

Determinants of Job Satisfaction of Civil Servants in Bhutan: A Case of Wangdue Dzongkhag Administration

Jigme & Thinley Namgyal⁺*

ABSTRACT

Job satisfaction of employees is one of the most important and complex concepts that form the basis for management strategies to increase the efficiency and effectiveness of an organization. The purpose of this study is to determine the relationship between the determinants of job satisfaction such as work environment, pay and allowances, promotion, training and development, and job satisfaction in the Bhutanese context. The study sample consisted of 76 civil servants working in Wangdue Dzongkhag (district) Administration. The data were collected through a questionnaire survey and Google form and analyzed using SPSS 23. The Pearson correlation analysis was performed to find out the relationship between the independent variables (determinants of job satisfaction) and a dependent variable (job satisfaction). Similarly, linear regression and multiple regression analysis were performed to further understand the strength and types of relationship. The results of Pearson correlation and regression analysis indicate that the work environment ($r_p = 0.603$, $p < 0.01$, $R^2 = 0.364$, $B = 0.460$), and training and development ($r_p = 0.583$, $p < 0.01$, $R^2 = 0.340$, $B = 0.383$) have strong significant positive relationships with job satisfaction. However, other determinants such as pay and allowances ($r_p = 0.436$, $p < 0.01$, $R^2 = 0.190$, $B = 0.283$) and promotion ($r_p = 0.395$, $p < 0.01$, $R^2 = 0.156$, $B = 0.288$) have moderate

* Department of Research and Consultancy, Corresponding author:
jigme@rim.edu.bt

⁺ Department of Management Development Royal Institute of Management, Thimphu, Bhutan

relationships with job satisfaction. The result for multiple regression analysis shows that all the determinants have a strong correlation ($R = 0.624$, $R^2 = 0.481$, $p < 0.01$) with job satisfaction and these determinants determine 48.1 percent of the total satisfaction level perceived by the employee. The findings indicate that the work environment is the strongest predictor of job satisfaction as compared to other determinants.

Keywords: *Bhutan; Civil service; Job satisfaction; Pay and allowances; Promotion; Training and development; Work environment*

INTRODUCTION

Job satisfaction has been an important and intriguing topic for scholars and practitioners of management and psychology. It is one of the most intensively studied variables in organizational research (Yang and Wang, 2013). Job satisfaction is a perception and concerns an individual's emotional orientation i.e., a positive or negative emotional response toward his/her work or work experience (Usop, Kadtong and Usop, 2010; Smith et al., 1969; Locke, 1976). Job satisfaction is valuable because it is associated with several desirable organizational outcomes such as high productivity, organizational commitment, low absenteeism, and low turnover rates (Huang, You and Tsai, 2012).

Job satisfaction of Bhutanese civil servants is an interesting case because Bhutanese civil servants work in institutional and cultural environments that are very different from those of Western and other Asian countries where most of the studies on the topic have been undertaken. Bhutanese civil servants work in a bureaucratic system that is based on a vertical command structure and rule-based authority (Ugyel, 2015). Bhutanese civil servants work on the principles of shared values, voluntary cooperation and networking. Moreover, Bhutanese civil servants are influenced by deeply rooted traditional culture, fast-changing social and economic conditions and limited

technological advancement. Therefore, distinctive features of Bhutan's institutional and cultural environment provide a unique opportunity to test the applicability of the determinants of job satisfaction that have been identified elsewhere, especially in Western countries.

There have been many studies on job satisfaction and its causal factors. However, the findings are often inconsistent or even conflicting (Jehanzeb et al., 2012) and they are largely based on western organizations and elsewhere in Asia (Kim, 2005). There has been limited inquiry into the job satisfaction of Bhutanese civil servants. This lack of knowledge on employee job satisfaction in Bhutanese organizations poses a challenge to Bhutanese managers in determining how they can attain maximum job satisfaction for their employees. This research will assist government decision-makers to understand the factors that motivate civil servants, enabling the review and reform of existing motivational policies and practices to enhance work performance and job satisfaction among the civil servants.

This research examines the commonly studied variables for job satisfaction. These include the working environment, training and development, promotion, and pay and allowances (Masood, Aslam and Rizwan, 2014; Qasim, Cheema and Syed, 2012; Saeed et al., 2013; Ssegawa, 2014; Yang and Wang, 2013). Therefore, this study helps to fill a gap in our knowledge of the Bhutanese civil service and produce practical policy implications for the country's Royal Civil Service Commission (RCSC).

