JOB SATISFACTION MODEL TO ENHANCE ORGANISATIONAL PERFORMANCE IN ARMED CONFLICT SOCIETIES: A CASE OF TETE PROVINCE IN MOZAMBIQUE

By

NYANGA TAKUPIWA

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PROMOTER:

Dr. R. SIBANDA

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DECLARATION

I declare that the thesis, **'JOB SATISFACTION MODEL TO ENHANCE ORGANISATIONAL PERFORMANCE IN ARMED CONFLICT SOCIETIES: A CASE OF TETE PROVINCE IN MOZAMBIQUE'** is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the thesis/dissertation to originality checking software and that it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at Unisa for another qualification or at any other higher education institution.

Student; Nyanga Takupiwa   **Signature ……………. Date…………….**

DEDICATION

This thesis is dedicated to my wife Tsebetso Nyanga and my three children; Tinodashe Tsepang, Taponeswa and Takundiswa.

ACKNOWLEDGEMENT

ABSTRACT

Job satisfaction is one of the key antecedents to organizational performance, growth and survival. The attitude employees have towards their work significantly affects employees and organizational performance. The main objective of this study was to develop a job satisfaction model for organizational performance in armed conflict societies. The study examined how the effects of armed conflicts affect job satisfaction among workers working in armed conflict societies. A concurrent triangulation mixed approach, that is a mixture of qualitative and quantitative was employed to establish the relationship between the effects of armed conflicts and job satisfaction. The study population comprised 13 organisations drawn from Tete province. Quantitative data was collected using questionnaires from 200 respondents while qualitative data was gathered from 20 participants using an interview schedule.

The Statistical Package for Social Scientists (SPSS) and thematic data analysis methods were used to analyse quantitative and qualitative data respectively. The hypotheses were tested using multiple regression analysis, correlational analysis and the t-tests.

The study showed that there is a strong correlation between the effects of armed conflict and job satisfaction. The intensity of the war determines the level of job satisfaction among workers working for organisations in armed conflict societies. The study established that job satisfaction in armed conflict societies is also influenced by the destruction of the economic infrastructure, destruction of interpersonal relationships, intercommunity violence, political interference, killings and torture of civilians, deterioration of health and education systems, economic depression and displacement of people. The study further found out that job satisfaction in armed conflict societies negatively affects key organizational performance antecedents such as rate of absenteeism, labour turnover, employee loyalty and commitment, psychological status of employees and health of employees. Job satisfaction in armed conflict societies directly and indirectly affects organizational performance, profitability, value of shares, market share and organizational growth. To minimize the consequences of low job satisfaction on organizational performance, organizations should put in place measures that propel job satisfaction such as providing counselling services, social services and financial and non-financial support. The study concluded that job satisfaction can be increased by any or all of the following strategies:1) flexible work organisation and establishing an effective team, 2) provision of secure staff offices and residences, 3) compensating employees for war

related injuries and deaths, 4) provision of better social services, 5) provision of leisure, recreational activities and infrastructure, and 6) provision of counselling platforms.

The study contributed to the body of knowledge by developing a job satisfaction model for organizational performance in armed conflict societies. Furthermore, contrary to other researchers whose studies concentrated on job related factors of job satisfaction, this study focused on how the effects of armed conflict influence job satisfaction.

Key terms: Job satisfaction model, job satisfaction, organizational performance, armed conflict, armed conflict societies, employees, war, conditions of service, employees' attitude.

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LIST OF ACRONYMS AND ABBREVIATIONS

SIPM - Social Information Processing Model

HRM - Human Resources Management

JCM - Job Characteristic Model

HTFT - Herzberg Two Factor Theory

DRC - Democratic Republic of Congo

RENAMO -The Mozambican National Resistance Movement

FRELIMO - Mozambique Liberation Front

CHAPTER ONE
INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The job satisfaction construct has been under the microscope among academics, researchers and human resources practitioners (Locke, 1976; Kalleberg, 1977; Moorman, 1993;Judge, Locke & Durham1997; Muhammad & Akhter, 2010; Thompson & Phua, 2012; Kok & Muula, 2013; Madnekwe & Kamala, 2016, Nasser, 2016; Kalkidan et al, 2018) over the past decades but it is arguably still fertile ground for research today because organizational performance, growth and survival still depend on it. Over the years, industrial psychologists and academics have been wrestling to establish the best approaches and methods to improve employee satisfaction. Owing to the importance of job satisfaction to both organisations and employees, researchers exerted considerable work to develop models that can propel employee satisfaction in various industries (Linde, 2007; Tan & Lau, 2012; Saibou, 2007; Shmailan, 2016). Despite the amount of research and job satisfaction models that were developed, the problem of job satisfaction has remained unresolved, especially in newly established enterprises and companies operating in armed conflict societies (Fu & Deshpande, 2014;Sedat, Bora & Ali, 2015; Gomez del Prado, 2016). Employees are an integral part of any organisation; hence they need to be energised, sustained and directed through job satisfaction in order to realise both individual and organisational objectives (Mohammad & Al-Khouri, 2014; Abiora & Iwuoha, 2013).

Job satisfaction has far reaching ramifications on the growth and survival of any organisation and/or industry; hence it needs to be properly managed (Abiora & Iwuoha 2013). It is unanimously acknowledged that most approaches and strategies to maintain and advance organisational performance, quality of services and products will not be successful unless employees are adequately satisfied (Marzuki et al., 2012; Tan & Lau, 2012, Danish et al, 2014). Job satisfaction, which is viewed as a complex internal condition that cannot be observed directly, has the power to cause employees to behave in a particular way (Tan & Lau, 2012). As premised in the basic theories of job satisfaction such as that of Hackman & Oldham (1975), Herzberg's two factor theory and Maslow's hierarchy of needs the performance of an employee and organisation hinges on employees' positive and constructive emotional condition that emanates from assessment of one's work or work experiences. The more satisfied employees are, the more prepared they are to expend their energy towards

meeting the goals of the organisation (Akeampong & Bennell, 2007; Linnenbrink & Pintrich, 2002; Del-Campo, 2007). The drive and motivation to meet the aims of the company is influenced by the company's capability to fulfil the desires of employees. One of the ancient scholars, Kalleberg(1977) and Azman et al. (2016) observed that without job satisfaction and motivation there would be no purposive, and organised behaviour by an employee at work or anywhere else (Mohammed & Ali-Khouri, 2012). Linnenbrink & Pintrich (2002) observed that job satisfaction is a multifaceted concept that depends on individual workers' past, present and the future work experiences. The role of management is to put in place measurable determinants of job satisfaction processes and systems that can ignite employees to expend their energy towards meeting organisational goals. Alessandro et al. (2004) observed that among the myriad responsibilities and tasks management have, they must ensure that employee satisfaction is given high priority. Wan and Leightley (2006) also observed that one cannot produce and sustain a firm without a dedicated, loyal, committed and highly competent work force. The satisfaction of workers hinges on their beliefs and perceptions of how the employer treats and manages them.

Normally, low job satisfaction is recognised and identified when organisational performance slows down and the relations between employers and employees become strained (Robertson et al., 2012). Low job satisfaction can present itself in different ways such as display of inappropriate behaviour such as mood swings, working to rule, high rate of absenteeism and labour turnover (Robertson et al., 2012; Thompson and Phua, 2012). Low job satisfaction applies to all employees of all forms of businesses starting from the smallest to the biggest corporations (Tan & Lau, 2012; Akintanyo, 2012, Kelvin & Chin –Shan, 2018) and those that operate in peaceful societies and those who operate in armed conflict societies. While many organisations experience low job satisfaction, companies in armed conflict zones usually suffer the most because of unprecedented effects of wars.

1.2 THE CONTEXT OF ORGANISATIONS IN ARMED CONFLICT SOCIETY

Armed conflicts throughout the world destabilise the economic and social environment (Megan 2015) for all business entities. In armed conflict societies there is evidence of proliferation of non-governmental, governmental, quasi-governmental and private and public company/organisations. According to the European Commission for Humanitarian Aid and Civil Protection (ECHACP) (2016), armed conflict zones are home to several private and public companies that provide services related to the effects of the war. Gomez del Prado

(2016) asserts that in war zones, there are private military and security companies, government and non-government organisations, which provide services to both the civilians and armed forces in armed conflicts areas, for instance insurance brokers companies, humanitarian aid organisations such as Red Cross and UNICEF (ECHACP 2016). Companies operating in war torn areas include local, foreign and multinational companies such as Coca Cola, Mazda, HP and many others. All organisations operating in armed conflict societies face crippling problems such as the destruction of infrastructure due to fighting, lack of funding, human rights abuses, lack of management skills, and lack of support. The growth rate for organisations in armed conflict societies is extremely slow due to a host of problems they face (Mutanda, 2015; Sarath & Raju, 2013; Mazumder et al., 2016).

Dava et al (2013) observed that a significant number of employees throughout the world are employed in armed conflict societies such as Mozambique, Somalia, Democratic Republic of Congo, South Sudan, Iraq and many others. If organisations operating in armed conflict environments are to survive there is a need for them to vigorously promote employee satisfaction among their workers. Like all other organisations, organisations in armed conflict societies require vibrant and motivated staff to help them realise organisational goals. In a bid to get highly competent and motivated staff, organisations in war situations widen their recruitment net and draw employees from different parts of the world (United Nations world report 2015). Employees are drawn from different parts of the world and ethnic groups, for example, in Mozambique during the height of armed conflict violence employees were drawn from Zimbabwe, Malawi, Zambia, Rwanda and South Africa. It implies that there is diversity of workforce in armed conflict societies since employees are drawn from different continents, countries, regions, races and ethnic groups such as the Hutus and Tutsis, Shona and Ndebele. While diversity is credited for cross pollination of ideas, it however presents a challenge of creating divisions among employees and propelling ethnicity based discrimination of employees. Baert (2015) established that, since armed conflicts are based on ethnicity and religion, employment discrimination based on political affiliation, religion and place of origin cannot be ruled out. Disparities in salaries and promotion are prevalent. The huge differences in earnings and job placements are not associated with workers' qualifications and work experiences (Murray, King, Lopez, Tomijima & Krug, 2014; United Nations world report 2015).

According to Baert (2015), a war environment produces changes in workers' lives, some trivial and others profound. For example, war sets families apart, pulling them away from relatives and friends. People, including workers, move from one country to another, one town to another and one company to another, which in turn, break their social ties with their relatives and friends (Baert 2015). In addition, in analysing the American economy during and after World War 2, Tassava (2016) observed that the adverse effects of armed conflicts include economic deprivation, reduced educational attainment, and deteriorated health, political and social imbalance. This study establishes the extent to which these effects of armed conflicts affect job satisfaction among employees, working in armed conflict zones or communities. Previous studies established that job satisfaction is influenced by salaries and wages, organisational structure, gender, age, leadership style and many other factors (Muhammad & Akhter, 2010), but there is very diminutive, if any research that examined whether the consequences and characteristics of war cause job satisfaction or not. It is this knowledge gap which this study intends to fill.

Furthermore, armed conflicts such as those in Mozambique, South Sudan and others are characterised by price controls, which are meant to curtail inflation by maintaining prices for goods and services. There is also a limited wage increase, limited union activities, population shifts, and limited access to social media due to low technological advancements (Tassava 2016). Employees also live in high security risk areas such as high-density suburbs and protection unit camps established by governmental and non-governmental organisations. Due to community violence, people, including employees for various companies, take refuge in overcrowded protection units for civilians (United Nations, 2015). However, living conditions in refugee and protection units for civilian camps are deplorable, characterised by overcrowding and insufficient access to food, water, sanitation and health care (United Nations, 2015). Such conditions are not work related but have the potential of affecting job satisfaction among employees, working for various companies.

Employees working in armed conflict environments are confronted by a host of problems, which include, among others, loss of life, intimidation, destruction of their properties, physical disabilities, stress, loss of loved ones due to the displacement of people, intercommunity violence, general insecurity, poverty, human rights abuses such as sexual violence, explosions of heavy gun fire and food shortages (Murray et al., 2014; Deraney & Hafsteinn, 2014; Igreja & Richters, 2008). The war environment induces fear and stress in

employees, which have the potential of affecting employee satisfaction. Armed conflicts are characterised by a very high rate of company closures and downsizing operations, which could be attributed to employee motivation and low employee satisfaction. Low job satisfaction in companies, operating in armed conflict areas, has the potential of worsening the problems companies already face and relegate them to the background, which results in the significant drop of performance of both employees and organisations.

