

**MOTIVATION, A KEY INGREDIENT OF HUMAN RESOURCE
MANAGEMENT: STUDY OF SUI SOUTHERN GAS COMPANY
LIMITED OF PAKISTAN EMPLOYEES OF KARACHI**

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ABSTRACT

Human resource management has evolved a lot during the couple of past decades. Now it takes more care of the human capital. The concept of human capital is a new term coined during this millennium. Human resource management deals with employees considering their human behavior which includes the positive as well as negative attributes, their strengths as well as weaknesses. While the organization benefits from employees strengths, it trains them to remove the weaknesses. Motivation plays a pivotal role in this respect. It is said that motivation is the single most important factor for job performance. We have analyzed this factor in our study through literature review and a primary survey. The survey was conducted in head office of Sui Southern Gas Company Limited, Karachi. While the key factors give and impression of the motivation level of the employees. The result shows that Sui gas employees are living in a state where satisfaction and dissatisfaction are not clear in their minds. Although factors of satisfaction and dissatisfaction have been graded by them in the graphs stated above. These factors or independent variables were not related to the dependent variables for any conclusive comment.

Keywords: Decision, Human Resource Management, Performance, Motivation, Behaviour, Variables, Organization, Training, Employees, Theories.

INTRODUCTION

Human resource management is the key function in running any organization, be it in the public sector or private sector. It may include: competency management, performance management, talent management, employee development, management administration and HR administration. Human resource management function has evolved remarkably during the last couple of decades. It evolved from personnel management of payroll system to recruiting HR including

recruiting, compensation and learning management (Berish, 2006). Then came the talent management concept which includes performance management, succession planning, competency management, system integration and leadership development. This is also called business integration. In fact since the new millennium the term business integration is widely used. The process includes: workforce planning, recruiting, on boarding, performance management, training and performance support, succession planning, compensation and benefits and critical skills gap analysis. It has been seen that good human resource management helps to increase share prices of the company and increases brand equity.

It is also said that there is a leadership crisis in human resource management. Organizations are struggling to develop quality leaders. The limiting factors appear to be access to sufficient number of high quality leaders. And it has also been seen that leadership excellence comes out of motivation, be it internal or external. Motivation leads to performance excellence. That's why more and more companies are concentrating on motivation for increasing the output of individual employees. This is the reason that we have emphasized more on the motivation aspect of human resource management. The desire to do things is motivation. Motivation sets and attains goals. Research has shown that one can influence one's own levels of motivation and self-control. That is internal motivation. Motivation and enthusiasm go together. Lack of motivation has many reasons. Some of them are weak desire, laziness or shyness, lack of self-esteem, self-confidence etc. Some other reasons may be lack of physical or mental ability to do the things that one desires. One cannot blame others for lack of enthusiasm, it has to come from within. Lack of motivation and enthusiasm may be due to absence of enough stimuli or incentive, being too nervous or stressed, fear of failure, fear of people what they would say, the feeling that there are other more important things to do and most important of all lack of faith in one's abilities. Sometimes motivation comes in a spur of moment followed by lose of interest after a while and it becomes hard to sustain motivation and enthusiasm. One needs enough incentives and drive for completing one's ambition or goal. It is therefore important to produce enough motivation to take action and do things. By getting motivated, one acts to do things, focus on solutions and success. Finding out what

really matters is important to get motivation. The actions that would bring benefits and improvement in life are the motivating factors.

THEORIES OF MOTIVATION

Among the theories of motivation (McLeod 2007), Maslow's theory of need developed in 1943 is the most talked about and most cited theory. The theory says that there are needs of human being which are based on hierarchy. These are physiological needs, safety needs, social needs, esteem needs and self-actualization needs. The ERG theory was developed by Alderfer in 1969 based on Maslow's theory. This is a modification of Maslow's hierarchy of needs. According to this theory the human motivation is primarily based on three factors instead of five. These are: existence, relatedness and growth. McClelland developed acquired needs theory in which individuals acquired three types of needs. These are need for achievement, need for affiliation and need for power. According to him, each individual has a combination of these needs, the dominant one thought to drive one's desire for achievement. Muller and Dweck developed a theory in 1998. According to them people having high need for achievement have strong need to be successful. We find this true in our social life as well, the need for success and glory is always linked to achievements. Campbell developed a theory in 1982 based on review of situational and personality influences. According to him, these are most suited in sales situation where there is a target, feedback is immediate, and the efforts lead to success. Harrell and Stahl developed a behavioral decision theory approach in 1981. This was developed to measure McClelland tracheotomy of needs. McClelland & Burnham developed a theory in 1976. According to this theory power is the greatest motivator for performance. Wong & Csikszentmihalyi developed a theory in 1991. According to this theory people having a high need for affiliation seek to be accepted and liked by others. Henry A. Landsberger developed a theory in 1950 and named it the Hawthorne Effect. The effect was named on Western Electric factory at Hawthorne. Landsberger conducted a series of experiments on the influence of social conditions on productivity. He found that there was an increase in productivity with change in the operational procedure on the basis of requirements or suggestions by the company employees.