LITERATURE REVIEW

Definition and Concept of Job Satisfaction

Usop, Kadtong and Usop (2010) refer to job satisfaction as an individual's emotional orientation toward his or her work. Similarly, Smith et al. (1969) define job satisfaction as the perception and emotional response of a person to their job.

Locke (1976) further notes that job satisfaction is a positive or negative emotional response that an individual derives from their perceptions of their work or work experience. Overall, job satisfaction is an individual's emotional attitude (feelings) toward his or her job.

Usop, Kadlong and Usop (2013) have proposed that job satisfaction could be a sign of emotional wellness or mental fitness of employees and that it should be a key goal of all human resource management personnel. Satisfied employees are not just retained employees but also more loyal to the organization as they go the extra mile to achieve goals and take pride in their job, teams and achievements. However, a dissatisfied employee expresses negative perceptions of the organization and this may have an adverse effect on performance.

Numerous studies have reported that the level of job satisfaction of employees is correlated to their level of commitment to the organization and the turnover intention of the employees (Currivan, 1999; Eslami and Gharakhani, 2012). A weak level of satisfaction results in decreased organizational commitment and increased turnover intention that adversely impacts organizational performance. Therefore, Currivan (1999) stated that job satisfaction is an antecedent of organizational commitment and organizational commitment as a predictor of turnover intentions. Ultimately, job satisfaction, affects the loyalty of the employees and organizational performance.

Determinants of Job Satisfaction

Many studies have been conducted to explore the relationship between selected variables and job satisfaction and have revealed that there are some consistent correlations (Iqbal et al., 2018). This study has focused on the commonly studied variables of job satisfaction; working environment, pay and allowances, promotion, and training and development (Masood, Aslam and Rizwan, 2014; Qasim, Cheema and Syed, 2012; Saeed et al., 2013; Ssegawa, 2014; Yang and Wang, 2013).

Determinants of Job Satisfaction of Civil Servants in Bhutan

Work Environment

The work environment can be described as the environment in which people are working. According to Jain and Kaur (2014), work environment is a multi-faceted concept that incorporates physical environment (which includes items such as infrastructure, ventilation, noise levels and equipment), job fundamentals (such as workloads, and the nature and complexity of tasks) internal social aspects of the business (such as culture and history) and business context (such as organization setting and labour relations).

The work environment can be positive or negative depending on the nature of its impact on the employee. A positive work environment is a workplace that promotes employee safety, productivity, growth and goal attainment through the creation of a conducive work environment for all employees while a negative work environment is one that is negative for organizational performance and employee relations (Jain and Kaur, 2014).

According to Masood, Aslam and Rizwan (2014), the work environment is a significant factor in employee that the work environment will influence job satisfaction because the employees are concerned with a comfortable physical work environment. According to Salunke (2015), a good work environment reduces sick leave, lowers turnover rates and increases efficiency level. It also has a direct impact on the productivity, health, safety, comfort, concentration and morale of the employees. Therefore, the ultimate purpose of creating a good work environment is to enhance job satisfaction and eliminate the causes of frustration, anxiety and worry. A good work environment maximizes work performance.

Pay and Allowances

Many researchers have found that pay and allowances are strongly correlated with job satisfaction and that there is a positive relationship between the two variables (Iqbal et al., 2018; Malik, Danish and Munir, 2012; McCausland, Pouliakas

and Theodossiou, 2005). However, the positive correlation between job satisfaction and pay and allowances of an employee relies on the organizational justice perceived by employees (Iqbal et al., 2018).

Studies conducted by Iqbal et al. (2018), have found that higher salary packages are generally associated with more satisfied employees but it is not clear as to whether this relates exclusively to the amount of salary or also involves other items such as more satisfying work and career advancement. However, there are some studies which found that there is no significant relationship between pay and job satisfaction (Iqbal et al., 2018).

Promotion Opportunities

Promotion is a way of rewarding employees for meeting personal and organizational goals and can be used as an incentive to perform well. Promotion is important because it can involve significant wage increase for employees, greater authority and status, and more preferred work tasks. As a result of a promotion, an employee's wage is raised. This is found to be more significant in determining the job satisfaction of the employee than fixed income (Clark and Oswald 1996). Promotion should involve the identification of the most productive employee in an organization while simultaneously acknowledging their positive contribution to the organization. As such, employees feel they are effective contributors and they will be more satisfied with their jobs (Naveed, Ahmad and Bushra, 2011).