It has been observed that most companies in war torn areas have stagnated regardless of the financial support they get from various non-governmental organisations and arms of the United Nations such as Unicef (Petracco & Schweiger 2012). To add more, Dawal and Taha (2006) argue that most companies face viability problems due to a host of factors and these directly or indirectly affect the most important resource, human capital. Employees in armed conflict environments perform a fundamental function in the maintenance and resuscitation of the socio-economic status of the country, but unfortunately, they cannot make significant contributions if their satisfaction levels are low. Studies (e.g., Bridgeman 2013; Dawal &Taha 2006; Halepota & Irani 2010) established that due to low job satisfaction, companies fail to attract and retain highly competent and skilled human capital, which consequently affects organisational performance. Failure to retain staff is caused by low job satisfaction (Halepota & Irani 2010; Schafer 2016). It follows that low job satisfaction has exogenous ramifications to citizens, employees and organisational performance. Workers who have a negative attitude toward their work, perform below expectations, which results in shortages of key commodities and services such as food, health services and education (Murray et al. 2014). This means that there is a dire need to address job satisfaction challenges faced by employees working for organisations stationed in armed conflict societies.

1.2.1 Mozambiquan Context
Mozambique, a Southern African country which is located along the Indian Ocean is endowed with a huge reserve of natural resources which include, among others, minerals and fertile land. The country has been in armed conflict from 1976-1991 (Dava et al., 2013). It temporarily had peace from 1992 till 2013 before the war between the two main political parties, The Mozambican National Resistance Movement (RENAMO) and Mozambique Liberation Front (FRELIMO) resurged. Mozambique is characterised by perennial armed conflicts which are precipitated by the fight for control of natural resources, politics, ethnicity and religion (Dava et al., 2013; Domingues, 2010). Mozambique is home to several non-

governmental and governmental organisations, private and public companies. Non-governmental organisations in Mozambique include Handicap International, World Vision, Norwegian People's Aid, Oxfam, World Health Organization and many others. Private and public companies include DHL, Commercial Banks, construction companies and many others. As such it has a large group of workers who work for various organisations but due to the conflict between the ruling party FRELIMO and opposition party RENAMO, some of the workers have been displaced to other areas within the country, others in refugee camps in Zimbabwe, Zambia and Malawi.

Akin to many other countries with post armed conflicts, Mozambique has established platforms such as non-governmental organisations such as Red Cross, Oxfam and others to provide adequate moral and psycho-social support to those affected by the fighting between government and opposition parties' troops (Ottaway & Mai El-Sadany 2012; Collier & Hoeffler 2004). A war situation is characterised by company closures which result in shortage of important commodities and services such as basic food and health services (Collier & Hoeffler, 2004; Dava, 2013). It also results in the killing of people including workers, migration of people, destruction of infrastructure, sexual assaults, outbreak of diseases such as cholera, malaria, bilharzias, and typhoid just to mention but a few. Big and small companies and non-governmental organisations continue to register unprecedentedly a high rate of labour turnover. Owing to the importance and need to protect civilians, the government of Mozambique initiated the establishment of associations with the aim of assisting employees to withstand the pressure from the environmental factors such as politics, economy and technology. Business entities in armed conflict are expected to be the main engines for economic development, poverty eradication, employment creation and resuscitation of the slowly growing and stagnant corporate. However, all these efforts may not yield the expected results if the employees' level of satisfaction is low.

1.2.2 Tete Province

Tete province like many other parts of Mozambique had to grapple with civil war between government forces and political opposition forces for a very long time. While the war was spread across the whole country Tete was the hotbed of armed conflicts between RENAMO and government forces mainly because of its location. The province is situated in the Western part of the country and it is near the biggest bases of RENAMO armed forces, Gorongosa. While Tete province is not the only area of simmering armed conflict in Mozambique, the

intensity and severity of the war in Tete town and surrounding areas was extremely high. Most communities in Tete province gained notoriety for causing inter community violence. It is in this province where a number of war crimes and crimes against humanity were committed. The war crimes committed included mass killings of civilians, sexual violence, and mutilation of non-combatants during terrorism raids in villages, schools and hospitals. The war crimes resulted in the destruction of infrastructure, destruction of inter-personal relationships, killing of children left behind by displaced parents, deterioration of social services and economic distress (Guy, 2016, Kaiser and Rantala, 2016). Kaiser and Rantala (2016) further argued that the civil war that resurged in 2012 in Mozambique resulted in more than 10 000 civilians displaced and seeking shelter in neighbouring Malawi and Zimbabwe. It was therefore essential to carry out a study from the province where the civil war was very intense because data collection results from other provinces such as Maputo where the civil war was mild was likely to distort the findings of the study.

The researcher acknowledges that there are extensive studies on how job satisfaction impacts various sectors of the economy such as education, health, construction and many others but there is little work that was done on job satisfaction among employees whose work stations have been or are in armed conflict areas such as Mozambique, Sudan, Somalia and others. Literature is also awash with studies on the impact of armed conflict on foreign direct investment, poverty, education and health but the impact the armed conflict poses on the attitude of employees towards their work has not been explored. From the existing literature, the solutions proffered focus on improving job satisfaction in general, yet job satisfaction is a critical antecedent which needs not be applied in an arbitrary manner but needs to be context based. The intensity of the war situation in Tete province is fundamentally different from the other provinces in Mozambique; hence it is essential to carry out a study that specifically addresses the job satisfaction challenges for workers in Tete. A study that seeks to develop a new job satisfaction model that can help to increase organisational performance in armed conflict areas is essential. The development of a new job satisfaction model for employees in war zones can enable the creation of new context-based approaches to deal with job satisfaction and organisational performance. The need to develop a context-based model made the need for this research self-evident. The study provided and revealed the components of job satisfaction that can ignite a worker to want to expend his or her energy towards meeting the objectives of an organisation. A systematic examination of job satisfaction among employees in war torn areas such as Mozambique was made.

1.3 PROBLEM STATEMENT

Although, job satisfaction has been extensively studied (Tassava 2016, Schafer 2016, Anwar & Farzen 2015, Arain et al 2011, Caraballo et al 2018) in management literature, little research has been conducted on job satisfaction among workers in armed conflict societies. The existing literature is largely conceptual (Stockhammer & Bengtsson 2018, Halepota & Iran 2010, Rajput et al 2016) and mainly focused on the generic causes and effects of job satisfaction in politically stable environments. There is a general omission in preceding studies on job satisfaction on how the effects of the war such as intercommunity violence, displacement of people, torture and killing of civilians affects job satisfaction.

Tete province in Mozambique was one of the provinces where the civil war was intense and had devastating consequences to organisations and employees. The war in Mozambique resulted in the closure of companies and an increased rate of brain drain and absenteeism (Dava et al 2013) which are all indicators of low job satisfaction. Workers, like all other citizens were not spared of the effects of armed conflict; hence they equally suffered but one wonders how they managed to survive in such a war situation, in the absence of job satisfaction strategies designed to specifically address their specific needs. Studies and a job satisfaction model that enhances organizational performance in armed conflict societies are still missing. By developing a job satisfaction model that enhances organizational performance in armed conflict societies, this study contributes by extending and adding new knowledge in the field of organizational behavior. This study therefore focussed on developing a job satisfaction model to enhance organisational performance in armed conflict societies.

1.3.1   Original Contribution to Knowledge

This research is valuable and adds more knowledge to the current body of knowledge of job satisfaction by focussing on an area, job satisfaction among employees in armed conflict zones, which has not been explored by other researchers. Job satisfaction in armed conflict zones is very important to the resuscitation of the economy, employment creation, re-building infrastructure and poverty reduction. The study develops a job satisfaction model which can be used to increase employee satisfaction among employees working for organisations in armed conflict societies such as Delta employees in South Sudan, Somalia, Mozambique and others. Models imported from other industries, as indicated in chapter two and three on theoretical foundations and literature review respectively, do not appropriately apply to

employees in armed conflict context because of differences in security, poverty, distressed economic situations and political upheavals. This research is of additional value as it contributes to job satisfaction from an angle, which has not been addressed by earlier researchers. Chapter two, on the sub-heading "shortfalls of existing theories of job satisfaction", outlines weaknesses of existing models, hence the new job satisfaction model is of importance since it addresses the weaknesses of existing job satisfaction models. The model focuses on how job satisfaction can be used to promote efficiency, effectiveness, commitment and loyalty, which in turn increase organisational performance. The existing models do not provide information on how job satisfaction can be used to propel performance among employees working in armed conflict societies.

The study also contributes to the field of job satisfaction in that it equips managers of companies in war torn zones with new insights to develop policies that propel employee satisfaction. The study also adds to job satisfaction body of knowledge by revealing how displacements of population (workers and their relatives and friends), intercommunity violence, working in severely hazardous environment, limited access to social media, deteriorated healthy services, limited union activities, ethnicity and religious animosity influence job satisfaction among employees in armed conflict societies.

1.3.2 Aim
To develop a job satisfaction model that enhances organisational performance in armed conflict societies.

1.3.3 Objectives of study
Emanating from the research aim are the following objectives:
- To evaluate the effects of armed conflict that affect job satisfaction in Tete province, Mozambique.
- To evaluate the effects of job satisfaction that potentially affects organisational performance in armed conflict societies.
- To evaluate whether job satisfaction influences key performance antecedents such as employee commitment, loyalty, absenteeism and labour turnover in Tete province, Mozambique.

- To establish whether job satisfaction in armed conflict societies affect the profitability, market share, productivity and growth of organisations.
- To establish the relationship between job satisfaction, armed conflict and organisational performance in Tete province, Mozambique.
- To develop strategies that can be employed to improve job satisfaction among employees in armed conflict communities.

1.3.4   Research Questions

- What effects of armed conflict influence job satisfaction in Tete province, Mozambique?
- How does armed conflict affect job satisfaction and organisational performance in Tete province, Mozambique?
- Does job satisfaction in armed conflict society influence employee morale, creativity, commitment and loyalty?
- Does job satisfaction affect the profitability, market share, productivity and growth of organisations in Tete province, Mozambique?
- Is there a relationship between the effects of armed conflict, job satisfaction and organizational performance in Tete province, Mozambique?
- What strategies can be employed to improve job satisfaction among workers in armed conflict societies?

1.3.5   Significance of the Study

The research would help the researcher, policy makers, employees, employers and other researchers. These are discussed below in detail:

1.2.5.1 The researcher

This study is significant to the researcher in that he gained some techniques and skills of dealing with workers working in armed conflict societies which helps him/her to apply appropriate methods of increasing worker satisfaction among workers in armed conflict societies.

1.2.5.2 Policy makers

With the findings and recommendations made, the study equips policy makers with better ways and means of improving job satisfaction for workers in armed conflict societies. The

study gives policy makers a general guide of job satisfaction problems affect employees in armed conflict societies. The study also examined the correlation between armed conflict, job satisfaction, employee and organisational performance, which is very critical in informing policy formulation and enlightening politicians on the need to avoid armed conflict.

1.2.5.3 Employees and employers

Employees in armed conflict societies benefits significantly from this study. Employees are equipped with various copying strategies of dealing with job satisfaction challenges. Employees get full understanding of the impact of armed conflict to job satisfaction and organisational performance.

1.2.5.4 Established literature

This study is important to the established literature in that it adds more information about the subject. Furthermore this study acknowledges the findings of other researchers and also made some additional current information about the subject.

1.2.5.5 Other researchers

The study helps other researchers carrying out their own studies related to it. They get full information about the findings of this study and get a basis to begin their studies. So the study is important in that it gives other researchers a starting point in carrying out their researches.

1.3.6   Conceptual Framework

Determinants: Job satisfaction

EFFECTS OF ARMED CONFLICT

- Displacements of populations (workers and their relatives and friends),
- Intercommunity violence,
- Working in severely hazardous environment,
- Limited access to social media,
- Deteriorated healthy services,
- Limited union activities,

EFFECTS OF JOB SATISFACTION

Ramifications of Job Satisfaction

- Profitability
- Growth
- Market share
- Aggression
- Regression
- Psychological disorder
- Life satisfaction
- Loyalty
- Commitment
- Creativity
- Destruction of company property
- Conflict between management and employees
- Depression

Employee and organizational performance

STRATEGIES OF JOB SATISTISFACTION

Strategies of improving Job Satisfaction

- Flexible work organisation
- Providing secure staff residence
- Compensating team for any major related injuries
- Providing counselling platforms
- Providing leisure activities to destroy ethnical barriers
- Promote diversity of spirit of team work

Figure 1.1 The conceptual framework

Figure 1.1 shows the proposed conceptual structure derived from the review of related literature. The model shows the main effects of armed conflicts that determine and impact job satisfaction among workers who work in organisations which operate in armed conflict areas. The model also shows how job satisfaction and armed conflicts relate to each other. The model also shows strategies capable of propelling job satisfaction among workers working in armed conflict communities.

1.4 BRIEF RESEARCH METHODOLOGY

1.4.1   Hypotheses

1.4.1.1 Hypothesis 1

Null Hypothesis

There are no effects of armed conflict that influence job satisfaction in Tete province, Mozambique.

Alternative Hypothesis

There are effects of armed conflict that influence job satisfaction in Tete province, Mozambique.

1.4.1.2 Hypothesis 2

Null Hypothesis

There is no considerable association between job satisfaction and armed conflict in Tete province, Mozambique.