The psychologist Fredrick Herzberg (1959) developed a theory in 1959 known as Motivation-Hygiene Theory. After about more than half a century his theory still seems valid. The theory is also known as Herzberg's two factor theory. It is still considered the basis of good motivational practices. He analyzed the effect of attitude on motivation on the basis of a series of questions asked from 200 engineers and accountants of Pittsburg, USA. He identified two factors: factors for job satisfaction and factors for job dissatisfaction. The factors for job satisfaction are as follows: achievement, recognition, the work itself, responsibility, advancement and growth. The factors of dissatisfaction are as follows: company policies, supervision, relationship with supervisor and peers, work conditions, salary, status and security. We feel that among all the theories we discussed above this one is the most relevant and complete in an organizational environment. Therefore we have based our research survey on the basis of this theory.

LITERATURE REVIEW

Kontodimopoulos, Paleologou and Niakas (2009) studied motivational factors in a Greek hospital. They found that remuneration was a significant factor for managers. Professionals working in private hospitals were more motivated than their counterparts in public hospitals. The study showed that intrinsic factors are very important for effective employee motivation. This also fits in well with our own observation that primary motivation comes from within. Thus internal factors count more than the external factors. Fisher (2013) studied Motivational Spiral Model. The common features that he found were: openness and stability over time, self-concept motivating participation in activities and positive feelings support task strategies. This shows that positive feelings are very important in motivation. As Fred Hassan writes in his book 'reinvent' (2013), three things are essential for the employees of a successful company: attitude, behavior and culture. Attitude should remain positive and behavior amicable. Finally with these two attributes a company culture evolves that influences its employees. Beaudoin (2008) studied motivation in an environment that relates to Internet use and interpersonal trust. He found that Internet use inversely influenced perceived information overload. Interpersonal trust was inversely influenced by information overload. He concluded

that motivation for Internet use was mediated by Internet use itself. Wang (2015) examined motivation on employees' knowledge sharing behavior. He found that relationship orientation, trust, knowledge sharing self-efficacy and relative autonomous motivation are the key influencing factors of knowledge sharing behavior. Wright (1991) wrote a chapter on organizational motivation in a book *Analyzing Organizational Behavior*. He is of the opinion that motivation instigates, sustains behavior and gives direction. It arouses people for action. Motivation influences performance at work. B-Lajoie, Marie, Hulme and Johnson (2014) studied community health workers motivation and incentives. They found that monetary incentives do play a role in motivation. He is of the opinion that incentives should be according to work. Motivation should be done through sustainable financial schemes other than regular salaries and there should be transparency and information sharing among team members. Ojaka, Olango and Jarvis (2014) studied factors affecting motivation and retention. They found that these factors include gender mainstreaming, appropriate retention scheme for development, competitive compensation packages and strategies for career growth. These factors were found during a survey of health care workers in Kenya. Kasenga and Hurtig (2014) did a qualitative research study on staff motivation and welfare. They found that for good performance in any working condition staff motivation is vital. They think that conditions of service should be in accordance to the present working in other organizations. The staff should be adequately trained; communication among the team members should be strengthened. Staff should also get spiritual nourishment through staff interaction with religious leaders. This is a new and interesting point. In all the literature review that we have done so far, no one has given any importance to spiritual leader other than Kasenga and Hurtig. Probably other authors are unaware of this factor or they have neglected this aspect of human dimension unknowingly. Wasdani and Mathew (2014) studied motivation and entrepreneurship. They found that entrepreneurs had social bonding influencing their potential for recognizing opportunity. Entrepreneurs tap on close relationship. The entrepreneurs may convert weak ties into strong ties for the sake of reliability and dependability. Potential entrepreneurs may converse more with their close groups. Bonding social capital is important for the exploitation of opportunity. Imai et

al (2010) studied factors associated with motivation and hesitation to work. They found that there are conflicting factors also because some increase both motivation as well as hesitation. Motivation was increased with job security and an assurance of protection of employees' interest.

METHOD

Once we identified the motivation factors in Herzberg's theory of motivation, we developed following hypothesis:

H1: Employees are satisfied in their jobs

H2: Employees are dissatisfied in their jobs

To test the hypothesis a questionnaire was developed based on Herzberg's theory. This questionnaire was filled in by the Sui Gas employees, Karachi through personal interviews. The interviews were conducted in the month of March, 2016. The result was compiled using SPSS software.