On the other hand, studies have found that employees who are dissatisfied with the opportunities for promotion show greater intention to leave the organization (Shields and Ward, 2001). When employees perceive that there are chances for promotion, they feel more satisfied with the organization (Naveed, Ahmad and Bushra, 2011).

According to Iqbal et al. (2018), promotion opportunities are strongly correlated with job satisfaction. However, Kosteas (2011) argued that promotions will only be an effective mechanism for provoking greater effort if workers place significant value on the promotion itself. However, Jirjahn (2006) argued that there is no significant relationship between pay, promotion and job satisfaction.

Training and Development

Training and development have long been considered vital for improving the employee's performance, skills and knowledge, which shapes the thinking capacity of employees (Masood, Aslam and Rizwan, 2014). Jun, Cai, and Shin (2006) added that these activities build capacities for enhanced teamwork. When employees receive training, the level of their job satisfaction is advanced as opposed to those without training. Similarly, Martensen and Gronholdt (2001) have concluded that the development of individual competencies through various training programmes has a positive impact on employee satisfaction. Therefore, numerous authors have claimed that job training and development is an important predictor of positive employee attitudes (Shields and Wheatley, 2002; Schmidt, 2007).

METHODOLOGY

Research Method

The study has used a quantitative research approach for the collection and analysis of statistical information (Saunders, Lewis and Thornhill, 2009). Such quantitative approaches help to achieve high levels of reliability due to controlled observations especially through surveys. The approach minimizes the potential subjectivity biases of the researcher. The study was conducted within three months in 2019.

Study Population and Sample

The study population comprises civil servants working in Wangdue *Dzongkhag* (district) Administration. Wangdue *Dzongkhag* is one of the largest *Dzongkhags* in the country and covers about 4,308 sq. km. The *Dzongkhag* has 15 Gewogs (sub-districts) and a population of 43,102 people (National Statistics Bureau, 2017).

The simple random sampling method was used to gather data from the respondents as was set out in Tasleem and Muhammad (2018). The sample size required for the study was calculated using the Yamane formula based on Israel (1992):

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size, N = Population size, and e = level of precision (also called sampling error: it is the range in which the true value of the population is estimated to be. It is expressed in percentage points, $\pm 5\%$).

Data Collection

The data was collected by distributing structured survey questionnaires to the participants. The questionnaires were adapted from Ssegawa (2014), Alsemeri (2016) and Drukpa (2010). Four of the most extensively studied determinants of job satisfaction were considered as independent variables: work environment, pay and allowances, promotion, and training and development. Job satisfaction on the other hand was considered as a dependent variable. The questionnaire was distributed to civil servants working in the Wangdue *Dzongkhag* administration. The response from the participants was measured through a five-point Likert scale i.e., 1-5 (1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree).

Data Analysis

The data gathered were analyzed using SPSS version 23. The hypotheses were tested at a 0.05 level of significance or 95% confidence level. The Pearson correlation analysis was run to measure the association between independent and dependent variables. The correlation coefficients between 0.10 and 0.29 represent a small effect size, while the coefficients between 0.30 and 0.49 represent a moderate effect size, and coefficients above 0.50 indicate a large effect size (Cohen, 1988). To examine the relationship between two or more variables and to determine the degree to which particular independent variables are influencing the dependent variable, regression analysis was used. The scale of 0.01 to 0.09 represents a very weak relationship, while 0.10 to 0.29 represents weak relationships. 0.30 to 0.49 represents a moderate relationship, 0.50 to 0.69 represents a strong relationship, and 0.7 and above represent a very strong relationship (Davies, 1971). A multiple regression analysis was run to predict the collective effect of the independent variables on the dependent variable.

RESULT AND DISCUSSION

Demographic Profile

76 civil servants responded to the survey. Of these respondents, 56.6% were male and 43.4% were female. Regarding the age of respondents, 9.2% fell into the age category of less than 30 years, 21.1% fell into the category of between 31 and 40 years, 48.7% fell in the category of between 41 and 50 years, and 21.1% of respondents fell in the age category of more than 50 years.

In addition, to highlight their education background, 32.2% of respondents had a diploma (Grade 12 diploma), 38.2% had a bachelor's degree, 10.5% were postgraduate diploma, 13.2% were master's degree holders. None of the respondents had a Ph.D. and only 2.7% had other qualifications such as high school

graduation (Class 12 pass). In terms of work experience, 14.5% had less than 5 years, 22.4% had 5 to 10 years and 10 to 15 years, 14.5% had 15 to 20 years, 15.8% had 20 to 25 years, and 20.5% had above 25 years of work experience.