Alternative Hypothesis

There is considerable association between job satisfaction and armed conflict in Tete province, Mozambique.

1.4.1.3 Hypothesis 3

Null Hypothesis

According to employees' perception, job satisfaction does not affect employees' psychological status, commitment, loyalty, creativity, life satisfaction, organisational growth, profitability and return on equity in Tete province, Mozambique.

Alternative Hypothesis

According to employees' perception, job satisfaction affects employees' psychological status, commitment, loyalty, creativity, life satisfaction, organisational growth, profitability and return on equity in Tete province, Mozambique.

1.4.2   Methodology

The study utilizes the concurrent mixed methodology, qualitative and quantitative methodology having equal priority. The development of questions and responses sought, data analysis method employed, the ethical roadmap of the thesis and research design (Creswell 2009) was guided by the pragmatic philosophy. Job satisfaction is a complex construct, which deals with employees' attitudes, feelings and emotions; hence it requires a paradigm which is not committed to any one philosophy. The use of concurrent triangulation helped to view responses from more than one viewpoint. Viewing data from more than one view point is important because it helps a researcher to have a full appreciation of the concept being studied.

The population of the study comprised all employees from organisations in Mozambique. Quantitative data were collected from 200 respondents from organisations in Mozambique. Qualitative data was collected from 20 purposively selected participants. The researcher started by seeking approval from responsible authorities of prospective participating organisations before collecting data from employees. Ethical issues in research were also given careful and serious consideration throughout the research.

The research followed a six-step research procedure, which included the following: literature review, pilot study, data collection and analysis, interpretation of findings, discussion, development of the model, conclusions and recommendations. A detailed research methodology is presented in Chapter 4.

1.5 DISSEMINATION

Some of the results of the study were disseminated through publications in the following journals: Annamalai International Journal of Business Studies and Research (**Job Satisfaction: Challenges Manufacturing SMEs in Masvingo Urban Face),** Problems and Perspective in Management (**Examining the Usefulness of Job Satisfaction Theories in Armed Conflict Society.**), Amity Journal of Management research, Volume 3(1) **(Financial Growth and Stability in Armed Conflict Society: Does Job Satisfaction Play a Role?**) and Annamalai International Journal of Business Studies and Research **(Destruction of Economic Infrastructure by Armed Conflict: Implications on Job Satisfaction among Workers in Juba, South Sudan)**. The other results will be disseminated through publications in the Journal of Social Sciences, Zimbabwe Journal of Educational Research and Journal of Sustainable Development in Africa. The results have also been disseminated through attending and presenting papers at international conferences. The papers were presented at the following conference; 11th International Business Conference (IBC) 24-27 September 2017 in Dares salaam, Tanzania **(Job Satisfaction: Challenges Maufacturing SMEs in Masvingo Urban Face),** 5th International Conference on Business and Banking (ICBB), Denpasar, Bali, Indonesia between 2-3 August 2018 **(Destruction of Economic Infrastructure by Armed Conflict: Implications on Job Satisfaction among Workers in Juba, South Sudan)**, International Conference on Social Sciences and Humanities (ICSSH), Bali, Indonesia, 30-31 July 2018 **(The Glue that Binds Domestic Workers and Employers in Armed Conflict Society: A Case of Changara Village in Mozambique)**.

1.6 BENCHMARKS

In line with Noble and Smith's (2015) view that strategies to ensure rigour such as validity, reliability, credibility, transferability, dependability and conformability are put in place during the design, execution and implementation of the research, the researcher put in place strategies to

ensure rigour for both the qualitative and the quantitative approaches. Below is a discussion of the strategies:

1.6.1 Quantitative

1.6.1.1 Validity

The current study ensured that the two forms of validity were considered so that the instruments measured only those components they were expected to gauge. The two types of validity are discussed below.

The design the researcher employed was appropriate for the study hence it was not going to pose any threats to internal validity. The researcher was aware of the threats to internal validity, but he subdued them by collecting data within the shortest possible time. Collecting data within a short period of time minimizes internal validity threats such as changes in history, maturation and experimental mentality of participants. The use of triangulation also helped to reduce threats of internal validity.

The study developed strategies and means to ensure that the conclusions made could be generalized to other contexts. The current study was conducted using a small portion of the population, but it was expected that results could be generalized to all employees in armed conflict. Participants were selected using stratified random and purposive sampling; hence participants were selected based on the need to generalize the results. Threats of external validity were significantly minimized by covering several and different categories of organisations in the country. To promote construct validity, which ensured that the data collection tool measured which it was expected to measure, a panel of experts of job satisfaction were used.

1.6.1.2 Reliability

In line with Cooper and Schindler's (2003) and Bridgeman's (2013) view, the study ensured that the approximation of the extent to which the measurements were not affected by random mistakes in reliable data collection tools was promoted. Reliability involves consistency of the instrument in producing similar results when applied repeatedly under the same conditions. The

researcher put in place means and approaches to minimize error when administering data collecting instruments. For example, a pilot study to verify the consistency of the instruments was conducted. Test-retest was employed to test reliability of data. To obtain a good measure of reliability, the same questionnaire was administered two times within a fortnight to the same group of respondents. Scores from the two tests were correlated to establish stability over time.

1.6.2 Qualitative

As observed by Noble and Smith (2015), the researcher incorporated strategies to promote the credibility of the research. The strategies employed helped to subdue criticism, which is normally levelled against qualitative research such as researcher bias, lacking generalisability, consistency and validity. To promote trustworthiness of the study, credibility, transferability, conformability and dependability (Fowler 2008) were enhanced. Below is a detailed explanation of how the four strategies were promoted:

1.6.2.1 Credibility

To ensure credibility, which according to Zimmerman and Britt (2012) is the extent to which the researcher establishes confidence in the truth of the research results, the researcher demonstrated beyond doubt that the research findings would reflect a true and correct picture of the concept under investigation. A debriefing to uncover the biases taken for granted by the researcher and participants was done by the researcher. For instance, interviews with employees at operational level focussed on causes and effects of job satisfaction, while interviews for managers took a holistic approach to the subject under examination. The study also ensured that the sample comprised construct experts who possessed sufficient information about job satisfaction. Interviews were estimated to last for about one and half hours and follow ups through telephones and emails were made. In line with Zimmerman and Britt (2012) and Cooper and Schindler (2003), who argue that the longer a researcher takes in the field the more access to data he/she has, the researcher spent adequate time in the field to get credible data. Triangulation of data collection methods was also employed to increase the credibility of findings (Muhammad et al. 2008). The researcher also kept a meticulous record, which clearly demonstrated a decision trail and ensured that the interpretations of data were done consistently.

1.6.2.2 Transferability

In this study, to promote transferability, the researcher provides adequate information regarding the context of field work. This will help readers to check whether the prevailing situation is the same with the situation they are familiar with. The use of thick descriptions will also enable the reader to be part of the process. The researcher also uses direct quotes from participants.

1.6.2.3 Dependability

The researcher established the extent to which changes to the phenomenon were taken into account during the research process. Data triangulation was used to make sure that findings were dependable and that more comprehensive results were developed. Interviews and self administered questionnaires were employed to gather data, which made the findings authentic and dependable. The findings of the study are consistent when an inquiry is repeated under the same conditions.

1.6.2.4 Conformability

This is the degree to which the results of a study are kept in sync with the data that has been gathered. The researcher demonstrated that the results emerged from the study and not his own imagination and predisposition by audio recording interview conversations and any other relevant information during the data collection period. Audio recorded interviews gave the researcher opportunity to revisit the data repeatedly to check on emerging themes and remained true to respondents' views.

1.7 Ethical considerations

The study took into consideration ethical responsibilities when generating new knowledge or strives to generate new knowledge. Upholding ethical issues in this study was guided by the UNISA and general research ethics principles and procedure. Below are the ethical issues the study upheld:

1.7.1 Informed Consent

One of the ethical principles this study upheld was informed consent. The researcher ensured that all participants explicitly expressed their willingness and desire to participate in the study. Participants voluntarily agreed to participate in the study. The agreement to participate in the study based on an unequivocal and clear understanding of what the study entails, and consequences for participating or not participating. The principle of informed consent is upheld during the period of the research and subsequent publishing of results. Participants complete informed consent forms which were distributed to them by the researcher. The researcher provides all factors and information that might influence the person's willingness to participate. Sufficient information for participants to decide either to participate or not in the study is provided.

The researcher revealed his status to all stakeholders, clearly indicating the intention and nature of the study and assuring participants that he will reveal the results of the research to them. The two parties, the researcher and participants entered into a social contract to uphold the principle of informed consent. Participants are not coerced to participate in the study and no form of pressure is exerted on them to participate in the study. Questionnaires and interview questions are distributed and administered only after each of the respondents has read, understood and signed the informed consent form. Furthermore, participants were allowed to pull out from participating in the study as and when they wanted without any sanctions imposed on them. Consent from respondents to audio record responses was sought before recording the responses. The researcher only proceeded to audio tape the interview conversation after respondents agreed to be audio recorded.

The principle of informed consent was further upheld by obtaining approval from authorities of organisations to carry out the study. Approval was sought before conducting the research so that the company is not under pressure to give the researcher permission to carry out the study.

1.7.2 Anonymity and Confidentiality

One of the responsibilities of the researcher was to protect respondents from various forms of risks, which included professional and social risks. Protection of participants could be achieved

by making sure that information they provided remained anonymous. The names of companies participating in the study were kept anonymous. Furthermore, any other information that could lead to identification of participants was avoided to increase the degree of anonymity. The researcher assured all participants of confidentiality of information they provided. The issue of privacy and anonymity was plainly outlined in the accompanying letter which was attached to data collection instruments. The contents of the informational letter clearly indicated the intention of the study. It also stressed that access to collected data would be restricted to the researcher. Names of respondents or participants and names of their work units remained anonymous. In this study, information provided by respondents is reported as anonymous.

1.7.3   Debriefing

The other critical research ethics issue was debriefing. In debriefing, the researcher fully explained to all the stakeholders the results of the investigation. Explaining to participants the outcome of the study helped to explain to research participants the need for deception. Debriefing helps to address any misconceptions participants may have about the outcome of the study, their contribution and impact of their participation.

1.8 LIMITATIONS

- The research was restricted to Tete Province in Mozambique which might not be representative enough for all employees working for organisations operating in armed conflict communities in Mozambique and other countries. Armed conflict has also been witnessed in other parts of the country such as the Manica and Northen provinces. It has also been witnessed in other countries such as South Sudan, Somalia, Iraq and others; hence collecting data from one province compromises the generalization of the findings.

- Data was gathered within a specific period of time, yet the intensity of the war changes overtime which in turn changes the degree to which it influences job satisfaction. Furthermore data was only collected from those people who were proficient in English which deprived the researcher from collecting data from non-English speaking people.

- Job satisfaction is a controversial subject which affects the relationship between employers and employee; hence some employees might not have been comfortable to discuss it with a stranger, the interviewer. Participants might have not volunteered to give all the required information. To reduce the impact of this limitation the researcher established a good rapport with participants; and the heads of departments assured employees that participation would not breed any harmful effects on them.

- The distinction between the causes and effects of job satisfaction for workers in armed conflict communities and other categories of enterprises were not easy to comprehend for some of the participants. To reduce the impact of the limitation the researcher explained in detail during interviews the distinction between the causes and effects of job satisfaction in armed conflict societies.

- The researcher lives in Zimbabwe and data was collected from Mozambique hence limited financial and time constraints became some of the limitations of the study. Furthermore, the researcher or interviewer was a stranger to all the participants, which resulted in participants taking a bit longer to open up and freely respond to questions.

1.9 DELIMITATION OF THE SCOPE

The study was delimited to Tete province, a province in the western part of Mozambique which has been engulfed in armed conflict for a very long time. The study focused on employees working for various organisations irrespective of location, size and economic activities they were involved in. The study covered both fulltime and part time employees of organisations, operating in armed conflict societies who included, among others, chief executive officers, senior managers and employees at all levels. Primary data was collected from fulltime and part-time employees in Mozambique.

1.10 DEFINITION OF TERMS

1.10.1 Job Satisfaction

According to Cranny et al (1992) job satisfaction can be defined as an affective or emotional reaction that an employee has towards a job, that is, the result of his or her comparison of actual

outcome with expected or deserved outcome. Job satisfaction has also been viewed in terms of attitudes that individuals have towards their jobs.

1.10.2 Armed conflict

Armed conflict is a political conflict between government forces and its opponents which involves the use of armed forces.

1.10.3 Employer

An employer is a legal entity that employs, directs, supervises, and controls one or more people under express or implied contract of employment and awards them a salary or wage as reward.

1.10.4 Employee

An employee is a person employed by another person or organisation to provide labour service on a regular basis in exchange for compensation.

1.10.5 Organisational Performance

It is the degree to which a company achieves its financial and non-financial objectives.

1.10.6 Model

It is a symbolic, verbal or graphical representation of a concept or system which is meant to facilitate an understanding of the subject.