RESULT

Key:

1: Strongly disagree

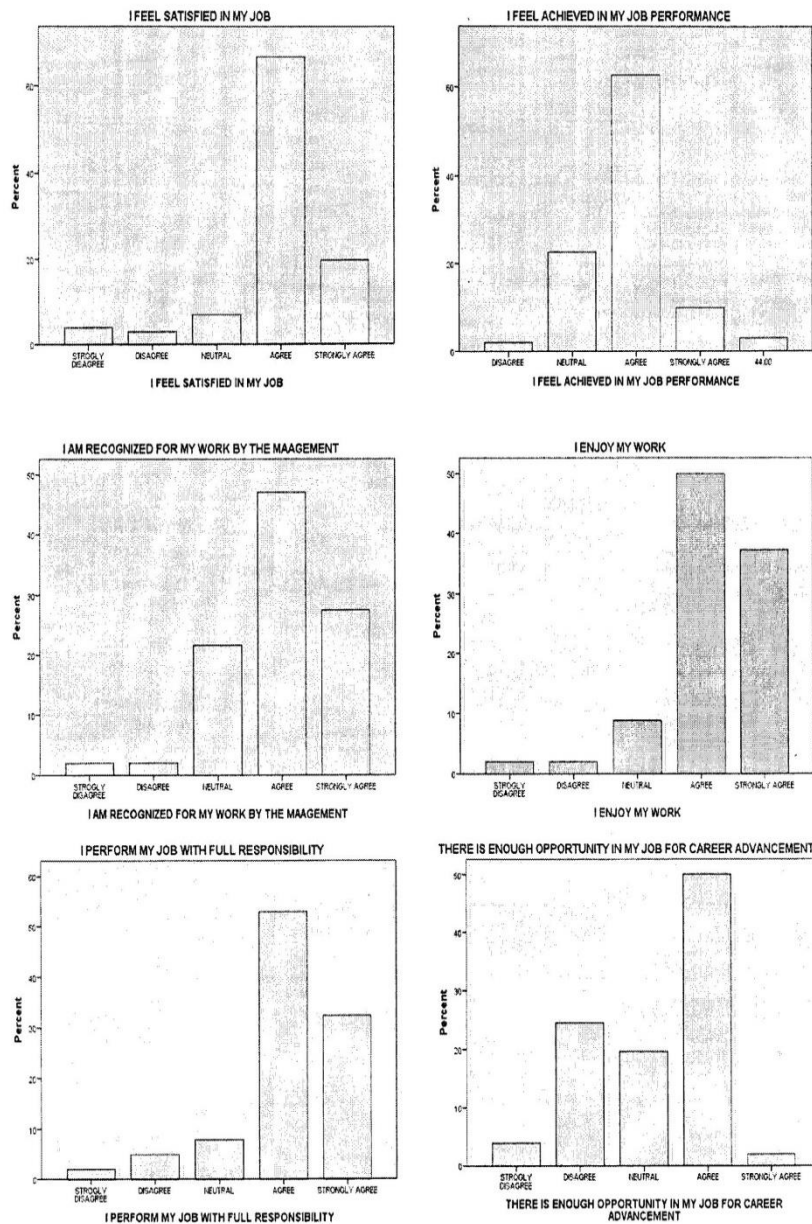
2: Disagree

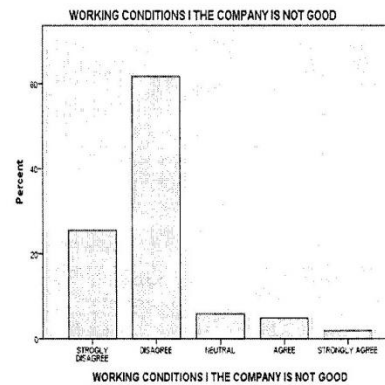
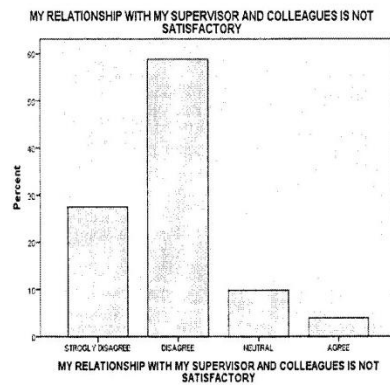
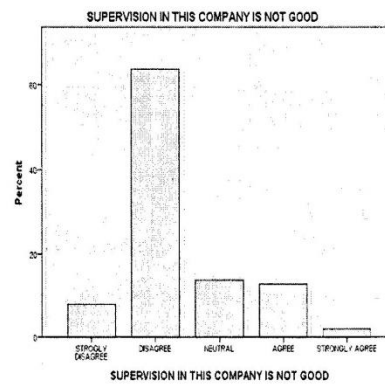
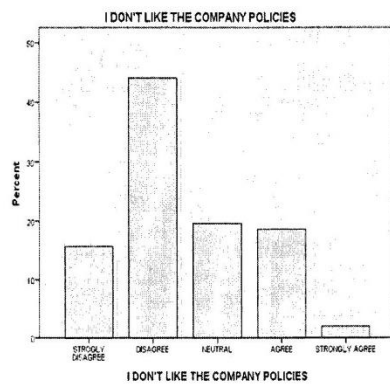
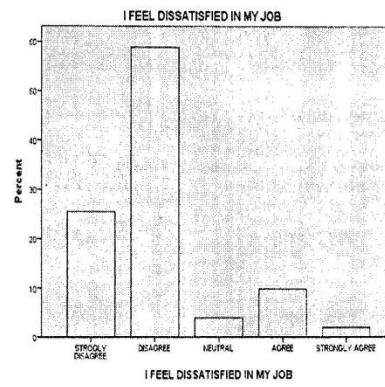
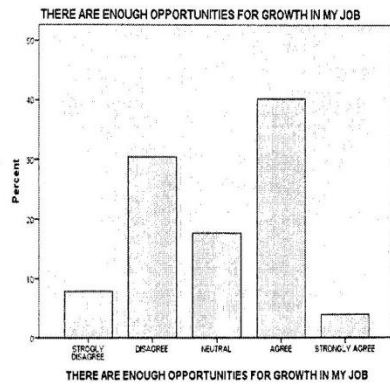
3: Neutral