Table 1

Pearson correlation analysis of the work environment and job satisfaction

		Level of job satisfaction	Work environment
Level of job satisfaction	Pearson	1	.603**
	Correlation		.000
	Sig. (2-tailed)	76	76
	N		
Work environment	Pearson	.603**	1
	Correlation	.000	
	Sig. (2-tailed)	76	76
	N		

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

Work Environment and Job Satisfaction

A strong, positive correlation was observed between the work environment and job satisfaction, which was statistically significant. The Pearson correlation coefficient between the work environment and job satisfaction is $r_p = 0.603$, $p = 0.000$ ($p < 0.01$) indicating a large effect and a strong relationship (see Table 1). Therefore, this correlation indicates that the work environment is directly related to job satisfaction. The results are in line with Raziq and Maulabakhsha (2015) and Salunke (2015). Similarly, the results of the linear regression model were significant, $F(1, 74) = 42.333$, $p < 0.000$ ($p < 0.05$), $R^2 = 0.364$, indicating that approximately 36.4% percent of the variance in job satisfaction level can be explained by work environment (see Table 2). Therefore, the work environment significantly predicted the job satisfaction level, $B = 0.460$, $t = 6.506$, $p < 0.001$. This indicates that on average, a unit increase of a positive work environment will increase the job satisfaction level by 0.460 units. These results suggest that the level of job satisfaction will

differ depending on the type of work environment - either a positive or a negative work environment. An employee working in a positive work environment will have more job satisfaction than an employee working in a negative work environment. The work environment has an impact on productivity, health and safety, comfort, concentration and the morale of the employees. People feel comfortable working in an organization with a positive work environment, resulting in reduction of sick leave, lower turnover rates and increasing efficiency.

Table 2

Regression and ANOVA for the work environment and job satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.	R	R Square	Adjusted R Square	B	t
Regression	12.928	1	12.928	42.333	.000 ^b	.603 ^a	.364		.460	6.506
Residual	22.598	74	.305							
Total	35.526	75								

a. Dependent Variable: Level of job satisfaction b. Predictors: (Constant), Work environment

Pay, Allowances and Job Satisfaction

The result indicates a significant, positive correlation between pay and allowances and job satisfaction. The Pearson correlation coefficient between pay and allowances and job satisfaction is $r_p = 0.436$, $p = 0.000$ ($p < 0.01$) indicating a moderate effect and a moderate relationship (see Table 3). Similar findings were also reported by Mafini and Dlodlo (2014) and Sohail and Delin (2013). This correlation indicates that an increase in pay and allowances raises the job satisfaction level of the employee. The results are in line with Mabaso and Dlamini (2017) and Osibanjo et al. (2014).

Table 3

Pearson correlation analysis for pay and allowances and job satisfaction

	Level of job satisfaction	Pay and allowances
Level of job satisfaction	Pearson Correlation 1	.436**
	Sig. (2-tailed)	.000
	N	76
Pay and allowances	Pearson Correlation .436**	1
	Sig. (2-tailed)	.000
	N	76

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

The results of the linear regression model were also significant, $F(1, 74) = 17.355$, $p = 0.000$ ($p < 0.01$), $R^2 = 0.190$, indicating that approximately 19.0% of the variance in job satisfaction level could be explained by pay and allowances (see Table 4). Therefore, pay and allowances significantly predicted the job satisfaction level, $B = 0.283$, $t = 4.166$, $p < .001$. This indicates that on average, a unit increase of pay and allowances will increase the job satisfaction of an employee by 0.283 units.

Table 4

Regression and ANOVA for pay and allowances and job satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.	R	R Square	Adjusted R Square	B	t
Regression	6.749	1	6.749	17.355	.000 ^B	.436 ^A	.190		.283	4.166
Residual	28.777	74	.389							
Total	35.526	75								

a. Dependent Variable: Level of job satisfaction b. Predictors: (Constant), pay and allowances

The findings for Bhutan confirm those in other countries that pay and allowances play a major role in determining job satisfaction (Qasim et al., 2012). The perceived growing needs of people and rising living costs force workers to seek higher incomes that can guarantee them a certain level of satisfaction.