1.11   LAYOUT OF THE THESIS

The study is structured as indicated below:

 Chapter one gives an overview and introduction of the study.

Chapter two discusses the theoretical foundation of armed conflict, organisational performance and job satisfaction. Relevant background theories of job satisfaction were also discussed.

Chapter 3 provides a detailed literature review on job satisfaction and clearly indicates how it affects organisational performance. An evaluation of how job satisfaction impacts on key antecedents of employee performance is made.

Chapter 4 analysed the methodology of the study. It covers the following: research design, data gathering tools and procedure, selection of participants, sources and analysis of data.

Chapter 5 comprises data presentation, data analyses and research findings.
Chapter 6 covered the discussion of findings and contribution of the study.

Chapter 7 which is the last chapter gives the conclusions and recommendations for the study.

1.12   CONCLUSION

The chapter discusses background of the study, highlighting the job satisfaction problems faced by employees working for organisations operating in armed conflict societies. The problem was stated and elaborated on with a view to have a full and clearer understanding of the problem. The study objectives and questions were also stated to further illuminate the study problem. The relevance of the study to society and theory was also outlined. This was followed by the conceptual framework, a concise explanation of the methodology of the study and results dissemination strategies. The chapter also covered the limitations of the study. The geographical and conceptual scope of the study was also given. The next chapter looks at the theoretical foundation, which gives a more elaborate background of the study.

CHAPTER TWO
THEORETICAL FOUNDATION

2.1 INTRODUCTION

This section two covers the theoretical foundation of job satisfaction as well as the effects of armed conflicts on organisations, civilians and employees. This section of the study is organized as follows: a broad-spectrum description of job satisfaction, historical development of job satisfaction and theories of job satisfaction, effects of armed conflict that cause job satisfaction and an examination of how armed conflicts influence employee satisfaction and the organisation's ability to meet its set goals. Job satisfaction is one of the organisational behaviour constructs that have been widely researched but researchers have not yet reached a conclusion on what propels job satisfaction among employees in all industries. A 'one size fits all' approach regarding management of job satisfaction failed to yield the expected results in all industries and employees working in highly volatile and insecure areas. It is therefore prudent to have a review of existing job satisfaction models before developing a new model.

2.2 MEANING OF JOB SATISFACTION

Job satisfaction like any other construct is a multifaceted concept which researchers have failed to reach a compromise on in terms of its definition. Researchers provided different definitions of the construct, for example (Zemguliene, 2012, Shmailan, 2016, Valaei et al. 2016, Igbeneghu & Popoola 2011, Demeke et al 2018) who provided entirely different definitions from each other. It is therefore, essential to analyse the different views about the subject so as to get a full understanding of the subject. Job satisfaction is viewed as a worker's thoughts, attitude and emotions which he or she has towards his or her job and how he or she evaluates it (Chen & Silverthorne 2008; Halepota & Irani 2010). Shields (2001) also argues that it is an overall feelings of the degree to which facets of the job are liked or disliked by the worker.

According to Halepota & Irani (2010) and Castro & Martins (2010) job satisfaction is defined as an affective or emotional reaction that an employee has towards a job, that is, the result of his or her comparison of actual outcomes with expected or deserved outcomes. This can be an evaluation of a job as a whole based on pay, organisational policies, flexibility of work

environment, promotions, work tasks, co-workers, or changes in social life and managers. Employees carry out appraisals of what is prevailing at their work place and compare it to what they view as standard. The degree to which a worker develops a positive or a negative attitude towards his or her work is heavily influenced by his or her unique situations that include, among others, needs, feelings and values. It follows that job satisfaction is individually based and the factors and circumstances that propel job satisfaction within a group of employees are not the same. The factors that raise employees' job satisfaction levels in a particular industry may not necessarily be the same factors that raise employees' satisfaction levels in other industries. The principles of job satisfaction cannot be applied uniformly to all employees in all industries, since employees in various industries possess different needs, values, personalities and aspirations. Job satisfaction is an employee's pleasurable affective condition that emanates from the evaluation of one's work. Igbeneghu and Popoola (2011) defined job satisfaction as a degree to which an employee identifies with his or her company, its values, goals and desires to keep his or her membership to facilitate these aims. It follows that employee satisfaction shapes the degree of employee loyalty and commitment to the organisation. If job satisfaction is high, employees stay longer at the organization in order to maximise on certain valuable financial and non-financial rewards from the employer. Employees only identify with the organisation after making an evaluation or appraisal of the discrepancy of what they get and what they expect to get from the employer.

Employees from both established and emerging companies' values vary in respect of both content and intensity, hence, value judgements or the measurement of their levels of satisfaction are different. For instance, employees' needs and values in peaceful communities such as Botswana are different from those operating in armed conflict communities such as South Sudan. For the purposes of this research employee/job/worker satisfaction is viewed as an employee's feelings, attitudes and thoughts about the characteristics and nature of his or her job and its environment. The level of psychological identification with the job and organisation is what propels an employee to identify with the vision, objectives and aspirations of the employer.

2.3 MEANING OF ORGANISATIONAL PERFORMANCE

Organisational performance is an essential and fundamental construct in management. Owing to its importance most researchers (Combs et al. 2005, Richard et al 2009, Hamann et al. 2013) developed keen interest in carrying out research in the area. According to Richards et al (2009) organisational performance comprises all financial and non- financial outcomes of an economic establishment. Organisational performance comprises several key areas, which are profitability, productivity, product market performance and return on investment. Product market performance includes market share, sales and acceptability of product by customers. Financial performance includes return on investment, productivity, shareholder value and profitability. Hamann et al. (2013) provided a slightly different definition of organisational performance. He argues that the conceptual domain of organisational performance is limited to economic outcomes. On the basis of Hamann et al. (2013)'s observation four organisational performance dimensions were identified, these are liquidity, profitability, stock market and growth. According to the proponents of this view (Bates 2004, Hamann et al. 2013) the performance of any company is measured using the four dimensions. A more profitable company with good liquidity, a larger market share and performing well on the stock market is regarded as performing well. All the dimensions are troublesome under conditions of high environmental instability such economic distress and brain drain. To add more Bates (2004) argues that while environmental factors such as politics, economy, social and technological play an essential role in determining how the company performs, employee attitudes also play an equally important role in organisational performance. Negative attitudes among employees breed conflict within the organisation, mistrust, lack of loyalty and commitment, which are all potential determinants of employee and organisational performance. Hamann et al. (2013) also defined organisational performance by linking it with the broader concept of organisational effectiveness. Organisational effectiveness is the extent to which entities realise all the objectives they were established to meet. The objective of any company irrespective of its size and complexity is to maximise on organisational performance while employees emphasize on job satisfaction. From the insights provided by a number of authors and researchers, organisational performance can therefore be viewed as the extent to which the people who comprise the organisation achieve the mandates for which the company was formed.

2.4 DEFINITION OF ARMED CONFLICT

According to Petracco and Schweiger (2012), armed conflict is inevitable hence it has become a permanent feature of all human generation existence for a very long time. Armed conflict refers to contested incompatibility, which concerns government and/or territory where the two parties use armed weapons to force the other party to accede to their demands (Chelimo 2011). Vites (2014) viewed armed conflict as a political conflict in which armed combat involves forces of at least one or more states and armed forces seeking control of all the state or a portion of the state. Conflict therefore involves the use of arms such as guns, spears, bows and arrows to force the other party accede to their demands. The wars include; World War 1 and 2, colonial wars in Africa, territorial, ethnicity and religious wars. Armed conflicts such as the war in Iraq, war between Georgia and Russia, civil wars in Mozambique, Sudan, Rwanda and Somalia are characterised by severe fighting, violations of humanitarian laws and human rights such as sexual harassments committed by government and/or opposition forces (European Commission for Humanitarian Aid and Civil Protection, 2016). As a result, armed conflicts have devastating effects to life, infrastructure, economy and poverty. In his study, Petracco and Schweiger (2012) found that armed conflict destroys physical infrastructure and human capital. Furthermore, studies have shown that armed forces intimidate, kill civilians in masses, brutalise them and sexually harass them as a way to destabilise societies (Kwak, 2008). Destruction of physical infrastructure and intimidation of human capital may influence employee satisfaction and subsequently affect productivity, growth and organisational dynamics. This implies that armed conflict could have exogenous ramifications to job satisfaction among employees working in armed conflict communities.

Most armed conflicts in Africa are ethnicity or religious based (ECHACP 2016). For example, the civil war in Burundi and Rwanda was between the Hutus and the Tutsis. Armed conflicts in Mozambique, Somalia, Sudan and Uganda were also mainly driven by ethnicity differences (Chii 2015). In other countries such as Iraq, war was based on religion, that is, between Christians and Muslims. Some armed conflicts are caused by the struggle to control key natural resources such as diamonds and gold in Angola, while others are propelled by the need for political power such as in Mozambique. The war between RENAMO and FRELIMO has always been a politically motivated one. The majority of armed civil wars are not only fought by trained, disciplined and

usual armies but involve untrained, undisciplined armed civilians without proper armed force structure and command system (Chii 2015). The war does not focus on well-defined battle fields, but villages and streets become the battle field, hence it is characterised by personalised acts of violence, public-community violence and changed social networks. Such wars lead to the collapse of institutions such as schools, churches, private and public companies, brutalisation of people, destruction of moral fibre, and social structures and systems. Such wars result in displacement and killing of people including workers (Mohamed 2013). For example, the conflicts in Mozambique, Rwanda and Sudan resulted in massive displacements of the population to neighbouring countries such as Zimbabwe, Malawi, Uganda, Tanzania, and within the country.

2.5 HISTORICAL DEVELOPMENT OF JOB SATISFACTION

The history of employee satisfaction can be traced back to 1900; it was characterised by the situations approach which argues that job satisfaction is influenced by the attributes of the job and the work environment. Attributes of work and its environment shape the mood of employees towards their work, employers, workmates and the entire organisation. Haijuan 2006, and Youngpin & Bibox (2006) is of the view that job satisfaction was further developed by FW Taylor in 1911 when he developed his Scientific Management Theory. Taylor's work was a scientific study, which aimed at boosting productivity; focus on standardisation of work and enhancement of methods and procedures that would decrease employee fatigue. According to Taylor, reduction in worker fatigue and compensation are key antecedents to employee satisfaction. The reward system was meant to boost employee morale and increase productivity. Taylor's work was followed by Elton Mayo's Hawthorne studies which established that employee satisfaction is increased if certain conditions of the job and job environment are met. Though presented differently from the scientific management model, the Hawthorne studies are also of the view that productivity of workers changes as and when there is a change in the conditions of employment. Zhu (2012) is of the view that work on job satisfaction was further improved by Fisher and Hanna in 1931. In their studies, they viewed job satisfaction as a product of non-regulatory mood tendency. They criticised the scientific management model and the Hawthorne studies for putting focus on productivity rather than taking into account the employees' social and economic needs. Emphasis was put on increasing productivity and not

making employees get satisfaction through the meeting of their personal needs. These early studies marked the beginning of many studies on job satisfaction, which have culminated in the development of several approaches and theories of job satisfaction such as the Social Information Processing (SIP) model, Herzberg's Two Factor (HTF) theory, Job Characteristic Model (JCM), Equity theory and Discrepancy theory. All these models and theories shaped the job satisfaction construct since then till today.

2.6 THEORIES AND MODELS OF JOB SATISFACTION

This section provides a general analysis and scrutiny of the existing job satisfaction theories. The theories can be grouped into various categories, but this study did not emphasize categories but emphasized the relevance of theories to the subject under discussion. The following theories were examined: The Two Factor Theory by Herzberg, Hackman and Oldham's (1975) Job Characteristic Model, Social Information Processing Theory, Equity theory, Value Percept Theory and Cornell Model. The existing models were very important to this study in that they provided insights that were useful in developing a new job satisfaction model.

2.6.1 Herzberg's Two Factor Theory

Herzberg's Hygiene-Motivator Theory is one of the key and celebrated content theories of motivation and job satisfaction. A number of researchers (e.g., Abiora & Iwuoha, 2013; Adelabu, 2005; Judge et al. 1997; Muula & Kok, 2012) have viewed the theory as an extension of Maslow's Hierarchy of Needs theory. Herzberg agreed with Maslow's concept that needs are important elements in motivation but went a step further and argued that not all needs are satisfiers. Herzberg's studies led to the conclusion that there are extrinsic job conditions, which if not available, trigger dissatisfaction among employees. He called extrinsic conditions hygiene factors, which include, among other things, job security, salary, working conditions, company policies and benefits. The hygiene factors are essentially preventative factors that reduce dissatisfaction but do not propel satisfaction among employees. However, other researchers (Adelabu, 2005; Judge et al., 1997; Muula & Kok, 2012) argued that hygiene factors can work as satisfiers among employees. Employees for enterprises in armed conflict environments may view hygiene factors as the ultimate satisfiers. Armed conflict communities are characterized by abuse of civilians, displacement of people, lack of resources and destruction of infrastructure. The state

and characteristics of war situations have the potential of affecting employees' level of satisfaction. Herzberg's second group of factors are called growth factors. Herzberg argued that employee satisfaction is influenced by motivators and not the hygiene factors. This theory is handy to the current study in that its application is more inclined to the factors and effects of job satisfaction to workers. If hygiene factors are absent in the job, it leads to high levels of dissatisfaction. Although the theory categorised factors as hygiene or motivators, they may both lead to employee satisfaction. Studies confirmed that job satisfaction is influenced by organisational policies, pay supervision, achievement, and promotion and working conditions (Adelabu 2005; Tan & Lau 2012).