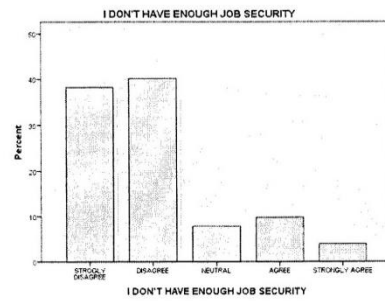
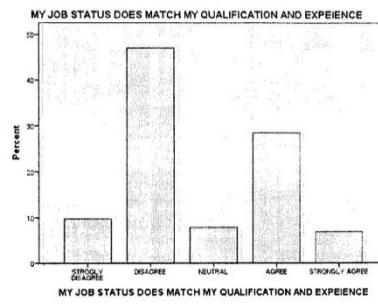
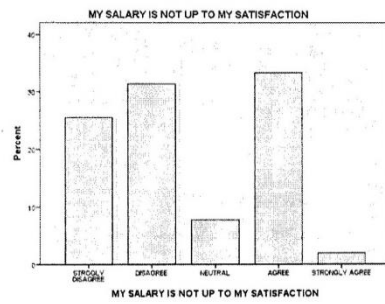
4: Agree

5: Strongly agree

BAR CHART







Cross Tabulations

		I FEEL SATISFIED IN MY JOB					Total
		STROGL Y DISAGRE E	DISAGRE E	NEUTRA L	AGREE	STRONGL Y AGREE	
I FEEL ACHIEVED IN MY JOB PERFORMANCE	Count	0	0	0	2	0	2
	Expected Count	.1	.1	.1	1.3	.4	2.0
	% within I FEEL ACHIEVED IN MY JOB PERFORMANCE	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Count	2	0	5	14	2	23
	Expected Count	.9	.7	1.6	15.3	4.5	23.0
	% within I FEEL ACHIEVED IN MY JOB PERFORMANCE	8.7%	0.0%	21.7%	60.9%	8.7%	100.0%
	Count	2	3	2	46	11	64
	Expected Count	2.5	1.9	4.4	42.7	12.5	64.0
	% within I FEEL ACHIEVED IN MY JOB PERFORMANCE	3.1%	4.7%	3.1%	71.9%	17.2%	100.0%
	Count	0	0	0	4	6	10
	Expected Count	.4	.3	.7	6.7	2.0	10.0
	% within I FEEL ACHIEVED IN MY JOB PERFORMANCE	0.0%	0.0%	0.0%	40.0%	60.0%	100.0%
	Count	0	0	0	2	1	3
	Expected Count	.1	.1	.2	2.0	.6	3.0
	% within I FEEL ACHIEVED IN MY JOB PERFORMANCE	0.0%	0.0%	0.0%	66.7%	33.3%	100.0%
	Count	4	3	7	68	20	102
	Expected Count	4.0	3.0	7.0	68.0	20.0	102.0
	% within I FEEL ACHIEVED IN MY JOB PERFORMANCE	3.9%	2.9%	6.9%	66.7%	19.6%	100.0%
Total							

Chi-Square Tests

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	25.925 ^a	16	.055
Likelihood Ratio	23.697	16	.096
Linear-by-Linear Association	1.028	1	.311
N of Valid Cases	102		

a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .06.

