

THE IMPACT OF WAGES AND INCENTIVE SYSTEM AT THE LEVEL OF JOB SATISFACTION FOR WORKERS IN MERCURE HOTELS IN YEMEN

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ABSTRACT

Objectives: This research primarily aims to identify the extent of the impact of wages and incentive systems at the level of job satisfaction in hotels of Mercure in Yemen, and submit proposals and recommendations that will help the hotel management to improve the level of satisfaction among their employees.

Methods: The study relied on descriptive analytical method also based on a questionnaire as a tool to collect data from 50 employees who work in Mercure Sana’a Hotel and Mercure Aden Hotel. In addition to interviews with human resources managers in the sample hotels.

Results: The study results indicate a feeling of higher satisfaction of employees in the case of access to incentives, which is a positive indicator of the high degree of satisfaction among workers toward incentives. The results also indicate the low wages between workers.

Conclusion: The study recommends better pay and incentive system better to be keep up with the social and economic changes experienced by the state, through the revision of the foundations and wage policies and incentives, and linked it with the worker’s efforts.

Keywords: Incentives, Job satisfaction, Wages systems, Mercure hotels.

INTRODUCTION

These days the movement of tourists increases, and the high number of tourists coming to Yemen in the past years; the demand for the establishment of hotels has increased, so the private sector and hotel chains invest in building several hotels which need to provide by qualified and efficiency human resources to offer the best hotel services. For that had to be an attention to job satisfaction through training, motivation, development, and rehabilitation because the employees are center of concern and basic premise to increase productivity. Which is reflected positively on the level of customer satisfaction and the performance of the hospitality industry? Also lead to increase profits and strengthen the competitive position in the hotel market.

Problem statement

The problem of the study lies in high job turnover rates among workers in the Mercure HOTELS in Yemen, non-reassuring situation of the workers in these hotels with low occupancy rates, and the decline levels of hotel service that resulting from the absence of the enthusiasm and motivation to work and innovation in providing services by employees.

The study focused on impact of the wages and incentive systems at the level of job satisfaction among workers in the Mercure Hotels in Yemen, which can make them comfortable and reassured on the future of their work in these hotels. And try to answer the question: Is wages and incentive systems affect the level of job satisfaction among workers in the Mercure Hotels in Yemen?

Objectives

1. To know the effect of wages and incentive systems at the level of job satisfaction among workers in the Mercure Hotels in Yemen.
2. To identify the relevant variables on wages and incentive systems.
3. Measure the individual’s satisfaction toward their jobs and hotel business.
4. To get the results and recommendations that will help hotel management to develop an effective and successful policy in the field of wages and incentives.

Importance of the study

Measuring the individual’s satisfaction about their jobs and their work has studied by many researchers as one of the important factors that lead to efficiently performance. For importance of this factor, this study came to shed light on a wider understanding of job satisfaction in the hotel sector in Yemen. Through search behind, the factors that lead to the satisfaction of the individual in his work; because increasing of satisfaction usually leads to increase the performance of employees.

Furthermore, the importance of the study come from the possibility of access to the analytical field study related to one of the basic phenomena in the hotel management and the possibility its contribution to serve other studies related to hotels and the future development of services.

Table 1: The distribution of Mercure hotels by region

Region	Number (%)	
	Hotels	Rooms
France	228 (31)	21.808 (24)
Europe ex. France	277 (38)	35.419 (40)
Latin America and Caribbean	69 (10)	9140 (10)
Middle East and Africa	29 (4)	4836 (5)
Asia pacific	122 (17)	18.057 (20)
Total	725 (100)	89.260 (100)

*Annual report Mercure Hotels - Accor (2011)

Literature review

Numerous earlier studies discussed the topic of job satisfaction for workers in the different organizations, early comprehensive empirical research conducted by Porter and Steers (1973) and Muchinsky and Tuttle (1979) showed a negative relationship between job satisfaction and employee turnover intentions [1,2]. Job satisfaction has been shown to have a positive relationship to many variables. For example, several studies suggest that job satisfaction is significantly related to job performance [3-5]. Employees’ sense of self-worth may be enhanced if they feel well-paid for the job they do, if it confers social status or if it

heightens perceptions of fairness in the wage-effort bargain.