The theory cannot be accepted wholesome as the only guideline to understand employee satisfaction in armed conflict environments because it has some visible short-comings. Managers should always make sure that there is a balance of personal factors, company related factors and environmental factors in job satisfaction among employees. Hertzberg's (1966) model does not clearly state whether the hygiene and motivation factors directly or indirectly impact on organisational performance, absenteeism, employee turnover, commitment and loyalty. Employee loyalty, turnover, absenteeism and commitment are key antecedents to organisational performance; hence there is a need to have a model that correctly places such facets in organisations in armed conflict societies.

2.6.2   Hackman and Oldham's Job Characteristic Model

The Job Characteristic Model (JCM) is one of the ancient but very useful job satisfaction theories in the field of job satisfaction studies (Haijuan et al., 2006). The model was developed by Hackman and Oldham (1975) to address job satisfaction problems that emerged in various business entities. One of the theory's main principles is that employee internal motivation and satisfaction are achieved when certain conditions of employment are met. It should be noted that employees operating in peaceful and armed conflict environments operate under entirely different conditions hence the model cannot be universally applied to employees operating in peaceful and armed conflict environments. Skill variety, task identity, task significance, autonomy and feedback were the key job dimensions that were identified in the JCM. The five key job dimensions determine crucial psychological conditions which in turn directly or

indirectly affect job satisfaction. Skill variety, task identity and task significance dimensions influence workers to experience the meaningfulness of their job. On the other hand, autonomy and feedback contribute to the accountability of work outcomes and knowledge of results of work activities. Employees feel that work is meaningful if their skills are fully utilised and have the autonomy to make decisions about their work. The three psychological states experience the value of work, accountability of outcomes of work and understanding of the outcomes of work. Employees with the three psychological states get several outcomes related to work. Research (Haijuan et al. 2006) has shown that one of the outcomes is that employee satisfaction increases, which directly or indirectly influence performance. The other outcome is that the psychological states influence job satisfaction, which is also a key antecedent of work performance. Fredrick (2003) confirmed the Hackman and Oldham's view that skill variety, task identity, task significance, autonomy and feedback develop psychological states which result in boosting employee satisfaction and job performance. A highly satisfying job is one which comprises the three psychological states; anything short of that may impede the job satisfaction process and in turn job performance. Lund (2003) established that a job with low autonomy and feedback lowers worker motivation and satisfaction. For instance, most workers in armed conflict zones have little if any freedom to make key decisions affecting their departments or organisations at large. Failure to give workers the autonomy to make decisions stifles creativity and lowers employee morale. Because of the conflict, employees are likely not given the autonomy to make decisions. Most organisations in armed conflict societies are owned by individuals or a small group of people or regional or international organisations such as the United Nations, government or non-governmental organisations. Feedback is usually not given on time thereby negatively affecting employee satisfaction (Chinomona, 2015).

However, according to Chinomona (2015), employees' attitude and behaviour are heavily influenced by a host of other factors which include, among others, personal, work outcomes, management, external environment and job holder personality, which are all not part of the Job Characteristic Model (JCM). Mount et al. (2006) carried out a study on the relationship between job characteristics and job satisfaction and established that there is a very strong relationship between the two constructs. Job characteristics directly or indirectly influence employee satisfaction. However, the JCM cannot be applied as a 'one size fits all' model, because there are

contemporary dimensions of job satisfaction that need to be addressed by new or revised models. In developing the model, no reference was made to employees operating in armed conflict communities; hence this study becomes handy to fill the gap.

2.6.3 Social Information Processing Model

Salancik and Pfeffer (1978)'s Social Information Processing Model is one of the job satisfaction models that have been used by several academics and human resource practitioners. The model was crafted to address the limitations of the content job satisfaction models. According to the model, job satisfaction is influenced by the ramifications of social circumstances and effects of previous behaviour. It is of the view that employee's needs, desires, thoughts, feelings and perceptions are not fixed but are rather determined by social networking, relationships in and outside the work environment. An employee's attitude about a job is influenced by past behaviours and what people in society or workmates think and say about him or her job and its attributes. For example, what people say about an engineer, teacher, welder or mechanic's jobs make an employee either like or dislike his or her job. Information about the job may emanate from closest relatives, or managers and workmates. Employees are negatively or positively affected by what people say about them and their jobs. One of the principles of the model is that employees give added attention to the 'ecology of the organisation' (Pfeffer &Salancik, 1978, p.1) and they tend to be consistent about the information which most people take for granted. The job satisfaction process is determined by social sources of information such as comments from friends, relatives, workmates and other influential people they interact with. The advent of the social media made this model even more useful since people from various parts of the world share information through social media such as WhatsApp, Facebook, LinkedIn and others. Employees' past behaviours also play a major role in determining employee satisfaction.
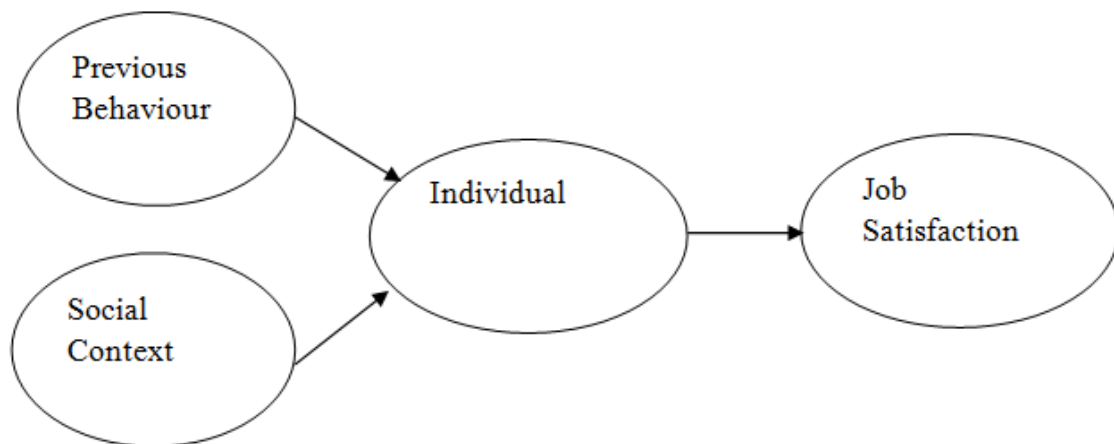
Figure 2.1 The Social Information Processing Model

Adopted from Haijuan et al. 2006

The employee's past experience with the organisation strongly influences the degree to which a worker likes or dislikes his or her work and the attitude he or she develops towards the organisation, supervisors, workmates and his or her job (Haijuan et al. 2006). If a worker views his or her past work experiences as good, then he or she is likely to develop a positive attitude towards it. A positive attitude to a job propels worker commitment and loyalty.

Whilst the Social Information Processing model views the social context as one of the best tools to analyse the factors that influence an individual's attitude towards his or her work, the model has been criticized for restricting job satisfaction to social factors yet there are other factors such as the political, technological and social related issues which also have the potential to influence satisfaction. The interaction of different sources of information generates different rules, organisations, controls and key contingencies. Information is gathered from both the social relationships and the organisation (Parl, 2008).

The Social Information Process Model informs organisations the technology which is related to job satisfaction among employees through social interactions. According to the model the social construct and task design are more important than original constructions. The model provides sources of job satisfaction and how it affects the organisation. Interactions between employer and

the employees are key to job satisfaction as they show how the two parties relate. Both current and previous interactions in the form of feedback, salaries, recognition and opportunities for promotion shape the employee's attitude towards his or her work and the organisation at large.

2.6.4 Equity Theory

One of the most important determinants of job satisfaction is perceived impartial, even-handed and reasonable rewards. This leads to the discussion of equity theory which is one of the fundamental and vital job satisfaction theories. The theory is associated with the work of Adam (1963). According to Mullins (2011) equity theory centres on worker's attitude, feelings and perception of how justly they have been treated in relation with his or her performance or his or her perceived standard of fairness. If he or she perceives the relationship to be positive he or she gets satisfied with his or her job but if he or she perceives it negative he or she becomes dissatisfied.

If an employee perceives an imbalance, he will attempt to restore the equity by changing behaviour. A perception of unfairness ignites conflict and tension, which is distasteful (Mullins 2011; Haijuan et al. 2006). The scale of the feeling of unfairness shapes the level of the tension and its effects on the organisation and employees. According to Adams (1963), there are six broad methods, which can be used by an employee to restore equity. The employee may apply one or two or many methods to restore the perceived equity. The six methods are as follows:

One of the methods to restore equity is that an employee may either increase or lower performance. If an employee perceives an imbalance he or she may lower or increase his or her performance by reducing or increasing his or her inputs. For instance, employees may reduce the amount or quality of work, absent themselves; embark on work to rule strategies. However, if employees perceive that they receive more outcomes than their inputs they increase performance by working overtime, increased loyalty and commitment to duty. The reduction or increase of inputs is meant to restore perceived imbalance or equity.

The other method of restoring equity is by attempting to change outcomes such as salaries, benefits, recognition, status and working conditions (Mullins, 2011; Haijuan et al., 2006). An

employee tries to change outcomes without changing inputs. If the employee perceives that there is equity that becomes his or her point of satisfaction. For example, employees working for companies in armed conflict zones are eager and curious to know how their employers compensate them for working in high risk work environment.

The third strategy to restore equity is through cognitive distortions of inputs and outcomes. Employees distort and rationalise the facts so as to restore equity which is a key ingredient of employee satisfaction (Mullins, 2011). If equity is restored, then the employee becomes satisfied with his or her job. Research (Lund 2003; Tan & Lau, 2012) established that it is usually not easy for employees to misrepresent facts about themselves, but to a lesser extent the utility of facts can be distorted. For instance, believing that he or she is working hard, spending more time in the office yet he or she will be producing below the expected level.

The fourth strategy to restore equity is by leaving the organisation. An employee may decide to leave the situation by resigning, absenting himself or herself from duty, request for transfer and mental withdrawal (Fisher, 2000). The individual goes to an environment or situation where he or she perceives equity. For example, a significant number of employees in armed conflict zones leave the country to neighbouring countries because of a perceived inequity in respect of inputs and outcomes (Guarcello et al., 2011). When employees are not satisfied, absenteeism increases sharply as employees try to reduce their inputs and explore other money generating projects.

The other method of restoring equity is by trying to get the other individuals to change inputs and/or rewards. According to (Mullins, 2011) an employee may try to alter other employees' output by lowering or increasing their inputs or accept larger outputs. Other comparable individuals' inputs or outcomes may be deliberately distorted.

According to Adams (1963), one of the methods of restoring equity is comparing with someone else. The individual changes the object of comparison. The employee changes the reference group with whom comparisons are made. He or she compares with someone else who makes him or her feel comfortable. Having done that, equity is restored, and the employee becomes satisfied with his or her job. The model by Adam (1963) is very important to this study since it brings out

critical issues which make employees satisfied with their jobs, but it however leaves out employees operating in armed conflict societies.

2.6.5   Value Percept Theory

This theory was founded by Locke (1976). One of the theory's major principles is that, to a larger extent, job satisfaction is influenced by what he or she values. What an employee values or regards as very important is what satisfies him or her (Haijuan et al. 2006). Employees value different things depending on their age, marital status, level of risk and many other factors. An employee may value basic commodities mainly because of prevailing economic and political situations. For instance, if an employee values a higher salary, promotion, recognition, or if he or she gets them, he or she will be satisfied by his or her job. The employee will only be satisfied when those factors are fulfilled. Locke's (1976) Value Percept Theory argues that what the employee values most is what determines his or her job satisfaction. The importance that is attached to the facet influences the level of employee satisfaction. The value of the job facet is vital to an employee and the discrepancy between what is gained and what is wanted is what determines an employee's level of satisfaction. Locke's (1976) emphasizes the importance of facets is similar to Vroom's (1964) Expectancy Theory.

The theory is vital in the current study because it provides a range of facets that have been regarded (Haijuan et al., 2006; Mullins, 2011) as key determinants of employee satisfaction. The theory covers all the categories of employee satisfaction factors as outlined in the content theories of job satisfaction. The model works as a cafeteria where employees pick those items they value most. The role of the manager is to identify what every employee values most and provide him or her with that.

