

The Moderating Role of Promotional Opportunities between Job Satisfaction and Satisfactory Feelings of Employees towards Supervisor

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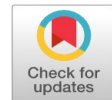
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Abstract: This research paper is mainly designed to test the association between Job Satisfaction (JS) and satisfactory feelings of Employees towards supervisors (SFOETS). Moreover, this paper tests the moderating role of Promotional Opportunities (PO) between Job Satisfaction and Satisfactory feelings of Employees toward supervisors. For primary data collection, 120 questionnaires were distributed among junior, middle, and senior officials and field staff at WAPDA sector in Peshawar. Quantitative research methods were used for analyzing data. SPSS Analysis and statistical tests were used, i.e., correlation and test, regression analysis test before and after adding a moderating variable was used. The result shows a significant association between Job Satisfaction (JS) and satisfactory feelings of Employees towards Supervisor (SFOETS) and shows that Promotional Opportunities (PO) moderates this association between Job Satisfaction (JS) and satisfactory Feelings of Employees towards Supervisor (SFOETS). This paper will open a new avenue for scholars and as well for practitioners.

Keywords: Job satisfaction, SFOETS, Promotional Opportunities, WAPDA

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INTRODUCTION

This research paper is designed to find out the association between job satisfaction factors and satisfactory feelings of employees towards supervisors at WAPDA organization. This research paper further investigates the moderating role of Promotional Opportunities in moderating the association between job satisfaction factors and satisfactory feelings of Employees towards supervisors. "Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke, 1968, p.29). However, Spector (1997) suggests that Job Satisfaction is the degree or the extent to which people like their job and want to willingly do their jobs with full effort. But Spector (1997), Khattak et al. (2021), and Ellickson and Logsdon (2001) suggested it as a humanitarian concept where employees are treated with great respect and their physical and psychological needs are valued and maximized. However, according to Wright and Davis (2003) and Khan et al. (2022), the level of benefits through which employees can enhance their attempts, creativeness, productiveness, and skills is Job Satisfaction.

Resultantly different Scholars have used the concept to show an employee's combined emotions towards different factors of Job Satisfaction, such as the nature of the work itself, level of pay, promotion opportunities, and satisfaction with co-workers (Hayati & Caniogo, 2012; Fatima, Majeed, & Saeed, 2017; Farid et al., 2021). As suggested by Robbins (2009), that Job Satisfaction is usually described as an affirmative emotion concerning one's job. It is primarily the degree of contentment people obtain from the tasks they perform (Khan et al., 2021; Saeed et al., 2022). Those people who possess a high degree of Job Satisfaction seem not only to be at ease with their work but happy too. On the other hand, people who are dissatisfied with their job not just find their work uncomfortable but associate negative feelings with it as well (Robbins et al., 2009; Ali, Ahmad, & Saeed, 2018).

The basic problem for which this paper is finding a solution is whether there is an association between Job Satisfaction and feelings of Employees towards supervisors and whether Promotional Opportunities moderate this association or not.

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Objectives of the Study

- To test the association between Job Satisfaction and feelings of Employees toward Supervisor
- To test the moderating role of Promotional Opportunities
- To analyze results, draw a conclusion, and make recommendations for future research

Significance of the Study

By conducting this research WAPDA organization will have knowledge of determinants of Job Satisfaction and the impact of both demographic and environmental factors on employees that will help WAPDA:

- In maximizing organization communication and productiveness, and profit.
- In Minimizing absentees and turnovers intentions, unexpected turnover behavior, expenditures, counterproductive behaviors that may include stealing inadequate services, damage causing rumors and sabotage of equipment
- In reducing stress, depression, slackness, dread and wakefulness

This research paper is very significant for the researcher because it will enhance my personal knowledge and ability. It is not only academic requirement but also a type of Basic Research conducted to enhance researcher's knowledge. So it is very significant for both the researcher and WAPDA organization Pakistan.