For Chinese managers, job satisfaction was affected by the work environment, the nature of the job itself, and the reward associated with the job [6]. Reward, particularly those related to job security, emerged as an influential factor relating to job satisfaction. This study also indicated that high levels of job satisfaction resulted in low levels of turnover intentions among managers.

The results from the study of Aleksh and Khalil (2007) find that there is an impact of the incentives system effectiveness which will reflect negatively on the staff performance [7]; Aziz *et al.* (2007) studied fast food restaurants and found that satisfaction with financial reward minimized absenteeism and hence turnover rates [8]. Sharab and Qadir (2007) studied which concluded that incentives positively affect the performance of the staff doing their jobs and finds that level of performance will increase when incentives level increase [9]. Warr (2007) identifies a positive independent correlation between wages and job satisfaction [10]. While the study of Nasser and Adib (2004) indicated the effect of wages level on the productivity of individuals and increase business turnover as well as increased absenteeism [11]. Hoiagy and Ahmad study (2008) finds that there is a relationship between the causing job satisfaction factors; continue of working and all conditions of salary, incentives, individual expectations and the value of achievement [12]. Brown and others mentioned that higher wages can also induce greater feelings of wellbeing when employees reflect with satisfaction on their rank in the wage distribution relative to their peers [13].

The study of Al-Hazaymeh (2009) confirmed that factors relate to salaries and wages reflect internally in sense of satisfaction of volume of work [14]. Al-Mutairi and Fatim (2009) addressed the effect of gains from journalistic profession on job satisfaction and it is one of the systems. It recommended to take care of material and non-material incentives which have a significant impact on levels of satisfaction [15]. Gu and Sin (2009) focused on work performance as related to job satisfaction and revealed that job satisfaction is significantly associated with work performance with Macao's casino hotel employees. In addition, they presented training opportunities, salaries, and support from coworkers as a significant driver to improve job satisfaction and work performance [16]. Wages are positively associated with the job satisfaction as Oswald *et al.* (2009) show in a laboratory setting [17].

By reviewing the previous studies conducted in this area, it shows that there is existence of an agreement among researchers on a numbers of factors related to job satisfaction the most important of it are wages and incentives that which reflected to employees happiness and make them feel proud about their work, as it turned out there is a scarcity of studies on job satisfaction for workers in hospitality industry.

METHODS

The study followed the descriptive analytical method to identify the impact of wages and incentive systems at the level of job satisfaction among workers in Mercure Hotels in Yemen.

Sample

Community of the study is employees who work in two hotels Mercure in Yemen, Mercure Sana'a Hotel and Mercure Aden Hotel.

Among the 90 collected surveys, 50 were completed. After the initial review of the forms through the screening process bounced for answers by employees, the current study has been relying on analysis of the results in Mercure Sana'a Hotel (30) questionnaire, as for the Mercure Aden Hotel has been relying on (20) questionnaires, although the current study distributed (45) questionnaire in each of the two hotels.

Measure and data collection

This study used questionnaire to obtain the data from sample, which consisted of two main parts as follows:

- Part I: Personal Information (demographic): Gender, nationality,

marital status, years of experience, and the hotel section.

- Part II: Measuring the level of job satisfaction by knowing factors that effect of job satisfaction such as the motives of work and variables related to wages and incentive systems.

The current study also used a method of interview with human resources managers in the both hotels Mercure Sana'a Hotel and Mercure Aden Hotel.

It has been relying on the broker through the average default posed by the current study and it is equal to (3) maximum, so the current study supposed to give each alternative in the questionnaire weighted, then divided this weight by the total weights (1,2,3,4,5), respectively, each alternative. Furthermore, the current study was depending on the previous studies to make scale to determine the degree of job satisfaction for workers that shown in Table 2.