 The theory can be presented mathematically **(Judge 2001, p. 31)** as shown on the next page:

Satisfaction   =   (want – value) x importance

S   = $(V_C - P)$ x Vi

Key:

S is Satisfaction

V is Value content

P is Perceived amount of the value provided by the job

V is the importance of the value to the individual

2.6.6   Cornell Model

The theory views job satisfaction as determined by what a person gets from work roles and what one expects to get (Haijuan et al., 2006). The developers of the model, Smith, Kendal and Hulin (1969), identified five job satisfaction facets which are work itself, co-workers, salaries and wages, supervisors and opportunities for growth. Like other theories of job satisfaction, the model identified five antecedents as key drivers of job satisfaction in any organisation. The model can be presented diagrammatically as shown below (Figure 2.2):
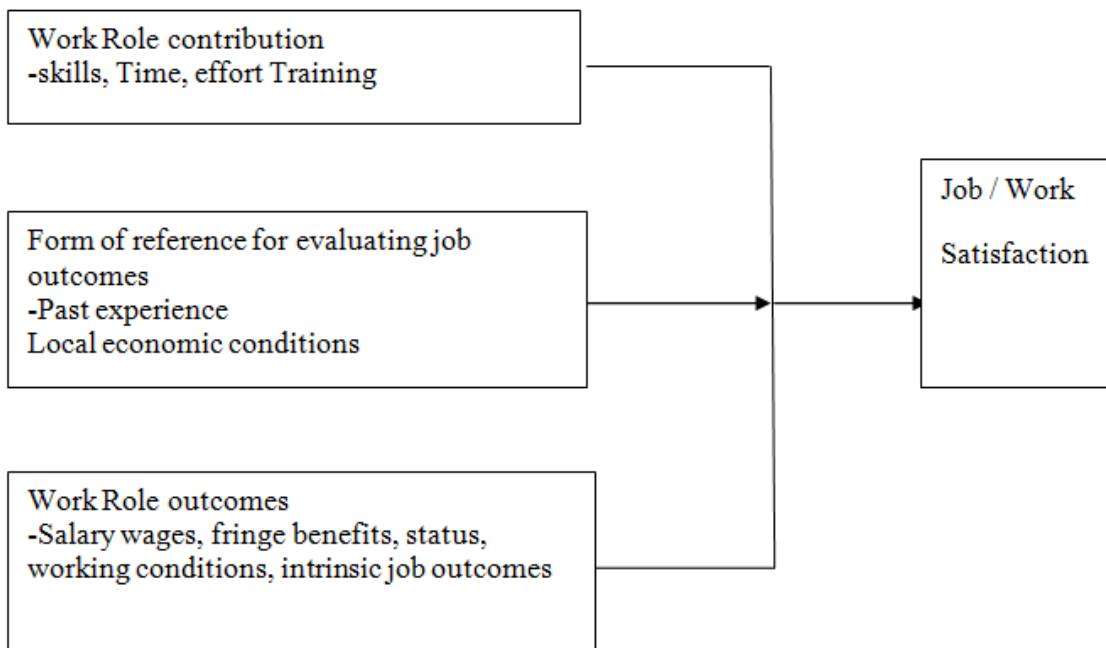
Figure 2.2 Cornell Model, Adopted from Haijuan (2006, p. 38)

According to Haijuan et al. (2006), when employees invest inputs such as competencies, loyalty, time, commitment and efforts into their work roles and responsibilities they expect to be given valuable outcomes in the form of lucrative salaries and wages, good status, good working conditions, promotion and recognition. If employees receive more outcomes, the higher they become satisfied with their jobs. If an employee gets a salary increment, or gets a higher recognition, then his or her level of satisfaction also goes up. The individual's past work experience and values form the frame of reference.

2.6.7   Summary of Theories

From the examined theories, a set of factors that determine job satisfaction can easily be traced. Firstly, extrinsic job conditions, which are those elements that are influenced by external factors such as pay and benefits. The second and third categories are intrinsic job and individual attributes. All the three groups of factors emanate from almost all the theories of job satisfaction that is Hygiene-Motivation theory, Adam's equity, Hackman and Oldham's Job Characteristic Model, Maslow's Hierarchy of Needs Theory, Locke's Value Percept Theory and Cornell's job satisfaction model.

2.6.7.1 Shortfalls of existing theories of job satisfaction

While the existing theories are celebrated for providing the background and framework to the study of job satisfaction, they however possess some shortfalls which make them insufficiently propel job satisfaction among employees working in armed conflict societies. Mullins (2011) asserts that the various theories of job satisfaction are not conclusive but give a very important and useful framework which can be used to direct new studies and develop industry specific models.

The current models assume that employees' job satisfaction is realised when employees' higher-level needs are met through work situations, yet other workers can get satisfaction through other areas of their social life such as displacements of their relatives from their locality, and human rights abuses such as sexual violations against their relative and workmates. The models do not clearly demonstrate the need for the employer to have a full knowledge of the workers' personal and life outside the work stations, yet a worker's social life has a strong bearing on employee

satisfaction and motivation. Wars between government and opposition parties' troops disrupt people's social lives and consequently affect job satisfaction. The existing theories also do not clearly show how individual differences influence job satisfaction, yet Mullins (2011) observed that employees place different values on the same need. Herzbrg's Two model which is one of the key models of job satisfaction is only limited to manual workers, hence it does not encompass all employees. Employees in armed conflict societies comprise both manual and white-collar job employees, which makes the applicability of the Herzberg model difficult. Furthermore, the Job Characteristic Model, Maslow's Hierarchy of Needs and Herzberg' s motivation- hygiene theory and expectancy theories do not provide total solutions to job satisfaction problems. Employees in armed conflict societies react differently to changes in job characteristics, job redesigns and other job factors due to the war environment, hence the need to establish factors that influence job satisfaction among employees in armed conflict societies. To add more on the limitations of existing job satisfaction theories, the process models are not easy to understand and follow which makes it difficult for them to be used by all the managers. For example, in the expectancy theory, it is argued that people do not actually consider expectancies, instrumentalities and valences every time job satisfaction is expected among them.

Employees in armed conflict societies operate within different cultural, political, technological and social set ups from other employees operating in peaceful environments, hence it becomes prudent to ascertain the degree to which war influences employee satisfaction in various organisations. The universality of existing job satisfaction theories remain in doubt because they have not adequately factored in all factors such as culture.

The models also left out possible critical armed conflict effects and factors, which have the potential of causing job satisfaction such as nepotism, displacement of people, destruction of infrastructure, equipment and tools of the trade, organisational culture and ethics, work-family conflict, violation of human rights and other demographic and job characteristic models. The models do also not provide information regarding the effects of war on job satisfaction and organisation in general.

Furthermore, the majority of these models were developed a very long time ago, hence there is need to renew them and align them with the current job satisfaction trends that have emerged due to the changes in environmental factors such as politics, economy, technology and social situations. The shortcomings of these models clearly justified the need to develop a new model for job satisfaction.

2.7 CONCLUSION

The chapter presented the theoretical foundation of the study. An elaborate explanation of job satisfaction, its background was given. The term armed conflict is also analysed, outlining its causes and effects to socio-economic development. The chapter also analysed key job satisfaction theories such as Herzberg's two factor theory, Maslow's hierarchy of needs, Job satisfaction model, Social information processing model, Equity theory, Value percept theory and Cornell's model. The next chapter reviews related literature.

CHAPTER THREE
REVIEW OF RELATED LITERATURE

3.1 INTRODUCTION

The preceding chapter discussed the theoretical foundation of the study. This chapter discussed job satisfaction in relation to the geographical, economic, political, social and technological context of organisations. Reviews of studies carried out on job satisfaction covering causes, effects and consequences were done. Literature review also analysed the relationship between the war situation and organisational performance.

3.2 FACTORS THAT DETERMINE JOB SATISFACTION

In recent decades, there has been and there is a raging debate on the factors that determine job satisfaction among employees in various industries. The issue has attracted a significant attention from various researchers (Lewis, 2013; Tamazevic et al., 2014; Kumara et al., 2014; Eberh et al., 2015; Kader-Ali & Tang, 2016, Kalkidan, 2018). Researchers have however failed to reach a consensus on the common factors that influence job satisfaction across all the industries. Researchers who studied the factors that propel job satisfaction in different industries such as Nhu and Khuong (2016) (construction), Kader-Ali & Tang (2016) (multi-national companies), Tsai (2014) (tourism) did not come up with a common list of job satisfaction determinants. Furthermore, none of the researchers studied job satisfaction among employees in armed conflict societies. In light of this observation, it becomes prudent to establish the factors that determine job satisfaction among employees in war torn areas such as Mozambique, South Sudan, Democratic Republic of Congo, Somalia and many others. Castro and Martins (2010) accentuated that for managers to have a full appreciation of job attitudes, they need to be acquainted with a variety of aspects that influence job satisfaction in their work environment. Job satisfaction among employees in peaceful work environments is different from that for employees working in armed conflict societies.

3.2.1 Job Satisfaction and Demographic

The debate on whether demographic factors influence job satisfaction has not been concluded. Ebern (2015) in Nigeria revealed that there is a significant correlation between demographic factors such as gender, age educational level and marital status, and job satisfaction and organisational commitment. Another study that was carried out in Italy by Zaniboni (2016) on the relationship between demographic factors such as age and job (or employee) satisfaction among employees in the construction industry revealed that there is a positive relationship between demographic factors and employee satisfaction. The study also revealed that the factors that affect job satisfaction in a particular industry may not necessarily be the same factors that affect job satisfaction in another industry.

Liam (2006) established the effect of demographic characteristics (i.e., income, education, occupation, age and gender) on job satisfaction in the forest products industry, which mainly comprises wood furniture. The research was conducted using a descriptive survey and it included 688 responses of the United States of America workforce in the manufacturing of wood products such as furniture and fixtures. The study established that whilst all the factors (income, education, occupation, age) were found to be having serious ramifications to job satisfaction, gender did not exhibit any effect on job satisfaction.

Haijuan et al. (2006) and Lund (2003) showed that job satisfaction is heavily affected by educational levels of employees but did not find a significant correlation between job satisfaction and age, gender and income. The different results imply that the debate of job satisfaction has not yet been concluded. People who are at different levels of education perceive things differently; hence their job satisfaction is also affected differently. An educated employee usually expects to be paid more than his or her workmates who are less educated than him or her. Education also goes along with promotion, flexible work arrangements and autonomy to make decisions in his or her department. Studies by Elnaga and Imran (2014), Tourangeau and Cranley (2006) and Shields (2001) also confirmed that individual characteristics influence job satisfaction. The influence of demographic factors on job satisfaction was made clear in the majority of industries but what has remained scanty is the degree to which the effects of armed conflict affect job satisfaction among employees in armed conflict zones.

Contrary to findings by other researchers, researchers (such as Mount et al. 2006; Marzuki et al. 2012; Haijuan 2006) did not find a worth noting relationship between demographic factors and job satisfaction. For example, Haijuan (2006) found no statistical difference between men and women in job satisfaction. From the literature search, there is no consensus on whether demographic factors universally affect job satisfaction among employees across all the industries. Literature review did not also find any study that examined how the effects of armed conflict such as destruction of infrastructure, displacement of people, sexual harassment affects job satisfaction. This made the need to investigate this issue further in this study.

3.2.2   Job Satisfaction and Salaries, Benefits and Conditions of Service

Contrary to Herzberg, Najib and Baroto (2016), Shmailan (2016), and Sedat et al. (2015) showed that working conditions, salaries and other financial benefits influence job satisfaction in the health, education, construction and banking sectors. Unlike Herzberg who viewed them as hygiene factors, these researchers found them to be major antecedents which directly or indirectly influence job satisfaction. Tseng (2012) and Bitsch and Horgberg (2004) also confirmed that working conditions and salaries determine employee satisfaction. According to Haijuan et al. (2006), Mark(2001a) and Muhammed and Akhter (2010) environmental factors such as operating and resting space, importance of the job, degree of needed competence, expertise, technology and skill, affect an employee's level of happiness. Dawal & Taha (2006) established the factors that influence employees' feelings and attitude towards their work in the automotive industry in Malaysia. The researchers used a descriptive survey to carry out their study. Data was collected from production plant employees using questionnaires, observation and interviews. The study established a positive correlation between characteristics of job and environmental factors, and job satisfaction. Environmental factors such as the surroundings of the buildings showed a significant impact on job satisfaction. In general, the study established that employees had a negative attitude towards their work hence productivity was negatively affected. Contrary to their findings, some studies (Teeraprasert, Piriyakul &Khantanapha, 2012; Anwar & Farzeen, 2015; Sarath & Raju, 2013) did not establish a significant relationship between job satisfaction and working conditions and salary. Furthermore, researchers such as Muhammad and Akhter (2010) and Lewis (2013) viewed pay as having no effect on employee

satisfaction. Lewis (2013) observed that pay was a complex matter; hence its relationship with job satisfaction had not been easy to understand. To add more, Kern (2013) studied the usefulness of employee benefits to job satisfaction on women in the manufacturing industry. The study tested the employee benefits theoretical model by examining the survey results to ascertain if a correlation existed between the moderating variables (i.e., age, job level, marital status, work experience) and the dependent variables, employee benefits and job satisfaction. The study established that women value elements of their job other than benefits in order to gain job satisfaction.