Moreover, individuals may develop a state of emotional dissatisfaction if they believe they are not being compensated well. These negative feelings can grow over time and make employees unhappy and dissatisfied working for the organization. Using this argument, Greenberg and Baron (2008) indicate that a salary that is perceived to be inadequate by the worker leads to job dissatisfaction and is a major contributor to employee turnover.

Promotion and Job Satisfaction

A significant positive correlation was observed between promotion opportunities and job satisfaction. The Pearson correlation coefficient between promotion and job satisfaction is $r_p = 0.395$, $p = 0.000$ ($p < 0.01$) indicating a moderate effect and moderate relationship (see Table 5).

Table 5

Pearson correlation analysis for promotion and job satisfaction

		Level of job Satisfaction	Pay and allowances
Level of job satisfaction	Pearson Correlation	1	.395**
	Sig. (2-tailed)		.000
	N	76	76
Pay and allowances	Pearson Correlation	.395**	1
	Sig. (2-tailed)	.000	
	N	76	76

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

Therefore, this correlation indicates that promotion opportunities for an employee influence job satisfaction. The results of the linear regression model were also significant, $F(1, 74) = 13.651$, $p = 0.000$ ($p < 0.01$), $R^2 = 0.156$, indicating that approximately 15.6% of the variance in job satisfaction level can be explained by the promotion opportunities provided by the organization (see Table 6). Therefore, promotion opportunities significantly predicted the job satisfaction level of an employee,

$B = 0.288$, $t = 3.695$, $p < .001$. This indicates that on average, a unit increase of promotion opportunities will increase job satisfaction by 0.288 units.

Table 6

Regression and ANOVA for promotion and job satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.	R	R Square	Adjusted R Square	t
Regression	5.533	1	5.533	13.651	.000 ^b	.395 ^a	.156		.288 3.695
Residual	29.993	74	.405						
Total	35.526	75							

a. Dependent Variable: Level of job satisfaction b. Predictors: (Constant), Promotion

This finding of the Bhutan study aligns with the results from Malik, Danish and Munir (2012), Khan and Mishra (2013), Iqbal et al. (2018) and Mustapha and Zakaria (2013) which also revealed that promotion significantly affects the level of job satisfaction. Promotion opportunities are an important aspect of an employee's career especially as they are related to wage increases and the rank of an employee. Employees who are dissatisfied with promotion opportunities show a greater intention to leave the organization. However, when employees perceive that there are chances for promotion, they feel satisfied. Thus, it could be hypothesized that the greater the chances of promotion, the higher will be the levels of job satisfaction of employees.

Training, Development and Job Satisfaction

The Pearson correlation analysis indicates a significant, positive correlation between training and development and job satisfaction. The correlation coefficient between training and development and job satisfaction is $r_p = 0.583$, $p = 0.000$ ($p < 0.01$) indicating a large effect and strong relationship (see Table 7). Therefore, this correlation indicates that training and

Determinants of Job Satisfaction of Civil Servants in Bhutan

development opportunities are directly related to job satisfaction.

Table 7

Pearson correlation analysis for training and development and job satisfaction

	Level of job satisfaction	Pay and allowances
Level of job satisfaction	Pearson Correlation 1	.583**
	Sig. (2-tailed)	.00
	N	76
Pay and allowances	Pearson Correlation .583**	1
	Sig. (2-tailed)	.000
	N	76

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

Similarly, the results of the linear regression model were also significant, $F(1, 74) = 38.049$, $p = 0.000$ ($p < 0.01$), $R^2 = 0.340$, indicating that approximately 34.0% of the variance in job satisfaction level can be explained by training and development opportunities received by an employee (see Table 8).

Table 8

Regression and ANOVA for training and development and job satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.	R	R Square	B	t
Regression	12.064	1	12.064	38.049	.000 ^b	.583 ^a	.340	.383	6.168
Residual	23.462	74	.317						
Total	35.526	75							

a. Dependent Variable: Level of job satisfaction

b. Predictors: (Constant), Training and development

Therefore, training and development significantly predicted job satisfaction, $B = 0.383$, $t = 6.168$, $p < .001$. This indicates that on average, a unit increase of training and development will increase the job satisfaction of an employee by 0.383 units. Picho (2014) showed a weak positive correlation between employee training and developments and job satisfaction. He concluded that the

training and developments accounted for only 11.8% for variation in job satisfaction. However, this study indicates that training and development have a strong positive correlation with job satisfaction and account for 34% of the variance of job satisfaction of Bhutanese employees.