Table 2: The degree of satisfaction based on the SMA value

If the average from (3,5) to (5)	High job satisfaction
If the average from (2,5) to (3,4)	Medium job satisfaction
If it is less or equal to the average of (2.4)	Low job satisfaction

Hypotheses

The study proposed the following hypotheses.

Hypothesis 1: Workers satisfaction is low in the Mercure Hotels in Yemen about the wage systems.

Hypothesis 2: Workers satisfaction is low in the Mercure Hotels in Yemen about the incentive systems.

RESULTS AND DISCUSSION

This section reviews the answers' results of the study sample, which is working in the company of Mercure Hotels about the impact of wages and incentive systems on the level of satisfaction of the employees, and presents the statistical methods that used in the analysis process.

The arithmetic mean method

The arithmetic mean (or mean or average) is the most commonly used and readily understood measure of central tendency. In statistics, the term average refers to any of the measures of central tendency. The arithmetic mean is defined as being equal to the sum of the numerical values of each and every observation divided by the total number of observations [18]. Symbolically, if we have a dataset containing the values (a₁,... a_n) The arithmetic mean (A) is defined by the formula.

$$A = \frac{1}{n} \sum_{i=1}^n a_i$$

Test of research hypotheses

Hypothesis 1: Workers satisfaction is low in the Mercure Hotels in Yemen about the wage systems.

Mercure Sana'a Hotel

Table 3 shows the satisfaction average of the employees in Mercure Sana'a Hotel for the wage system that came at a high level of satisfaction, through Arithmetic mean general which amounted to 4.3.

The most important sources of satisfaction in this regard are to fit the monthly salary with work and with an average (4.3), then fit the salary with the effort of the worker reached with an average (4.0), then followed by the existence of incentives with the exception of salary by an average (4.0), and the feeling of workers with greater enthusiasm if the salary increase with the same works required from workers reached a mean (4.0).

Table 3: The average paragraphs relating to the wages at the Mercure Sana'a Hotel

S. N	Item	Very satisfied (%)	Satisfied (%)	Neutral (%)	Not satisfied (%)	Not completely satisfied (%)	Total (%)	Average	Ranking
1	Salary/wage proportionality to the effort that I'm doing	9 (30)	14 (46.7)	5 (16.7)	1 (3.4)	1 (3.4)	30 (100)	4.0	2
2	Salary offers welfare to me and my family	7 (23.3)	10 (33.3)	7 (23.3)	5 (16.7)	1 (3.4)	30 (100)	3.6	6
3	My salary appropriate compared with my colleagues in the work	7 (23.3)	11 (36.7)	8 (26)	3 (10)	1 (3.4)	30 (100)	3.7	5
4	My salary suitable compared with my colleagues outside the work	7 (23.3)	11 (36.7)	6 (20)	5 (16.7)	1 (3.4)	30 (100)	3.6	7
5	Cost of living allowance suitable with the rising of prices	7 (23.3)	7 (23.3)	9 (30)	5 (16.7)	2 (6.7)	30 (100)	3.4	8
6	I'm saving a reasonable part of my salary	8 (26.6)	5 (16.7)	8 (26.6)	7 (23.3)	2 (6.7)	30 (100)	3.3	10
7	The annual increase rate on salary is suitable	8 (27.6)	6 (20.7)	10 (34.5)	3 (10.4)	2 (6.89)	29 (100)	3.4	9
8	I get different incentives in the work without salary	13 (43.3)	8 (26.6)	5 (16.7)	3 (10)	1 (3.4)	30 (100)	4	3
9	I will feel more passionately, If my salary was increased with survival of the same work required of me	10 (33.3)	12 (40)	6 (20)	2 (6.7)	-	30 (100)	4	4
10	Monthly wages reflects what I'm doing	14 (46.7)	12 (40)	3 (10)	1 (3.4)		30	4.3	1

Regarding suitability of salary with their colleagues at work inside and outside, the responses of the study sample was with an average (3.7) and (3.6), respectively. The possibility of saving salary for the welfare of workers and their families amounted to a mean (3.6). While the rest of paragraphs got the medium level of satisfaction: Allowance of living cost and suit the wages with high prices, ratio of the annual increase to salary, saving part of the salary, got a lowest ranking (3.3), this corresponds to the responses of workers in the Hotel of Mercure Aden as we shall see later.

