importance of different job factors. Moreover, according to the discussion presented in this chapter, managers' satisfaction with context, content, and overall job satisfaction had a U-shape pattern with managers' age. Regarding the effect of managers' occupational level, senior managers reported significantly higher levels of satisfaction with 'security', 'pay', 'working conditions', 'job related status' 'responsibilities', 'work itself', 'recognition', and 'achievement' than middle managers. However, managerial level did not have any significant impact on the importance of different job factors. Furthermore, Egyptian managers are highly educated, as 93.4% have at least a first university degree, and managers with a higher education were significantly higher in both content and overall job satisfaction, and significantly more satisfied with their 'promotion', and 'work itself' and had placed more significant importance on 'work conditions', 'promotion', and 'recognition'. Additionally, Egyptian managers are very experienced managers, as 63.6% of them had more than 25 years of experience and their experience has a positive relationship with

their context, content and overall job satisfaction. Also, managers with greater experience enjoyed a significantly higher level of job satisfaction with respect of 'pay', 'responsibilities', 'work itself', 'advancement', 'recognition', and 'achievement'. They had also placed more importance on 'responsibilities' and 'work itself'. Moreover, managers' tenure (years of service in the current position) did not have any significant effect on managers' satisfaction; however, managers with high tenure had placed more importance on 'relations with subordinates' and 'recognition'. Finally, managers with a higher level of training had a higher level of context and overall job satisfaction, and were significantly more satisfied with their 'pay', 'status', 'recognition', 'personal relation with subordinates', and 'work itself'.

Job characteristics was the second variable of the research model that been discussed in this chapter. In this regard, the findings of this study reflect some similarity in behavior patterns between Egyptian managers and western managers. This similarity can be noticed by their concern for job content factors rather than for job context factors. According to the findings, achievement is the highest between all job dimensions for both managers, followed by recognition in second place, job responsibilities in third place for senior managers and fourth in rank for middle managers, and vice versa for promotion. On the other hand, pay was the most important work motivation factor among the context factors, and both managerial levels considered job security as a less important factor when compared with other job factors.

Moreover, textile managers were satisfied with their working conditions, job security, and their relationships with peers and subordinates. However, they were dissatisfied with their pay as they believed it to be insufficient and much less than their counterparts

in the private sector. Moreover, middle managers expressed their dissatisfaction with the applied promotion system as they had criticized the un-transparency and subjectivity of the applied promotion system. Additionally, both middle and senior managers reported their dissatisfaction regarding the company policies, as they had criticized the lack of autonomy and delegation of authority, the lack of coordination among various sectors, and the ambiguity of job duties and work plans. Furthermore, they pointed out a number of other factors which had negative impacts on their motivation and satisfaction, such as the weakness of the training policy, the improper appraisal system, and the gender-biased discrimination against women. With regard to women managers, the findings revealed their noticeable concern for achievement and responsibility and their attempts to prove themselves among men counterparts. However, the findings indicated that women suffer from inequity, especially in promotion opportunities for leading positions.

The impact of the Egyptian culture was the third variable of the research model that been discussed in this chapter. The discussion revealed that Islam as the main religion in Egypt plays an integrated part in managers' lives and influences their behavior and motivation. It is positively related to their concern for good personal relationships, achievement, responsibility, and the seeking for more knowledge. However, the Egyptian cultural has negatively affected women managers' job satisfaction and motivation, as women are normally kept at the bottom of the career ladder. Moreover, the majority of Egyptians prefer to work in the public sector as they prefer to have a secure job despite its weak income. Accordingly, the public companies suffered from over-employment which negatively affected the availability of promotion chances in the public textile companies. Finally, a moderate positive relationship was found between

managers' job satisfaction and their work performance. Moreover, satisfaction with content factors has a higher positive impact on managers' performance then their satisfaction with context factors.