Training and development help in providing career development opportunities. They have also been recognized as an important and popular human resource management approach. The employee feels that they can perform better in their jobs if they receive the right type of training and development. Their functional areas of expertise are enhanced and they may get the opportunity to act as resource persons for conducting future training programmes that bring recognition, not only to the individual but also to the organization. Training and development also help employees in receiving monetary benefits. They have a higher chance of getting a promotion and a hike in salary if they have the required competencies. Therefore, training helps in shaping employee skills, knowledge and thinking capacities, and in developing required competencies to improve their performance.

Multiple Regression Analysis of the Variables

A multiple regression analysis was run to ascertain the extent to which the collective effect of independent variables explains the variance in job satisfaction. The result is that the coefficient of multiple correlation R , which represents the degree of association between independent variables and the dependent variable is 0.694 (see Table 9). It indicates a large effect and a strong, positive relationship. The coefficient of multiple regression is $F(1, 74) = 16.469, p = 0.000 (p < 0.01), R^2 = 0.481$, indicating that approximately 48.1% of the variance in job satisfaction level can be explained by these variables.

The result also indicates that the work environment is the strongest predictor of job satisfaction with a standardized beta value of 0.355, which is statistically significant ($p = 0.001$)

Determinants of Job Satisfaction of Civil Servants in Bhutan

followed by training and development with a standardized beta value of 0.302 ($p = 0.007$). However, pay and allowances and promotion are weak predictors and not statistically significant ($p = 0.281$ and $p = 0.255$ respectively) as compared to the other two variables with the standardized beta value of 0.110. Since the beta values are greater for the work environment and training and development, it signifies that the two variables play a greater role in determining job satisfaction than promotion and pay and allowances.

Table 9

Multiple regression analysis

Variables	B	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	R	R square
		Std. Error	Beta				
Constant	1.809	.313		5.775	.000		
Work environment	.271	.081	.355	3.349	.001		
Pay and allowances	.071	.066	.110	1.087	.281	.694	.481
Promotion	.080	.070	.110	1.149	.255		
Training and development	.198	.072	.372	2.770	.007		

a. Dependent Variable: Level of job satisfaction

b. Predictors: (Constant), Training and development, Promotion, Pay and allowances, Work environment.

Organizations with comfortable working environment and ample training and development opportunities, make employees feel secure as they see future career growth opportunities. Employees develop a commitment to the organization and perform better, and as they perform better, they naturally become eligible for promotion and hike in pay and allowances. Therefore, the work environment and training and development opportunities play a crucial role in determining job satisfaction compared to promotion and pay and allowances.

CONCLUSION

This study has examined four widely studied variables for job satisfaction (work environment, pay and allowances, promotion, and training and development) in the Bhutanese context with a case study from the Wangdue Dzongkhag administration. The findings of this study are in line with many findings from other countries, namely that job satisfaction is achieved by the creation and maintenance of a comfortable work environment, good pay and allowances, the existence of promotion opportunities and the provision of training and development opportunities in the organization. The findings from Wangdue suggest that these factors exert a major influence over job satisfaction regardless of the institutional and cultural settings of the organization.

As indicated by this study, the work environment, pay and allowances, promotion, and training and development are strongly correlated with job satisfaction. They also indicate that the work environment is the strongest predictor of satisfaction followed by training and development. Pay and allowances and promotion also have significant positive relationships with job satisfaction but the strength of the relationship is weaker compared to the other two determinants.

Since the work environment is the strongest predictor of job satisfaction, organizations in Bhutan need to emphasize creating a conducive work environment for the employee if the organization wants to excel in its performance. A conducive work environment makes employees feel good about coming to work and doing their jobs. They enjoy working in the organization. If employees are satisfied, this creates a good basis for the organization to prosper. After all, an important determinant of an organization's performance depends on the level of satisfaction of the employee.

ACKNOWLEDGEMENT

We are grateful to Wangdue Phodrang *Dzongkhag* administration for necessary support during data collection and all the civil servants for their participation, and the reviewers for their valuable comments and feedbacks.