Through the results, we note that the employee gives greater attention to the place, bonuses, and wages in case of the higher than effort made.

In spite of the satisfaction of the employees it came up with regard to wages systems in Mercure Sana'a Hotel, but the arithmetic mean of the paragraphs has not achieved large proportions, and this indicates that the wages systems have an impact on the satisfaction of the employees. This refers to the first hypothesis which states that the existence of the effect of the wage system followed in Mercure Sana'a Hotel on the satisfaction of the employees of the hotel.

Mercure Aden Hotel

Table 4 shows that the satisfaction average of the employees at the Mercure Aden Hotel for the salary system was as high as it seems from the arithmetic average of 4.3.

Which is similar to Mercure Sana'a Hotel, the salary is the most important factors that affect to the satisfaction of the employees in both the hotels, and that the most important sources of satisfaction is to fit the monthly salary with what the employee and an average (4.3), then fit the salary with the effort of the worker reached with an average (4.0). Followed by the existence of incentives with the exception of salary by an average (4.0), and the feeling of workers with greater enthusiasm if the salary increase with the same works required from workers reached a mean (4.0).

Regarding the existence of incentives with the exception of salary by an average (4.0), and the feeling of workers greater enthusiasm if the salary increase with the same works required from workers reached a mean

(4.0), regarding suitability of salary with their colleagues at work inside and outside, the responses of study sample was with an average (3.7) and (3.6), respectively. The possibility of saving salary for the welfare of workers and their families amounted to a mean (3.6). While the rest of paragraphs got the medium level of satisfaction, allowance of living cost and suit the wages with high prices, ratio of the annual increase to salary, saving part of the salary, got a lowest ranking (3.3), this corresponds to the responses of workers in the Mercure Sana'a Hotel.

In spite of the satisfaction of the employees it came up with regard to wages systems in Mercure Aden Hotel, but the arithmetic mean of the paragraphs have not achieved large proportions. This indicates that the wages systems have an impact on the satisfaction of the employees. This refers to the first hypothesis which states that the existence of the effect of the wage system followed in Mercure Aden Hotel on the satisfaction of the employees of the hotel.

Hypothesis 2: Workers satisfaction is low in the Mercure Hotels in Yemen about the incentive systems.

Mercure Sana'a Hotel

Table 5 shows that the average satisfaction of the employees in Mercure Sana'a Hotel about the incentive system was as high as it seems from the value of arithmetic average (4.9).

The most important sources of satisfaction among employees when the hotel provides health care for workers, because it got the arithmetic average (4.9). Furthermore, workers feel that they are more productive when they get incentives got average (4.8), when the hotel provide a transportation for workers got mean (4.8). In another hand, train staff and develop their own skills got average (4.7). Then, paragraphs which state that employee prefers financial incentives, and the presence of a specific policy of incentives, and the incentives that worker receives pay to work arithmetic averages of (4,6) (4,5) (4,4), respectively.

Evident from the table that large proportion of the staff does not prefer moral incentives such as vacations that achieved less average with a mean amounted to 3.9.