LITERATURE REVIEW

Satisfactory Feelings of Employees towards Supervisor

Many studies conducted previously have found a strong relationship between supervision and Job Satisfaction (Billingsley & Cross, 1992; Zada et al., 2022) and a significant negative relationship between supervision and turnover intention (Chughtai & Zafar, 2006; Steven & Hannon, 2008; Saeed, 2017), a significant positive relationship, between overall Job Satisfaction and Supervision in the banking sector of Pakistan Khyber Pakhtunkhwa (Addai et al., 2018), a significant negative relationship Supervision and Turnover Intention in the banking sector of Pakistan Khyber Pakhtunkhwa (Ali & Baloch, 2010; Saeed et al., 2022).

There is a significant negative association between supervision satisfaction and turnover intention of school teachers (Chughtai & Zafar, 2006; Steven & Hannon, 2008; Khatri & Fern, 2001; Bodla & Hameed, 2008; Khan et al., 2022). Nazim et al. (2014) found that turnover intentions of school teachers have no association with supervisor satisfaction. There is a significantly positive association between supervision satisfaction and school teachers' commitment (Aamir & Zafar, 2006; Bodla & Hameed, 2008; Khan et al., 2022). For the private sector teachers of Khyber Pakhtunkhwa universities, no relationship was found significant between supervision and turnover intention (Ali, Azam, faker-e-Alam & Baloch, 2010). They also found that general Job Satisfactions were a further strong predictor of intention to leave. Male employees are more satisfied with supervision than females (Crossman & Abou-Zaki, 2003; Jam, Singh, Ng, & Aziz, 2018). Both the relationship with supervisor and colleagues is of great importance (Agumba et al., 2003; Zia, Saeed, & Khan, 2018).

The literature on one of the important determinants of Job Satisfaction is Satisfactory feelings of Employees toward supervisors suggests that many studies have been conducted to find the effect of supervisory satisfaction on Job Satisfaction commitment and turnover intentions in different sectors like academics, banking sectors, industries, universities, schools, colleges and across different nations and even in Pakistan has focused on different sectors, but little focus has been found on an important organization like WAPDA in Pakistan (Khattak, Saeed, & Tariq, 2018). This research paper mainly describes whether the hygiene/extrinsic/environmental factors like employee satisfaction towards supervisors is an important determinant to be considered for Job Satisfaction or not that can be found by studying the impact of this factor on the satisfaction level of employees at WAPDA Pakistan (Qadir, Saeed, & Khan, 2017). That's why the hypotheses developed are:

H1: There is a positive association between job satisfaction and satisfactory feelings of employees towards supervisor

Promotional Opportunities

Many studies conducted previously have found a strong relationship between opportunities for promotion and Job Satisfaction (Nazim, 2008; Gul, Ali, & Saeed, 2021), a significant negative relationship between opportunities

for promotion and turnover intention (Aamir & Sohail, 2006; Nadeem, Saeed, & Gul, 2020), a significant positive relationship between overall job satisfaction and promotion opportunities in the banking sector of Pakistan Khyber Pakhtunkhwa (Ali & Baloch, 2010; Burki, Khan, & Saeed, 2020), a significant negative relationship between opportunities for Promotion and Turnover Intention in the banking sector of Pakistan Khyber Pakhtunkhwa (Ali & Baloch, 2010; Khan, Kaewsaeng-on, & Saeed, 2019).

There is a significantly negative relationship between a factor of Job Satisfaction, such as opportunities for promotion, and the turnover intention of school teachers (Aamir & Zafar, 2006, Steven & Hannon 2008; Saeed et al., 2017). Nazim (2009) found that promotion satisfaction and turnover intentions of school teachers are significantly negatively associated. There is a significantly positive relationship between a factor of Job Satisfaction such as promotion satisfaction and the commitment of school teachers (Aamir & Zafar 2006; Tek, 2007; Al Hassan, Fatima, & Saeed, 2019).

Bashir and Ramay also found a positive and significant relationship between promotion opportunities and organizational commitment. Research universities are more satisfied with promotion opportunities and job security than other universities (Fiona & Barry, 1997; Saeed, 2018; Saeed et al., 2017). Private bank employees were found to be more satisfied than public bank employees in the context of factors like recognition, benefits, promotion opportunities, working hours, and salary (Zada et al., 2022).