I FEEL ACHIEVED IN MY JOB PERFORMANCE * I AM RECOGNIZED FOR MY WORK BY THE MAAGEMENT

Crosstabulation

		I AM RECOGNIZED FOR MY WORK BY THE MAAGEMENT					Total
		STROGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	
I FEEL ACHIEVED IN MY JOB PERFORMA NCE	Count	0	0	0	2	0	2
	Expected Count	.0	.0	.4	.9	.5	2.0
	% within I FEEL ACHIEVED IN MY JOB PERFORMANCE	0.0%	0.0%	0.0%	100.0%	0.0%	100.0 %
	Count	0	0	8	8	7	23
	Expected Count	.5	.5	5.0	10.8	6.3	23.0
	% within I FEEL ACHIEVED IN MY JOB PERFORMANCE	0.0%	0.0%	34.8%	34.8%	30.4%	100.0 %
	Count	2	2	11	30	19	64
	Expected Count	1.3	1.3	13.8	30.1	17.6	64.0
	% within I FEEL ACHIEVED IN MY JOB PERFORMANCE	3.1%	3.1%	17.2%	46.9%	29.7%	100.0 %
	Count	0	0	2	6	2	10
	Expected Count	.2	.2	2.2	4.7	2.7	10.0
	% within I FEEL ACHIEVED IN MY JOB PERFORMANCE	0.0%	0.0%	20.0%	60.0%	20.0%	100.0 %
	Count	0	0	1	2	0	3
	Expected Count	.1	.1	.6	1.4	.8	3.0
	% within I FEEL ACHIEVED IN MY JOB PERFORMANCE	0.0%	0.0%	33.3%	66.7%	0.0%	100.0 %
	Count	2	2	22	48	28	102
	Expected Count	2.0	2.0	22.0	48.0	28.0	102.0
	% within I FEEL ACHIEVED IN MY JOB PERFORMANCE	2.0%	2.0%	21.6%	47.1%	27.5%	100.0 %
Total							

Chi-Square Tests

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	9.737 ^a	16	.880
Likelihood Ratio	12.355	16	.719
Linear-by-Linear Association	.344	1	.558
N of Valid Cases	102		

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .04.

I AM RECOGNIZED FOR MY WORK BY THE MAAGEMENT * I FEEL SATISFIED IN MY JOB Crosstabulation

		I FEEL SATISFIED IN MY JOB					Total
		STROGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	
I AM RECOGNIZED FOR MY WORK BY THE MAAGEMENT	Count	2	0	0	0	0	2
	Expected Count	.1	.1	.1	1.3	.4	2.0
	% within I AM RECOGNIZED FOR MY WORK BY THE MAAGEMENT	100.0%	0.0%	0.0%	0.0%	0.0%	100.0 %
	Count	0	0	2	0	0	2
	Expected Count	.1	.1	.1	1.3	.4	2.0
	% within I AM RECOGNIZED FOR MY WORK BY THE MAAGEMENT	0.0%	0.0%	100.0%	0.0%	0.0%	100.0 %
	Count	2	0	0	18	2	22
	Expected Count	.9	.6	1.5	14.7	4.3	22.0
	% within I AM RECOGNIZED FOR MY WORK BY THE MAAGEMENT	9.1%	0.0%	0.0%	81.8%	9.1%	100.0 %
	Count	0	0	2	32	14	48
	Expected Count	1.9	1.4	3.3	32.0	9.4	48.0
	% within I AM RECOGNIZED FOR MY WORK BY THE MAAGEMENT	0.0%	0.0%	4.2%	66.7%	29.2%	100.0 %
	Count	0	3	3	18	4	28
	Expected Count	1.1	.8	1.9	18.7	5.5	28.0
	% within I AM RECOGNIZED FOR MY WORK BY THE MAAGEMENT	0.0%	10.7%	10.7%	64.3%	14.3%	100.0 %
	Count	4	3	7	68	20	102
	Expected Count	4.0	3.0	7.0	68.0	20.0	102.0
	% within I AM RECOGNIZED FOR MY WORK BY THE MAAGEMENT	3.9%	2.9%	6.9%	66.7%	19.6%	100.0 %
Total							

Chi-Square Tests

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	95.720 ^a	16	.000
Likelihood Ratio	47.042	16	.000
Linear-by-Linear Association	7.710	1	.005
N of Valid Cases	102		

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .06.

I ENJOY MY WORK * I FEEL SATISFIED IN MY JOB Crosstabulation

		I FEEL SATISFIED IN MY JOB					Total
		STROGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	
I ENJOY MY WORK	Count	2	0	0	0	0	2
	STROGLY DISAGREE Expected Count	.1	.1	.1	1.3	.4	2.0
	% within I ENJOY MY WORK	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	Count	2	0	0	0	0	2
	DISAGREE Expected Count	.1	.1	.1	1.3	.4	2.0
	% within I ENJOY MY WORK	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	Count	0	0	3	6	0	9
	NEUTRAL Expected Count	.4	.3	.6	6.0	1.8	9.0
	% within I ENJOY MY WORK	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
	Count	0	3	0	36	12	51
	AGREE Expected Count	2.0	1.5	3.5	34.0	10.0	51.0
	% within I ENJOY MY WORK	0.0%	5.9%	0.0%	70.6%	23.5%	100.0%
	Count	0	0	4	26	8	38
	STRONGLY Y AGREE Expected Count	1.5	1.1	2.6	25.3	7.5	38.0
	% within I ENJOY MY WORK	0.0%	0.0%	10.5%	68.4%	21.1%	100.0%
Total	Count	4	3	7	68	20	102
	Expected Count	4.0	3.0	7.0	68.0	20.0	102.0
	% within I ENJOY MY WORK	3.9%	2.9%	6.9%	66.7%	19.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	120.498 ^a	16	.000
Likelihood Ratio	53.953	16	.000
Linear-by-Linear Association	27.986	1	.000
N of Valid Cases	102		

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .06.