Table 4: The average paragraphs relating to the wages at the Mercure Aden Hotel

S. N	Item	Very satisfied (%)	Satisfied (%)	Neutral (%)	Not satisfied (%)	Not completely satisfied (%)	Total (%)	Average	Ranking
1	Salary/wage proportionality to the effort that I'm doing	8 (42.1)	7 (36.8)	2 (10.5)	2 (10.5)	-	19 (100)	4.0	2
2	Salary offers welfare to me and my family	8 (42.1)	7 (36.8)	2 (10.5)	2 (10.5)	-	20 (100)	3.6	6
3	My salary appropriate compared with my colleagues in the work	9 (45.8)	5 (25)	5 (25)	-	1 (5)	18 (100)	3.7	5
4	My salary suitable compared with my colleagues outside the work	10 (55.5)	2 (11)	3 (16.6)	1 (5.5)	2 (11.1)	19 (100)	3.6	7
5	Cost of living allowance suitable with the rising of prices	5 (26.3)	4 (21.1)	4 (21.5)	3 (15.7)	3 (15.7)	19 (100)	3.4	8
6	I'm saving a reasonable part of my salary	4 (21.1)	5 (26.3)	4 (21.1)	1 (5.26)	5 (26.3)	19 (100)	3.3	10
7	The annual increase rate on salary is suitable	9 (47.3)	4 (21.1)	2 (10.2)	3 (15.7)	1 (5.26)	20 (100)	3.4	9
8	I get different incentives in the work without salary	7 (35)	5 (25)	4 (20)	3 (15)	1 (5)	20 (100)	4.0	3
9	I will feel more passionately, if my salary was increased with survival of the same work required of me	8 (40)	4 (20)	6 (30)	1 (5)	1 (5)	19 (100)	4.0	4
10	Monthly wages reflects what I'm doing	3 (15.7)	10 (52.6)	3 (15.7)	2 (10.5)	1 (5.26)	19 (100)	4.3	1

Table 5: The average paragraphs relating to the incentives at the Mercure Sana'a Hotel

S. N	Item	Very satisfied (%)	Satisfied (%)	Neutral (%)	Not satisfied (%)	Not completely satisfied (%)	Total (%)	Average	Ranking
1	There are specific and clear policy for incentives	18 (60)	11 (36.7)	-	1 (3.4)	-	30 (100)	4.5	7
2	Incentives that I receive from my work helps me to work more	15 (50)	3 (43.3)	1 (3.4)	1 (3.4)	-	30 (100)	4.4	8
3	I feel more productive when I get incentives	25 (83.3)	5 (16.7)	-	-	-	30 (100)	4.8	2
4	Management attention qualifying and develop your skills	22 (73.3)	6 (20)	2 (6.7)	-	-	30 (100)	4.7	4
5	The hotel provides transportation for workers	25 (83.3)	5 (16.7)	-	-	-	30 (100)	4.8	3
6	The hotel provides health care for employees	26 (86.7)	4 (13.3)	-	-	-	30 (100)	4.9	1
7	Management attention to train staff	23 (76.7)	5 (16.7)	2 (6.7)	-	-	29 (100)	4.7	5
8	My job provides chances of getting moral incentives (a letter of thanks, a certificate of appreciation)	19 (63.3)	3 (10)	7 (23.3)	1 (3.4)	-	30 (100)	4.3	9
9	I prefer moral incentives like vacation more than bonuses	14 (46.6)	5 (16.7)	6 (20)	5 (16.7)	-	30 (100)	3.9	10
10	I prefer financial incentives such as bonuses more than vacation	21 (70)	6 (20)	3 (10)	-	-	30 (100)	4.6	6

Through a review of previous results shows that the employee gives more attention to health care, and financial incentives. Therefore rejects the second hypothesis and accept the alternative hypothesis, which states that there is no decline in satisfaction among workers in Mercure Sana'a Hotel because of the incentive system that followed in the hotel.