From the literature search, results from studies show that all the studies were done in a peaceful environment, which were free from armed conflict. The researcher did not come across any study that examined the relationship between armed conflict effects and job satisfaction.

3.2.3 Job Satisfaction and Job Characteristics

Many studies have been done to establish how job satisfaction and job attributes relate. Mixed results have been found with researchers (Zaniboni et al., 2016; Najib & Baroto, 2016; Anwar & Farzen, 2015, Najib & Baroto, 2016) confirming Hackman and Oldham's (1957) idea that the characteristics of a job such as skill variety, professional autonomy and responsibility, feedback, workload, achievement and opportunities for professional growth influence job satisfaction. The job content and job characteristics influence employee satisfaction. Contrary to these findings, other researchers (Thompson & Phua, 2012; Mohammad & Ali-Khouri, 2014; Muhammad & Akhter, 2010) viewed job characteristics as having no significant relationship with job satisfaction. For instance, Swarnalatha and Sureshkrishna (2012) did a study in India to examine job satisfaction among skilled workers in the automotive industry. The study focussed on management practices that empower employees, develop the spirit of team work, employee commitment and loyalty. The study established that there is a significant association between job satisfaction and employee empowerment. It revealed that management plays a key role in promoting satisfaction among employees but did not find a significant relationship between job characteristics and job satisfaction. It also noted that there was low job satisfaction among employees. The study generated several factors that influence job satisfaction but did not provide a framework for use in propelling job satisfaction among employees in armed conflict societies.

For instance, Muhammad and Akhter (2010) established that workload is one of the essential determinants of job satisfaction. The amount of work an employee is expected to accomplish within a period of time affects his or her level of satisfaction. Employees do not express pleasure by being given very little work or more work than they can do within a given period of time. Employees' workload should be moderate.

3.2.4   Job Satisfaction, Supervision and Leadership Style

Millaret al. (2017) and Haijuan et al. (2006) found out that supervision and leadership style are some of the key antecedents that enhance job satisfaction. Applying the appropriate leadership style and good supervision establishes open communication, trust, builds good relationship, and provides feedback and evaluation. The studies revealed that managers should always apply supervisory strategies that can assist workers to develop positive feelings and attitude towards their work. Supervisors who do not respect their subordinates and ill-treat them breed job discontentment. Employees' confidence is restored and built if they are well supervised by their supervisors and managers. Supervision serves as a staff development activity hence it helps employees to grow professionally and in the long run be given an opportunity to work in a more flexible work environment and be given the autonomy to make decisions in their departments. Management styles which managers choose to apply in their companies serve as the key drivers of job satisfaction.

Lund (2003) revealed that employing good leadership style builds good relations between supervisors and co-workers which improves peoples' interest to stay at work and become satisfied. He further found that employees who are always in conflict with their supervisors and workmates make work boring, hence employees become dissatisfied. Good relationship results in employees developing a positive attitude towards their work.

Another study which is related to the current study is one which was conducted by Vanho in 2013 in Vietnam, where he investigated the extent to which leadership styles influence employee satisfaction in manufacturing organisations. The study established that employee job satisfaction in Vietnam was extremely low and in turn made organisational performance low and increased the rate of absenteeism and labour turnover. A quantitative research method and correlation

designs were employed to investigate how various types of leadership styles such as transformational and transactional, influence job satisfaction in local companies in Vietnam. After analysing her findings, Vanho (2013) recommended that a study to develop a framework for use in promoting employee job satisfaction should be developed. The author established that existing approaches failed to fully promote employee job satisfaction, hence the need to develop a model which would meet the needs of employees in the different sectors of the economy. Drawing from the findings of this study it is apparent that job satisfaction is an area which still requires further research especially in armed conflict zones.

However, contrary to findings from other researchers, Adams and Bond (2000) did not observe any noteworthy correlation between supervisors and leadership style, and job satisfaction. Literature search did not also indicate the frequency and amount of supervision required for employees. The literature has also shown that most studies that were carried out to investigate whether leadership style and supervision determine job satisfaction found out that all the studies were done to investigate the relationship between the two constructs in particular industries such as education (My & Swamy 2016), multi-national companies (Kader-Ali & Tang 2016), construction and tourism (Nhu & Khuong 2015) and no study was done to examine the extent to which the effects of armed conflict affect employee satisfaction. This made a study of job satisfaction among workers in armed conflict zones necessary.

3.2.5   Job Satisfaction and Constant Criticism

According to the Social Information Processing Theory, employees' attitude towards their jobs is influenced by public opinion. A positive public opinion breeds high job satisfaction and motivation, while a negative public opinion increases frustration and regression. Public opinions also affect the employees' status which is also a key job satisfaction determinant (Haijuan et al. 2006). The higher reputation the employee, or his or her job is, the higher respect the employee receives. Employees receive comments about how well they perform at work from their clients or their friends, media and supervisors. If comments are positive, then their attitude towards work is developed in the positive direction. However, if comments are negative then employees develop a negative attitude towards their work. Public opinion may not give a true reflection of an employee's potential, yet it can either dampen or lift the employee's spirits.

3.2.6   Job Satisfaction and Environmental Factors

Ismail, Kassim, Amit and Rasdi (2010) carried out a study in Malaysia where they made a survey on environmental antecedents that cause job satisfaction among employees working in the automotive industry. The study revealed that there is a positive correlation between environmental factors and worker satisfaction. Several environmental factors that influence employee discomfort in the automotive industry were established. Other researchers (Fu & Deshpande 2014; Nifadka & Dongwe 2014; Ghayas & Hussain 2015; Thompson & Phua 2012) also confirmed that both micro and macro environmental factors such as economic, political, technological and social affect job satisfaction.

Based on the analysis of preceding literature, it has been established that there is consensus as to which factors propel job satisfaction in peaceful work environments but there is paltry literature if any and no consensus among academics on factors that affect job satisfaction in armed conflict society. It is apparently clear that there is no need to further interrogate the factors that affect job satisfaction in peaceful communities but to focus on factors that are linked to armed conflicts, an area which has not been explored by other researchers. Dawal and Taha (2006) who carried out a study on job satisfaction in the manufacturing industry recommend that there is need to develop models and approaches for job satisfaction. Ebern (2005) also recommend that there is need for another study to be carried out to develop models and strategies that can address employees' needs since existing models do not cover the needs of all groups of employees, for instance those working in armed conflict societies.

3.3 IMPACT OF ARMED CONFLICT ON JOB SATISFACTION

A lot of time, financial and material resources have been devoted to study job satisfaction and how it affects both the performance of individual employees and organisations in general, but the issue remains unresolved because studies do not cover all employees in their various and significantly different work situations. For example, studies do not cover the degree to which the ramifications of armed conflict affect job satisfaction. Armed conflict has a direct or indirect influence on employee happiness and organisational performance.

Mutanda (2015) established that armed conflicts in South Sudan plunged the country into serious political, social, and economic challenges. The recurrence of armed conflicts hinders the development of the economy and results in the closure of organisations irrespective of their size and complexity. The conflict in South Sudan scared away investors and resulted in death and imprisonment of civilians (Anyanwu 2012). Civilians who include among them, employees for various organisationsare abused. For example, according to Mutanda (2015), due to the breakdown of religious, cultural and moral values, in some instances, rape is used as a political instrument to humiliate and punish opponents. In 2014, there was alarming sexual violence against women. When rebels took over the town of Bentiu, wives of Dinka men were raped (Mutanda, 2015).

3.3.1 Social services

Mutanda (2015) established that the war also resulted in children pulling out of school, people's suffering from psychological distress due to mass killings, rape, torture and displacements of people. Armed conflicts in South Sudan left many communities torn apart. If communities are torn apart, people at work are not likely to cooperate and work as a team and can be a cause for concern for job satisfaction. Fresh (2015) found out that one of the effects of armed conflict is the proliferation of attacks on school authorities and school infrastructure. During the war both teachers and students suffer from various forms of attacks which result in the death or displacement of teachers, students and parents. In some instances boys can be pulled out of schools to join the war. Failure to get education services for children result in the reduction of employee happiness. The study further established that one out of three children who live in war zones is vulnerable to psychological disorders such as mental illness, sexual abuse and others. Literature shows that war result in the deterioration of the provision of good education and health services, but it is unclear to what extent these effects affect job satisfaction.

3.3.2 Economic Distress

According to Ottaway & Mai El-Sadany (2012) armed conflicts have significant economic, social, political and technological impact on organisations in South Sudan. Infrastructure for organisations is destroyed; production significantly drops, high human capital circulation is

registered, food shortages are rampant and incidents of poverty increase (World Bank Group 2013). The war in South Sudan resulted in emergence of unfavourable terms of trade, failure by organisation to repay local and foreign debts, and unfair terms of trade at both local and international levels (Mutanda 2015). Most foreign organisations have exploited South Sudan's natural resources such as oil, water and minerals. The conflict has therefore directly or indirectly affected growth, survival and stability of many business ventures. It is however unclear how the effects of armed conflicts such as in Mozambique, South Sudan, Somalia and others affect job satisfaction. The current research's principal objective is to unravel the relationship between the effects of armed conflicts and employee or job satisfaction.

Anyanwu (2012) observed that most economies in armed conflict societies were in a downward spiral, which resulted in a significant number of organisations either closing or downsizing operations, resulting in employees being retrenched. The closure or reduction of operations by several organisations has increased unemployment in Mozambique. To sum up this subject, Shank & Michael (2016) said that the economic impact of war and violence was very significant and devastating, to the extent that it affects employees' work situations.

Organisations in armed conflict areas can get all the support they need from governments and other stakeholders in the form of funding and capacity building, but if they receive little or no support in the management of critical human capital management functions such as motivation, job satisfaction and rewards, they are bound to fail. Such organisations continue to face serious challenges with their employees due to low or no job satisfaction.

3.4.3 Salary and wages

According to David (2017) during World War II female labour supply was lowered and the wages were significantly dropped to both men and women. The other effect of World War II that emerged during and after the war was amplified compensation inequality among high school, technical college and university educated men. Most organisations lost a lot of skilled work force due to brain drain. Furthermore, Stockhammer & Bengeston (2018) found that wages in a war torn country improve worker satisfaction, organizational performance and economic growth.

Armed conflict directly affects the disbursement of wages and salaries and the rate at which employees should be paid.

Caraballo et al. (2018) carried out a study in Venezuela during the period when the country was facing the most unpleasant political, social and political challenges in its history. The study sought to establish the main factor which emanated from Venezuelan crisis which adversely affect the workers' health, psychological state and working conditions. It was established that employees from both the SMEs and well established firms and their families were finding it difficult to fulfil their fundamental requirements. Low salaries and wages and soaring inflation propelled by the war significantly affected workers' welfare and conductions of service. Furthermore, Aftergoods (2018) argued that in war torn areas employees lose employment, power and energy and are heavily taxed by the government. This shows that there is a likelihood that job satisfaction is affected by low salaries and wages caused by the war. The quality of work life and well being of employees deteriorates because of armed conflict.

3.4.4 Displacement of people

Displacement of people make people fail to continue to work, keep their business running and make their businesses grow which directly affect economic development, organizational performance and employee welfare (Stepanova et al, 2018). The displacements of people result in employees losing their jobs and also breaking their family relationships because they will be geographically dispersed. Furthermore studies (Megan, 2015, shank & Michael, 2016) established that the labour force in war situations also changes because of a number of effects of war. The labour force is affected in several ways which range from loss of life, injury and displacement. The labour force shrinks due to the displacement and destruction of infrastructure which directly and indirectly affects organisational performance. When men join war activities, women take over their jobs and responsibilities. For example there was a serious shortage of manpower during the 1980 -1988 in Iraq. The shortage of labour force however gave female employees an opportunity to join professions which were previously closed to them. The Iraq war reduced the supply of male work force which directs affected production.

3.4.5 Destruction of infrastructure

Shank & Michael (2016) argued that destruction of infrastructure has a potential of creating catastrophic collapse in social structure, education and health services. Destruction of schools and health centres has resulted in the decline of social services such as education and health. The destruction of the infrastructure directly affects employee's welfare and their performance. Employees' welfare includes among others employee motivation and satisfaction. The destruction of infrastructure also affects the provision of such services as transport, energy and water in and outside the work environment. It is the purpose of this study to end the debate on whether the destruction of infrastructure influences job satisfaction.

3.4.6 Destruction of inter-personal relationships

Corabollo et al (2018) established that armed conflict results in intercommunity violence, destruction of interpersonal relationships due to the displacement of people and distortions in the management of organizations. Such distortions have a possibility of affecting employees' level of happiness. People in armed conflict zones live in fear of being attacked by armed forces from within or outside their communities. The situation significantly affects the relationships of workers and their relatives and job satisfaction.