The literature on one of the important determinants of Job Satisfaction is opportunities for promotion suggests that many studies have been conducted to find the effect of opportunities for promotion on Job Satisfaction, commitment, and turnover intentions in different sectors like academics, banking sectors, industries, universities, schools, colleges and across different nations and even in Pakistan has focused on different sectors, but little focus has been found on an important organization like WAPDA in Pakistan (Khan et al., 2022; Younas et al., 2015; Khan et al., 2022). This research paper mainly describes whether the hygiene/extrinsic/environmental factors like opportunities for promotion can moderate the association between job satisfaction and satisfactory feelings of Employees towards supervisors or not (Ali et al., 2021; Bushra et al., 2022; Khan et al., 2022; Ullah et al., 2022). That's why the hypotheses developed is,

H2: The association between job satisfaction and satisfactory feelings of employees towards supervisor is moderated by promotional opportunities

Conceptual Framework

This paper is mainly designed to test the association of Job Satisfaction with Satisfactory feelings of Employees towards Supervisor and to check the moderating role of Promotional Opportunities between these variables; therefore, it is hypothesized: Hence the overall conceptual framework developed by combining the entire above hypotheses is given below:

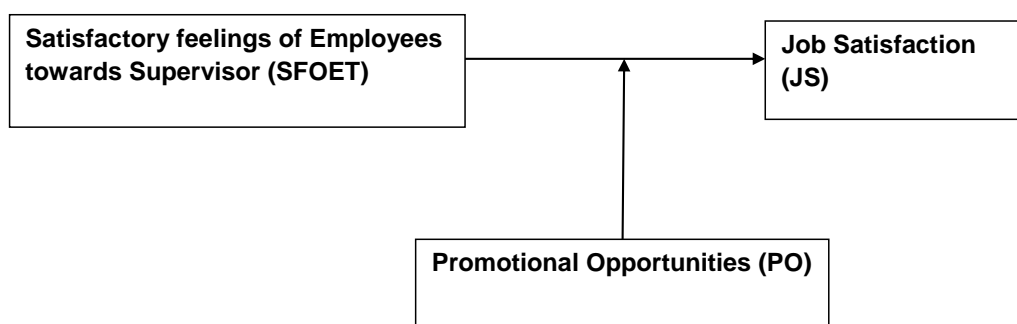


Figure 1: Conceptual framework

RESEARCH METHODOLOGY

Data collection

The source of data collection for this study is questionnaire distribution. For the purpose of collection of primary data, questionnaires were distributed among 120 junior, middle, and senior level office and field staff of WAPDA

sector operating in Peshawar. The questionnaire designed is composed of well-structured closed, ended multiple choice questions. The respondent has just circled the right answers of the given choices. The questionnaire used to allow the response of the respondents in a standard way, unbiased approach, and objective oriented.

Population of the Study

Population means the totality of individuals from which some sample is drawn. The population of this research consists of the total number of employees of WAPDA sector in Peshawar. Therefore, N = All WAPDA employees in Peshawar.

Sample Size

With the large population and the fact that population is spread all over Peshawar; therefore, only 120 employees are selected for study in Peshawar city by using the convenience sampling technique. Of the 120 employees, 99 are taken from field staff, and 21 are taken from the office staff, in which 24, 73, and 23 were taken from junior, middle, and senior levels, respectively. Therefore, n = 120.

Methods for data analysis

SPSS Analysis and Statistical tests were used, i.e., correlation test and regression analysis test before and after adding moderating variable. Level of Significance The significance level is 5 percent; we are 95% confident that the decision taken is accurate.