I PERFORM MY JOB WITH FULL RESPONSIBILITY * I FEEL SATISFIED IN MY JOB Crosstabulation

		I FEEL SATISFIED IN MY JOB					Total
		STROGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	
I PERFORM MY JOB WITH FULL RESPON SIBILITY	Count	2	0	0	0	0	2
	Expected Count	.1	.1	.1	1.3	.4	2.0
	% within I	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	PERFORM MY JOB WITH FULL RESPONSIBILITY						
	Count	0	3	0	2	0	5
	Expected Count	.2	.1	.3	3.3	1.0	5.0
	% within I	0.0%	60.0%	0.0%	40.0%	0.0%	100.0%
	DISAGREE						
	PERFORM MY JOB WITH FULL RESPONSIBILITY						
	Count	0	0	0	8	0	8
	Expected Count	.3	.2	.5	5.3	1.6	8.0
	% within I	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	NEUTRAL						
	PERFORM MY JOB WITH FULL RESPONSIBILITY						
	Count	2	0	4	36	12	54
	Expected Count	2.1	1.6	3.7	36.0	10.6	54.0
	% within I	3.7%	0.0%	7.4%	66.7%	22.2%	100.0%
	AGREE						
	PERFORM MY JOB WITH FULL RESPONSIBILITY						
	Count	0	0	3	22	8	33
	Expected Count	1.3	1.0	2.3	22.0	6.5	33.0
	% within I	0.0%	0.0%	9.1%	66.7%	24.2%	100.0%
	STRONGLY AGREE						
	PERFORM MY JOB WITH FULL RESPONSIBILITY						
	Count	4	3	7	68	20	102
	Expected Count	4.0	3.0	7.0	68.0	20.0	102.0
	% within I	3.9%	2.9%	6.9%	66.7%	19.6%	100.0%
	Total						
	PERFORM MY JOB WITH FULL RESPONSIBILITY						

Chi-Square Tests

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	115.071 ^a	16	.000
Likelihood Ratio	43.960	16	.000
Linear-by-Linear Association	21.700	1	.000
N of Valid Cases	102		

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .06.

THERE IS ENOUGH OPPORTUNITY IN MY JOB FOR CAREER ADVANCEMENT * I FEEL SATISFIED IN MY JOB Crosstabulation		I FEEL SATISFIED IN MY JOB					Total
		STROGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	
THERE IS ENOUGH OPPORTUNITY IN MY JOB FOR CAREER ADVANCEMENT	Count	4	0	0	0	0	4
	Expected Count	.2	.1	.3	2.7	.8	4.0
	% within THERE IS ENOUGH OPPORTUNITY IN MY JOB FOR CAREER ADVANCEMENT	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	Count	0	0	5	18	2	25
	Expected Count	1.0	.7	1.7	16.7	4.9	25.0
	% within THERE IS ENOUGH OPPORTUNITY IN MY JOB FOR CAREER ADVANCEMENT	0.0%	0.0%	20.0%	72.0%	8.0%	100.0%
	Count	0	0	0	18	2	20
	Expected Count	.8	.6	1.4	13.3	3.9	20.0
	% within THERE IS ENOUGH OPPORTUNITY IN MY JOB FOR CAREER ADVANCEMENT	0.0%	0.0%	0.0%	90.0%	10.0%	100.0%
	Count	0	3	2	30	16	51
	Expected Count	2.0	1.5	3.5	34.0	10.0	51.0
	% within THERE IS ENOUGH OPPORTUNITY IN MY JOB FOR CAREER ADVANCEMENT	0.0%	5.9%	3.9%	58.8%	31.4%	100.0%
	Count	0	0	0	2	0	2
	Expected Count	.1	.1	.1	1.3	.4	2.0
	% within THERE IS ENOUGH OPPORTUNITY IN MY JOB FOR CAREER ADVANCEMENT	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Count	4	3	7	68	20	102
	Expected Count	4.0	3.0	7.0	68.0	20.0	102.0
	% within THERE IS ENOUGH OPPORTUNITY IN MY JOB FOR CAREER ADVANCEMENT	3.9%	2.9%	6.9%	66.7%	19.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	122.361 ^a	16	.000
Likelihood Ratio	54.973	16	.000
Linear-by-Linear Association	18.462	1	.000
N of Valid Cases	102		

a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .06.