REFERENCES

- Alsemeri, H. A. 2016. Determinants of job satisfaction: An empirical study in the public sector of Saudi Arabia. Doctoral dissertation, Victoria University.
- Appelbaum, S. H., Iaconi, G. D. and Matousek, A. 2014. Positive and negative deviant workplace behaviors: Causes, Impacts, and solutions, *International Journal of Business in Society*, 7(5), 586–598.
- Chandrasekar, K. 2011. Workplace environment and its impact on organizational performance in public sector organizations. *International Journal of Enterprise Computing and Business Systems*, 1(1), 1-19.
- Clark, A. E. and Oswald, A. J. 1996. Satisfaction and comparison income. *Journal of Public Economics*, 61(3), 359-381.
- Cohen, J. 1988. *Statistical Power Analysis for the Behavioral Sciences* (2nd ed.). St. Paul, MN: West Publishing Company.
- Currihan, D. B. 1999. The causal order of job satisfaction and organizational commitment in models of employee turnover. *Human Resource Management Review*, 9(4), 495-524.
- Drukpa, S. 2010. Job satisfaction of secondary school teachers in Thimphu district of Bhutan. Doctoral dissertation, Mahidol University.
- Eslami, J. and Gharakhani, D. 2012. Organizational commitment and job satisfaction. *Journal of Science and Technology*, 2(2), 85–91.

- Greenberg, J. and Baron, R. A. 2008. Behavior in Organizations. Upper Saddle River, NJ: Pearson Education.
- Hair, J. F., Anderson, R. E., Tatham, R. L. and Black, W. C. 2006. Multivariate Data Analysis. Englewood Cliffs, NJ: Prentice Hall.
- Huang, C. C., You, C. S. and Tsai, M-T. 2012. A multidimensional analysis of ethical climate, job satisfaction, organizational commitment, and organizational citizenship behaviors. *Nursing Ethics*, 19(4), 513–529.
- Iqbal, H., Muzammil, M., Mushtaq, S., Rehman, M. and Mushtaq, S. 2018. Influence of salary package and promotion opportunities on job satisfaction; A study on the employees of retail sector in Pakistan. *Sci-tech Research Organization*, 8(1), 453-459.
- Israel, G. D. 1992. Determining Sample Size. Institute of Food and Agriculture Sciences (IFAS), University of Florida.
- Jain, R. and Kaur, S. 2014. Impact of work environment on job satisfaction. *International Journal of Scientific and Research Publications*, 4(1), 1–8.
- Jehanzeb, K. et al. 2012. Impact of rewards and motivation on job satisfaction in Banking sector of Saudi Arabia. *International Journal of Business and Social Science*, 3(21), 272–278.
- Jirjahn, U. 2006. A note on efficiency wage theory and principal-agent theory. *Bulletin of Economic Research*, 58(3), 235–252.
- Jun, M., Cai, S. and Shin, H. 2006. TQM practice in maquiladora: Antecedents of employee satisfaction and loyalty. *Journal of Operations Management*, 24(6), 791-812.
- Khan, T. and Mishra, G. P. 2013. Promotion as job satisfaction, a study on Colleges of Muscat, Sultanate of Oman. *European Journal of Business and Management*, 5(5), 56- 62.
- Kim, S. 2005. Gender Differences in the job satisfaction of public employees: A study of Seoul Metropolitan Government, Korea. *Sex Roles*, 52(9), 667-681.
- Kosteas, V. D. 2011. Job satisfaction and promotions. *Industrial Relations: A Journal of Economy and Society*, 50(1), 174-194.

- Locke, E. A. 1976. The nature and causes of job satisfaction, In M. D. Dunette (ed.), *Handbook of Industrial and Organizational Psychology*. Chicago: Rand McNally.
- Mabaso, C. M. and Dlamini, B. I. 2017. Impact of compensation and benefits on job satisfaction. *Research Journal of Business Management*, 11(2), 80-90.
- Mafini, C. and Dlodlo, N. 2014. The relationship between extrinsic motivation, job satisfaction and life satisfaction amongst employees in a public organization. *South. African Journal of Industrial Psychology*, 40(1), 1-12.
- Malik, M. E., Danish, R. Q. and Munir, Y. 2012. The impact of pay and promotion on job satisfaction: Evidence from higher education institutes of Pakistan. *American Journal of Economics*, 2(4), 6-9.
- Martensen, A., and Gronholdt, L. 2001. Using employee satisfaction measurement to improve people management: An adaptation of Kano's quality types. *Total Quality Management*, 2(7/8), 949-957.
- Masood, A., Aslam, R., and Rizwan, M. 2014. Determinants of employee satisfaction of the public and private sector organizations of Pakistan. *International Journal of Human Resource Studies*, 4(2), 97-121.
- McCausland, W., Pouliakas, K. and Theodossiou, I. 2005. Some are punished and some are rewarded: A study of the impact of performance pay on job satisfaction. *International Journal of Manpower*, 26(7/8), 636-659.
- Mustapha, N. and Zakaria, Z. C. 2013. The effect of promotion opportunity in influencing job satisfaction among academics in higher public institutions in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 3(3), 20-28.
- National Statistics Bureau. 2017. Population and housing census of Bhutan 2017. Royal Government of Bhutan.
- Naveed, A., Ahmad, U. and Bushra, F. 2011. Promotion: A predictor of job satisfaction a study of glass industry of Lahore