Distribution and Return of Questionnaire

Questionnaires were distributed by hand to 120 employees in the selected WAPDA sector in Peshawar. The entire questionnaires distributed were returned exclusively with almost no missing data. The ten-item scale developed by Scarpello & Vandenberg (1987) to measure satisfactory feelings toward supervisors. To measure promotional opportunities, we used the scale of Delery & Doty (1996) by using four items. A five items scale was used to measure job satiation developed by Macdonald, S., & MacIntyre, P. (1997). In this paper, quantitative analytical techniques have been used to collect and analyze data. Primary data has been collected through the distribution of 120 questionnaires among the lower, middle, and upper office and field staff of Wapda organization in Peshawar. Each questionnaire comprises three parts Job Satisfaction scale, SFOETS scale, and Promotional Opportunities scale.

Reliability Analysis

Each questionnaire comprises three parts Job Satisfaction scale, SFOETS scale, and Promotional Opportunities scale. The Job Satisfaction scale is composed of 7 items in which only 5 items were considered in analyzing data due to the low reliability of the other 2 items. The SFOETS scale is composed of 6 items, in which 4 items were considered in analyzing data due to the low reliability of the other 2 items. And the PO scale is composed of 8 items in which; all the items were considered in analyzing data due to the high reliability of all items. All the scales were found to be reliable as all have composite reliability greater than 7. However, some of the items of these scales were not considered due to their low item reliability and factor loading, such as factor loading of less than 0.70 and item reliability of less than 0.50. Only unhighlighted items were considered for testing of hypotheses due to their high factor loadings, item reliabilities, and composite reliabilities.

Table 1: Reliability analysis of all variables

Construct	Factor Loading	Item Reliability	Composite Reliability
1.1	0.60	0.79	
1.2	0.69	0.88	
1.3	0.63	0.70	
1.4	0.62	0.87	
1.5	0.61	0.78	
1.6	0.72	0.78	
1.7	0.61	0.77	0.75
Satisfactory feelings of employees towards Supervisor			
2.1	0.67	0.63	
2.2	0.64	0.71	
2.3	0.69	0.65	
2.4	0.72	0.67	
2.5	0.70	0.75	
2.6	0.76	0.62	0.78
Promotional Opportunities			
3.1	0.69	0.65	
3.2	0.81	0.66	
3.3	0.81	0.66	
3.4	0.81	0.66	
3.5	0.76	0.78	
3.6	0.72	0.72	0.92

ANALYSIS

Testing for Hypothesis One

H1: There is a significant association between Job Satisfaction and Satisfactory feelings of Employees towards Supervisor

Table 2: Correlation

		Job Satisfaction	Satisfactory Feelings of Employees towards Supervisors
Job Satisfaction	Pearson Correlation	1	.198*
	Sig. (2-tailed)		0.03
	N	120	120
Satisfactory Feelings of Employees towards Supervisors	Pearson Correlation	.198*	1
	Sig. (2-tailed)	0.03	
	N	120	120

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

To find the relationship between satisfactory feelings of employees towards supervisor and Job Satisfaction Pearson product-moment correlation test was used. The result shows linear, positive, and significant correlation between satisfactory feelings of employees towards supervisors and Job Satisfaction ($r=0.198$, $n=120$, $p<0.05$, i.e., $0.030<0.05$). It means when employees' feelings towards supervisors increase, Job Satisfaction will increase, and when satisfactory feelings of employees towards supervisors decrease, Job Satisfaction will decrease.

As hypothesis one was developed to find the positive association between satisfactory feelings of employees towards supervisors and Job Satisfaction. The results found a positive and significant association between these variables, so hypothesis one was accepted.

Table 2 given shows the correlation between satisfactory feelings of employees towards supervisor and Job Satisfaction.

Testing for hypotheses Two

H2: The association between Job Satisfaction and Satisfactory feelings of Employees towards Supervisor is moderated by Promotional Opportunities

Table 3: Model summary results of hypotheses two

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics					
						R Square Change	F Change	df1	df2	Sig. Change	F
1	.299a	.089	.074		.664	.089	5.749	2	117	.000	
2	.328b	.107	.084		.661	.018	2.340	1	116	.021	

a. Predictors: (Constant), Promotional Opportunities, Satisfactory feelings of Employees towards Supervisor

b. Predictors: (Constant), Promotional Opportunities, Satisfactory feelings of Employees towards Supervisor, Moderating Promotional Opportunities

To find the moderating effect of Promotional Opportunities for moderating the relationship between satisfactory feelings of employees towards supervisor and Job Satisfaction, Regression analysis was conducted, and change in R square was calculated before and after adding the moderator i.e., the Promotional Opportunities. The change in R square has proved Promotional Opportunities to be a moderator between satisfactory feelings of employees towards supervisors and Job Satisfaction.