Mercure Aden Hotel

Table 6 shows that the average satisfaction of the employees in Mercure Aden Hotel about the incentive system was as high as it seems from the value of arithmetic average (4.5). Workers feel that they are more productive when they get incentives got average (4.3), when the hotel

Table 6: The average paragraphs relating to the incentives at the Mercure Sana'a Hotel

S. N	Item	Very satisfied (%)	Satisfied (%)	Neutral (%)	Not satisfied (%)	Not completely satisfied (%)	Total (%)	Average	Ranking
1	There are specific and clear policy for incentives	5 (25)	5 (25)	9 (45)	1 (5)	-	20 (100)	3.7	9
2	Incentives that I receive from my work helps me to work more	6 (30)	5 (25)	5 (25)	3 (15)	1 (5)	20 (100)	3.6	10
3	I feel more productive when I get incentives	12 (60)	5 (25)	3 (15)	-	-	20 (100)	4.5	1
4	Management attention qualifying and develop your skills	10 (50)	6 (30)	2.(6.7)	-	-	20 (100)	4.3	2
5	The hotel provides transportation for workers	5 (25)	6 (30)	4 (20)	-	-	20 (100)	3.8	7
6	The hotel provides health care for employees	7 (35)	7 (35)	9 (45)	1 (5)	-	20 (100)	4.0	4
7	Management attention to train staff	7 (36.8)	8 (42.1)	5 (25)	1 (5.26)	-	19 (100)	3.9	6
8	My job provides chances of getting moral incentives (a letter of thanks, a certificate of appreciation)	10 (50)	5 (25)	3 (15.8)	1 (5)	-	20 (100)	4.2	3
9	I prefer moral incentives like vacation more than bonuses	4 (20)	8 (40)	8 (40)	-	-	20 (100)	3.8	8
10	I prefer financial incentives such as bonuses more than vacation	9 (45)	4 (20)	5 (25)	2 (10)	-	20 (100)	4.0	5

provide a transportation for workers got mean (4). It's the same average with paragraphs which states that employee prefers financial incentives.

It is seen from the table that paragraph which states that the incentives that workers receive from their work are motivated them to work has achieved averages less and with a mean value amounted to 3.6, which indicates that motivation to work is low among workers because of the incentives, which it demonstrates the impact of incentives on the satisfaction of the employees thereby vindicates sincerity of the second hypothesis.

CONCLUSION

Through a presentation and analysis wages and incentive systems on the level of job satisfaction for workers in the Mercure Hotels in Yemen, the study concluded to many results as the following:

It turns out through the questionnaire analysis of the degree of satisfaction in both the hotels were high, but the degree of satisfaction in the Mercure Sana'a Hotel was higher than in the Hotel of Mercure Aden, in particular as regards to systems of incentive. In addition, all averages were between higher and medium satisfaction, fewer value averages did not show in both hotels, This means that there is a high degree of agreement among workers in the hotels of the study sample for their jobs.

Workers in the both hotels confirm their high satisfaction in the case of access to incentives. This is a positive indication of the high degree of satisfaction; they have toward incentives. On the other hand, the study indicates low - or non-suitable wages they receive. That does not meet all the requirements of living in the face of rising prices and economic changes experienced by the country.

Another problem facing Yemeni workers in Mercure Hotels because they paid wages less than foreigners who are paid in hard currency.

In general, the study concluded that all the phrases did not get a low value, all phrases ranged from medium values and high values that gives an indication of the positive perception of satisfaction among workers in the sample hotels.

RECOMMENDATIONS

To achieve objectives of the study, the researcher suggest:

- To have interest in improving the wage system in the Mercure Hotels, due to the sensitivity of wages toward job satisfaction and attention to personnel issues in a better way.
- To take into account the social and economic changes in Yemen when put wages and incentives policy in the Mercure Hotel, that may affect in needs, motivations and staff expectations.
- To develop a good policy to ensure continuity of incentives and give it in specific dates that commensurate with performance.
- Achieving the functional justice among workers when the distribution of incentives within an integrated system so as not benefit some workers at the expense of others.
- Improving wages and salaries system, financial and moral incentives for workers in hotels; because of their direct impact on the level of satisfaction to the employees in hotels.
- Continue to look at the reality of job satisfaction among workers in the hotel establishments and the factors influencing it in Yemen, with the study of the impact of personal variables (demographic) more broadly.

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