- (Pakistan). *International Journal of Business and Social Science*, 2(16), 301-305.
- Osibanjo, A. O., Adeniji, A. A., Falola, H. O. and Heirsmac, P. T. 2014. Compensation packages: A strategic tool for employees' performance and retention. *Leonardo Journal of Sciences*, 13(25), 65-84.
- Picho, E. O. 2014. The Relationship between employee training and development and job satisfaction in Uganda Management Institute: An empirical study. *Global Journal of Commerce and Management Perspective*, 3(4), 182-188.
- Qasim, S., F.E.A. Cheema, F. E. A. and Syed, N. A. 2012. Exploring factors affecting employees job satisfaction at work. *IBT of Business Studies*, 8(1), 8-4.
- Raziq, A. and Maulabakhsh, R. 2015. Impact of working environment on job satisfaction *Procedia Economics and Finance*, 23, 717-725.
- Saeed, R., Lodhi, R. N., Iqbal, A., Nayyab, H. H., Mussawar, S. and Yaseen, S. 2013. Factors influencing job satisfaction of employees in telecom sector of Pakistan. *Middle-East Journal of Scientific Research*, 16(11), 1476-1482.
- Saif, S. K., Nawaz, A. and Jan, F. A. 2012. Predicting job-satisfaction among the academicians of Universities in KPK, Pakistan. *Industrial Engineering Letters*, 2(2), 34- 45.
- Salunke, G. 2015. Work Environment and its effect on job satisfaction in cooperative sugar factories in Maharashtra, India. *Journal of Research in Management and Technology*, 4(5), 21-31.
- Saunders, M., Lewis, P. and Thornhill, A. 2009. *Research Methods for Business Students*. Harlow: Financial Times Prentice Hall.
- Schmidt, S. W. 2007. The relationship between satisfaction and job training and overall job satisfaction. Doctoral dissertation, University of Wisconsin, Milwaukee.
- Shields, M. A., and Ward, M. 2001. Improving nurse retention in the National Health Service in England: The impact of job

- satisfaction on intention to quit. *Journal of Health Economics*, 20(5), 677-701.
- Shields, M. A. and Wheatley, S. 2002. Racial harassment, job satisfaction and intentions to quit: Evidence from the British nursing profession. *Economica*, 69(274), 295-326.
- Sohail, M. T. and Delin, H. 2013. Job satisfaction surrounded by academics' staff: A case study of job satisfaction of academics' staff of the GCUL, Pakistan. *Journal of Contemporary Research in Business*, 4(11), 126-137.
- Smith, P., Kendall, L. and Hulin, C. 1969. *The Measurement of Satisfaction in Work and Retirement*. Chicago: Rand McNally.
- Ssegawa, G. 2014. Factors influencing employee job satisfaction and its impact on employee performance: A case of Unilever Kenya. Doctoral dissertation, United States International University Africa.
- Tasleem, Z. and Muhammad, S. A. 2018. Role of demographics on job satisfaction of university faculty in Pakistan. *International Journal of Trend in Scientific Research and Development*, 2(2), 1550-1555.
- Ugyel, L. 2015. The Changing Role of the Bhutanese Civil Service within the Bhutanese State. *The Druk Journal*, 1(2). Available at <http://drukjournal.bt/the-changing-role-of-the-bhutanese-civil-service-within-the-bhutanese-state/>
- Usop, A. M., Kadtong, M. L. and Usop, A. S. O. 2013. The significant relationship between work performance and job satisfaction in the Philippines. *International Journal of Human Resource Management and Research*, 3(2), 9-16.
- Yang, X. and Wang, W. 2013. Exploring the determinants of job satisfaction of civil servants in Beijing, China. *Public Personnel Management*, 42(4), 566-587.