The model summary suggests that 74% of Job Satisfaction is due to employees' satisfactory feelings towards supervisor and Job Satisfaction, but this percentage increases to 84% in the presence of Promotional Opportunities. The *p*-value less than 0.05 (0.021 > 0.05) also suggests the Promotional Opportunities as a significant moderator. So hypothesis two was also accepted. Table 3 given shows the model summary results between satisfactory feelings of employees towards supervisor and Job Satisfaction before and after adding the moderator, i.e. the promotional opportunities.

FINDINGS

Both the hypotheses were accepted, and it was found that there is a positive and significant association between satisfactory feelings of employees towards supervisor and Job Satisfaction. Promotional Opportunities moderates the association between satisfactory feelings of employees towards supervisor and Job Satisfaction.

DISCUSSION

This study aimed to find the effect of satisfactory feelings of employees toward supervisors on employee job satisfaction. Moreover, this study also investigates the moderating effect of promotional opportunities on the relationship between satisfactory feelings of employees toward supervisors on employee job satisfaction. The correlation analysis shows that all variables are significantly correlated with one another. The hypothesized results show that satisfactory feelings of employees toward supervisors have a positive and significant effect on employee job satisfaction. Prior studies also indicate that employees' satisfactory feelings toward supervisors positively affect job satisfaction (Crossman & Abou-Zaki, 2003; Agumba et al., 2003). Furthermore, results show that promotional opportunities have a positive and significant effect on the relationship between satisfactory feelings of employees toward supervisors and employee job satisfaction (Nazim, 2008; Aamir & Sohail, 2006).

IMPLICATIONS

This study significantly contributed to the area of human resource management and organizational behavior. This study finds that employees' satisfactory feelings toward supervisors significantly affect employee job satisfaction. This study also finds that promotional opportunities significantly moderate the relationship between satisfactory feelings of employees toward supervisors and employee job satisfaction. This study is based on well know theory of motivation, i.e. task motivation theory. The implication of this study will open a new avenue for practitioners and as well for scholars. This also strengthened theoretical implications.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Although this paper has come up with new findings, there are certain shortcomings that future research must overcome and certain areas that future research must consider. Such as:

- The result cannot be generalized due to insufficient sample size. Future research must focus on making it generalized
- Study has been conducted on WAPDA, a public sector organization; therefore, it represents a psychic of public organization. Future research must come up with novel thoughts
- Data collection techniques were made limited to questionnaires distribution. No personal and group interviews or other survey methods were used. Future research must deploy other quantitative techniques, too, rather than just relying on questionnaires distribution
- Future research must find some other moderators between Job Satisfaction and satisfactory feelings of Employees toward Supervisor
- Future research must check the independent variable_ satisfactory feelings of Employees towards Supervisor_ for the moderator ability test between Job Satisfaction and certain other independent variables
- Future research must highlight the difference between moderating, moderating, and intervening variables

CONCLUSION

This paper was designed to test the association between Job Satisfaction (JS) and satisfactory feelings of Employees towards supervisors (SFOETS). Moreover, this paper tests the moderating role of Promotional Opportunities (PO) between Job Satisfaction and Satisfactory feelings of Employees towards supervisors. To achieve the purpose, quantitative analytical techniques were used to collect and analyze data. The sample size comprises 120 lower, middle, and senior level officials and field staff. Pearson correlation was used to test this association, and the result shows a positive and significant association between these variables. Regression analysis was conducted before and after adding the Moderating variable. The result shows a positive increase in r square after adding the moderating variable that proves Promotional Opportunities to be a moderator between Job Satisfaction (JS) and satisfactory feelings of Employees towards Supervisor (SFOETS).

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