THERE ARE ENOUGH OPPORTUNITIES FOR GROWTH IN MY JOB * I FEEL SATISFIED IN MY JOB Crosstabulation

		I FEEL SATISFIED IN MY JOB					Total
		STROGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	
STROGLY DISAGREE	Count	4	0	0	2	2	8
	Expected Count	.3	.2	.5	5.3	1.6	8.0
	% within THERE ARE ENOUGH OPPORTUNITIES FOR GROWTH IN MY JOB	50.0%	0.0%	0.0%	25.0%	25.0%	100.0 %
DISAGREE	Count	0	3	2	24	2	31
	Expected Count	1.2	.9	2.1	20.7	6.1	31.0
	% within THERE ARE ENOUGH OPPORTUNITIES FOR GROWTH IN MY JOB	0.0%	9.7%	6.5%	77.4%	6.5%	100.0 %
THERE ARE ENOUGH OPPORTUN ITIES FOR GROWTH IN MY JOB	Count	0	0	0	16	2	18
	Expected Count	.7	.5	1.2	12.0	3.5	18.0
	% within THERE ARE ENOUGH OPPORTUNITIES FOR GROWTH IN MY JOB	0.0%	0.0%	0.0%	88.9%	11.1%	100.0 %
AGREE	Count	0	0	5	24	12	41
	Expected Count	1.6	1.2	2.8	27.3	8.0	41.0
	% within THERE ARE ENOUGH OPPORTUNITIES FOR GROWTH IN MY JOB	0.0%	0.0%	12.2%	58.5%	29.3%	100.0 %
STRONGLY AGREE	Count	0	0	0	2	2	4
	Expected Count	.2	.1	.3	2.7	.8	4.0
	% within THERE ARE ENOUGH OPPORTUNITIES FOR GROWTH IN MY JOB	0.0%	0.0%	0.0%	50.0%	50.0%	100.0 %
Total	Count	4	3	7	68	20	102
	Expected Count	4.0	3.0	7.0	68.0	20.0	102.0
	% within THERE ARE ENOUGH OPPORTUNITIES FOR GROWTH IN MY JOB	3.9%	2.9%	6.9%	66.7%	19.6%	100.0 %

Chi-Square Tests

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	69.517 ^a	16	.000
Likelihood Ratio	45.691	16	.000
Linear-by-Linear Association	15.500	1	.000
N of Valid Cases	102		

a. 19 cells (76.0%) have expected count less than 5. The minimum expected count is .12.

I DON'T LIKE THE COMPANY POLICIES * I FEEL DISSATISFIED IN MY JOB Crosstabulation

		I FEEL DISSATISFIED IN MY JOB					Total
		STROGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	
I DON'T LIKE THE COMPANY POLICIES	Count	14	2	0	0	0	16
	Expected Count	4.1	9.4	.6	1.6	.3	16.0
	% within I DON'T LIKE THE COMPANY POLICIES	87.5%	12.5%	0.0%	0.0%	0.0%	100.0%
	Count	8	29	2	6	0	45
	Expected Count	11.5	26.5	1.8	4.4	.9	45.0
	% within I DON'T LIKE THE COMPANY POLICIES	17.8%	64.4%	4.4%	13.3%	0.0%	100.0%
	Count	4	16	0	0	0	20
	Expected Count	5.1	11.8	.8	2.0	.4	20.0
	% within I DON'T LIKE THE COMPANY POLICIES	20.0%	80.0%	0.0%	0.0%	0.0%	100.0%
	Count	0	13	2	4	0	19
	Expected Count	4.8	11.2	.7	1.9	.4	19.0
	% within I DON'T LIKE THE COMPANY POLICIES	0.0%	68.4%	10.5%	21.1%	0.0%	100.0%
	Count	0	0	0	0	2	2
	Expected Count	.5	1.2	.1	.2	.0	2.0
	% within I DON'T LIKE THE COMPANY POLICIES	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	Count	26	60	4	10	2	102
	Expected Count	26.0	60.0	4.0	10.0	2.0	102.0
	% within I DON'T LIKE THE COMPANY POLICIES	25.5%	58.8%	3.9%	9.8%	2.0%	100.0%
Total							

Chi-Square Tests

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	150.237 ^a	16	.000
Likelihood Ratio	69.676	16	.000
Linear-by-Linear Association	22.766	1	.000
N of Valid Cases	102		

a. 19 cells (76.0%) have expected count less than 5. The minimum expected count is .04.

I DON'T LIKE THE COMPANY POLICIES * I FEEL SATISFIED IN MY JOB Crosstabulation

		I FEEL SATISFIED IN MY JOB					Total
		STROGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	
I DON'T LIKE THE COMPANY POLICIES	Count	0	0	0	10	6	16
	Expected Count	.6	.5	1.1	10.7	3.1	16.0
	% within I DON'T LIKE THE COMPANY POLICIES	0.0%	0.0%	0.0%	62.5%	37.5%	100.0%
	Count	2	3	2	30	8	45
	Expected Count	1.8	1.3	3.1	30.0	8.8	45.0
	% within I DON'T LIKE THE COMPANY POLICIES	4.4%	6.7%	4.4%	66.7%	17.8%	100.0%
	Count	0	0	0	16	4	20
	Expected Count	.8	.6	1.4	13.3	3.9	20.0
	% within I DON'T LIKE THE COMPANY POLICIES	0.0%	0.0%	0.0%	80.0%	20.0%	100.0%
	Count	0	0	5	12	2	19
	Expected Count	.7	.6	1.3	12.7	3.7	19.0
	% within I DON'T LIKE THE COMPANY POLICIES	0.0%	0.0%	26.3%	63.2%	10.5%	100.0%
	Count	2	0	0	0	0	2
	Expected Count	.1	.1	.1	1.3	.4	2.0
	% within I DON'T LIKE THE COMPANY POLICIES	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	Count	4	3	7	68	20	102
	Expected Count	4.0	3.0	7.0	68.0	20.0	102.0
	% within I DON'T LIKE THE COMPANY POLICIES	3.9%	2.9%	6.9%	66.7%	19.6%	100.0%
Total							

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	72.360 ^a	16	.000
Likelihood Ratio	37.197	16	.002
Linear-by-Linear Association	7.034	1	.008
N of Valid Cases	102		

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .06.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.707 ^a	.499	.468	.62761	1.931

a. Predictors: (Constant), THERE ARE ENOUGH OPPORTUNITIES FOR GROWTH IN MY JOB, I ENJOY MY WORK , I FEEL ACHIEVED IN MY JOB PERFORMANCE, I AM RECOGNIZED FOR MY WORK BY THE MAAGEMENT, I PERFORM MY JOB WITH FULL RESPONSIBILITY, THERE IS ENOUGH OPPORTUNITY IN MY JOB FOR CAREER ADVANCEMENT

b. Dependent Variable: I FEEL SATISFIED I MY JOB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.124	.458		-.270	.788
	I FEEL ACHIEVED IN MY JOB PERFORMANCE	.009	.010	.070	.900	.370
	I AM RECOGNIZED FOR MY WORK BY THE MAAGEMENT	.073	.079	.073	.917	.361
	I ENJOY MY WORK	.402	.083	.388	4.846	.000
	I PERFORM MY JOB WITH FULL RESPONSIBILITY	.320	.085	.327	3.772	.000
	THERE IS ENOUGH OPPORTUNITY IN MY JOB FOR CAREER ADVANCEMENT	.154	.086	.174	1.784	.078
	THERE ARE ENOUGH OPPORTUNITIES FOR GROWTH IN MY JOB	.085	.079	.107	1.071	.287

a. Dependent Variable: I FEEL SATISFIED I MY JOB

H1: Employees are satisfied in their jobs is neither accepted nor rejected. No decision can be given.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.693 ^a	.480	.442	.69688	1.783

a. Predictors: (Constant), I DON'T HAVE ENOUGH JOB SECURITY, SUPERVISION IN THIS COMPANY IS NOT GOOD, MY JOB STATUS DOES MATCH MY QUALIFICATION AND EXPERIENCE, WORKING CONDITIONS IN THE COMPANY IS NOT GOOD, MY SALARY IS NOT UP TO MY SATISFACTION, I DON'T LIKE THE COMPANY POLICIES, MY RELATIONSHIP WITH MY SUPERVISOR AND COLLEAGUES IS NOT SATISFACTORY

b. Dependent Variable: I FEEL DISSATISFIED IN MY JOB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.089	.284		-.315	.754
	I DON'T LIKE THE COMPANY POLICIES	.095	.089	.105	1.067	.289
	SUPERVISION IN THIS COMPANY IS NOT GOOD	.302	.097	.285	3.118	.002
	MY RELATIONSHIP WITH MY SUPERVISOR AND COLLEAGUES IS NOT SATISFACTORY	-.116	.130	-.090	-.889	.376
	WORKING CONDITIONS IN THE COMPANY IS NOT GOOD	.258	.112	.230	2.296	.024
	MY SALARY IS NOT UP TO MY SATISFACTION	.216	.074	.288	2.928	.004
	MY JOB STATUS DOES MATCH MY QUALIFICATION AND EXPERIENCE	.010	.069	.012	.143	.886
	I DON'T HAVE ENOUGH JOB SECURITY	.157	.069	.186	2.267	.026

a. Dependent Variable: I FEEL DISSATISFIED IN MY JOB

H2: Employees are dissatisfied in their jobs is neither accepted nor rejected. There is no decision.

CONCLUSION

The comments shown on the bar graphs are self-explanatory. However, a deeper analysis shows that Sui gas employees are living in a state where satisfaction and dissatisfaction are not clear in their minds. Although factors of satisfaction and dissatisfaction have been graded by them in the graphs presented above. These factors or independent variables were not related to the dependent variables for any conclusive comment. The Durbin Watson (DW) values (of around 2) indicate this fact.

This in our opinion reflects the situation in our society as well. We see that people are living in a naïve mental state. The gunpoint looting, sniper shooting, legal harassment, illegal punishment all have bewildered the society to a great extent. All these situations have made the people at a loss on what to do.

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