3.4 IMPACT OF JOB SATISFACTION ON KEY PERFORMANCE FACTORS

Several studies (Millar et al, 2017, Valaei et al, 2016, Vomberg et al, 2015) established that one of the main consequences of job satisfaction is organizational performance. All organizational performance factors are affected by job satisfaction in armed conflict societies. However most of the studies were carried out in peaceful work environments; hence there is still a gap of whether job satisfaction in conflict society influences organizational performance.

Another study on job satisfaction for workers in the manufacturing sector was carried out in Thailand by Teeraprasert et al. (2012) where they investigated the effect of job satisfaction on performance. The study established that job satisfaction is one of the major work attitudes, which need to be given attention since it was found to be heavily influencing organisational

performance. Job satisfaction is affected by task value, leader-member relationship, co-workers, job enrichment and pay. However, like many other studies, this study was carried out in a peaceful country and did not cover job satisfaction among employees in armed conflict communities such as the South Sudan capital city. The effects of armed conflict on job satisfaction, organisational performance, organisational commitment, labour turnover, employee loyalty and absenteeism were not revealed. This study's intention is therefore to fill this knowledge gap, which other researchers did not explore.

Latif et al (2013) focussed on the impact of employee's job satisfaction on organisational performance in Britain. The research discovered that employee satisfaction was a key antecedent of organisational performance. According to this research, a satisfied employee is more productive than a lowly satisfied employee. When employees like their work, productivity increases because satisfied employees develop a pleasant work atmosphere in the company, which in turn propels key productivity factors such as loyalty and commitment. The study also established that age, gender, education, work experience are major factors of job satisfaction. Job satisfaction affects employee retention, rate of absenteeism and pilfering. The findings of this study show that organisational performance is heavily influenced by job satisfaction, hence there is a need to see to it that workers are appropriately satisfied by their work, irrespective of the environment they work in.

According to Nasser (2016) human factors and job satisfaction positively influence the quality services and products and organisational performance in general. Quality improvement practices positively influence organisational performance. The findings imply that human capital factors indirectly and significantly affect organisational performance.

Petracco and Schweiger (2012) established that armed conflicts have significant impact on exports, sales, employment and performance of an organisation in general. The study further found that young firms experienced a scaring effect, which led to premature closure of firms. The closure of firms directly or indirectly affects employees. Armed conflicts lead to economic dispossession and depression, the rupture of societal norms, values, networks and moral

decadence among workers due to displacement, intimidation, harassment and killings precipitated by conflicts between the warring parties.

Akintayo (2012) studied the impact of job satisfaction, job stress on psychological well-being and workers behaviour in South-West Nigeria. The purpose of the research was to establish the relationship among the following constructs; job stress, job satisfaction and workers behaviour. The study revealed that there was a significant correlation between job stress, and employee satisfaction and workers' behaviour but it did not reveal how stress caused by armed conflict impacts job satisfaction and other key drivers of organisational performance, survival and growth such as commitment, loyalty and labour turnover. The results showed that there is a need to carry out a study to establish how job satisfaction and armed conflict relate. A job satisfaction model with counselling services which give restorative services that tend to advance the psychological well-being of employees operating in armed conflict societies need to be developed.

Employees who are not satisfied by their work due to conflict may lose self-confidence and become stressed up and develop a negative attitude towards their work, which in turn negatively impact productivity in the company. Zemguliene (2012) observed that the argument that job satisfaction influences behavioural outcomes is grounded on the view that attitudes breed absenteeism and labour turnover. Devaro and Brookshire (2007) revealed that worker satisfaction impacts organisational performance, but the extent to which low job satisfaction is influenced by armed conflicts has not been established. All forms of armed conflicts make workers develop bad mental health, psychological disorders and unwarranted stress. Workers develop psychological disorders because of torture, killings of civilians and displacement of people from their homes and workplaces. There is a need to establish whether armed conflict leads to labour turnover, excessive sick leave, role ambiguity, job conflict, animosity, sabotage and physical violence among employees.

3.5 CONCLUSION

The chapter examined the literature on job satisfaction and effects of the war that have a potential of causing job dissatisfaction. A review of studies carried out on job satisfaction in various industries in Africa and beyond was done. The literature shows that there is no

agreement among researchers on the list of factors that influence worker satisfaction and how job satisfaction impacts performance. The knowledge gap was observed, in that, most studies were carried out in peaceful communities and the researcher did not come across any research that studied the relationship between armed conflict and job satisfaction. The causes, effects of job satisfaction among employees in armed conflict societies cannot be universally applied to those employees in politically stable countries. Furthermore, the researchers who studied job satisfaction concentrated in several fields such as education, health, construction and well-established companies, all in peaceful communities and left out armed conflict societies.

Studies revealed that job satisfaction is determined by salaries and wages, working conditions, job characteristics, perceived fairness in promotion, leadership, social interactions, job security and biographic attributes such as gender, educational qualification, marital status and work experience (Frederick 2003; Marzuki et al. 2012). However, the literature did not show any evidence that there is a relationship between the effects of armed conflicts such as human rights abuses, killings, psychological disorders, aggression, closure of companies, displacements of civilians and fighting, and job satisfaction. Previous studies did not exhaust all the job satisfaction issues since they left out job satisfaction among employees in armed conflict zones. Job satisfaction among employees in armed conflict zones was not covered, yet it is one of the key drivers to economic recovery and development, providing essential services such as health and education, rebuilding infrastructure and poverty alleviation in armed conflict societies.

 Most scholars focussed on causes of job satisfaction and concentrated on specific constructs or concepts such as gender, educational level and others. The studies did not clearly demonstrate the extent to which job satisfaction among workers in armed conflict zones impacts key antecedents of productivity such as employee motivation, commitment, job involvement, absenteeism, labour turnover, diseases, life satisfaction and mental health.

To add more on the knowledge gap, the researcher did not come across any study which developed a model for supervisors and managers to use to propel job satisfaction among employees working in armed conflict communities. Business communities in armed conflict societies are faced with intense pressure from the political unrest, stiff competition from foreign

companies, limited supply of human and material resources, ever increasing labour disputes, and employee diversity; hence it was prudent to develop a job satisfaction model for companies to use in promoting job satisfaction of employees, working in armed conflict societies. The existing models had some inadequacies as indicated in chapter two, which the new model addresses. The new model shows how the effects of the war influence job satisfaction among employees. The model also presents strategies for improving satisfaction among employees.

Based on literature and background to the study, it is hypothesized that job satisfaction is essential for survival, gaining a competitive advantage and growth of organisations. There are several effects of war, which disturb the political, economic, psychological and social well-being of employees, which had not been explored regarding the extent to which they influence job satisfaction. There was a need to establish the extent to which armed conflict affects job satisfaction and how job satisfaction among employees in armed conflict societies influences organisational commitment, loyalty, absenteeism, labour turnover, customer satisfaction and life satisfaction, which are all key antecedents of organisational performance.

CHAPTER FOUR
RESEARCH METHODOLOGY

4.1 INTRODUCTION

Chapter three provides a detailed review and analysis of literature on job satisfaction, which leads to the identification of pertinent job satisfaction themes, perspectives and frameworks. Literature review was done under the following sub-headings: definition of job satisfaction and armed conflict, models of job satisfaction, causes and effects of job satisfaction, and contemporary studies on job satisfaction done in Africa, Europe, America and Asia. The aim of this section of the study is to discuss the research philosophy, methods, techniques and processes which this study employed. It discusses the research design, population of the study, study sample, sampling procedure and technique, data collection tools and procedure and data analysis techniques. This chapter explains the methods that were used to collect and analyse the data. Matters of ethical consideration as expected by UNISA, the institution through which the study was pursed, are also espoused in this chapter.

4.2 PURPOSE OF THE STUDY

Job satisfaction among employees working for organisations in armed conflict societies is a challenge and can negatively affect organisational performance, growth and survival of organisations operating in such societies, which are already grappling with overcoming challenges caused by political upheavals and economic recession. There is low job satisfaction among employees working in armed conflict zones such as Mozambique, South Sudan and Somalia. Low job satisfaction can cause serious ramifications to organisational performance, survival and growth. It is therefore prudent for organisations operating in war torn areas to have highly motivated and satisfied human capital. Low employee satisfaction is getting worse by each passing day, despite the existence of various job satisfaction models and theories (Chinomona, 2015). The existing models (i.e., Maslow's Hierarchy of Needs, Job Characteristic Model, Herzberg's motivation-hygiene Theory) do not sufficiently address job satisfaction challenges experienced by employees in armed conflict zones. The main objective of this study is therefore to assess the effects of armed conflict that determine job satisfaction among employees working for organisations operating in armed conflict areas. The findings of the study

led to the development of a management model that can be used to propel employee satisfaction in armed zones. The model seeks to address job satisfaction problems peculiar to employees working for organisations operating in armed conflict societies.

4.3 RESEARCH DESIGN

4.3.1   Survey

The study utilized a survey design in which data was gathered from a specifically defined group of people by asking questions about the subject under study; for instance, employees and managers working for organisations operating in armed conflict areas. The survey design provided the researcher with a framework, which was adopted in carrying out the research. The researcher employed a survey because of its effectiveness in measuring participants' attitude and its ability to gather data from an enormous population of study. The survey provided the format or theoretical structure under which the study was carried out. The study covered a large population hence the need to use a survey was evident. The use of a survey made the employment of multiple data collection methods in the study possible. To this end, the researcher used mainly two data collection instruments, that is, questionnaires and interviews to gather large volumes of data about job satisfaction from workers in Mozambique. The survey method is very effective in describing the characteristics of a large population. Large samples were feasible; hence, a large sample was used, thereby making the results reliable and valid. Various data collection instruments were administered in all the locations using mail, email or telephone. Some employees working for organisations in armed conflict societies were very difficult to access because of the raging war in their areas such as high-density suburbs; hence, the use of telephones or mails helped the researcher to access data from that group of participants. Standardized questions were used in the questionnaire thereby making the measurement more precise by enforcing uniform definitions upon respondents. Job satisfaction is an emotionally charged subject; hence, the use of standardized data collection instruments ensured that similar data were collected and interpreted comparatively from various categories of employees as was propounded by Creswell (2008) and Charmaz (2013).

Job satisfaction is one of the issues which most employees are not comfortable to discuss with foreigners for fear of victimisation by management. With the use of a descriptive survey, respondents felt comfortable to discuss it because of the high level of anonymity exhibited by the descriptive survey. Data was collected from the respondents' natural settings where respondents behaved in their natural and usual way, which made the results authentic.

To avoid the usual limitation of survey design, that it gives respondents room for non-responses and falsifying information, the researcher made regular follow ups to motivate respondents to respond and consequently increase the response rate. The researcher also assured respondents anonymity of their responses. Furthermore, both data collection tools, questionnaires and interviews were used to capture information which might have been withheld during the administration of other data collection methods. Human resource practitioners at respective participating organisations helped in the distribution of data collection instruments, which also helped in curbing the manpower, time, financial and material resources constraints. The study covered several organisations in Mozambique; therefore the study required a lot of resources to cover travelling and accommodation costs.

Although job satisfaction themes were drawn through the literature review, a pilot study was employed to get a preliminary indication of the job satisfaction construct in war-torn areas and to check the validity and reliability of the data gathering tools. The pilot study led to a review of the data collecting instruments by eradicating or recasting all ambiguous and not easy to comprehend questions. The pilot study section is explained in detail in 4.10 of this thesis.

4.4 RESEARCH STRATEGY

The approach employed for the current study was two-fold, that is, an amalgamation of the quantitative and qualitative methods. Job satisfaction has multiple stakeholders and is an emotionally charged construct; hence, there is a potential of conflict between employers and employees which may result in the conceiving of information by participants. To that note, a mono data collection and analysis method was limiting for the research. Both the qualitative and quantitative methods were employed during the identification of the research problem, the gathering and analysis of data. Variations during the collection and analysis of data were

accommodated. The hybrid approaches which were employed assisted to increase the accuracy, dependability, validity and generalisability of results and to reduce bias. The two approaches complimented each other to the extent that they led to the production of a more complete picture of job satisfaction among workers in armed conflict environment.

Concurrent triangulation mixed method was utilized with equal priority between the quantitative and the qualitative methods. The option to give the two approaches equal priority was in sync with Wurtz's (2014) idea that, in triangulation, priority could be given to either qualitative or quantitative approaches, but ideally priority could be equal. Data from both interviews and questionnaire were collected simultaneously and analysed separately. Results were then compared or combined or integrated at the interpretation stage. Emphasis at the integration stage was to check the extent to which results differed. Triangulation was used to validate, corroborate and confirm findings within a single study. Triangulation helped the researcher to fulfil the need to identify and fully explain causes, effects and relationship of armed conflict with employee satisfaction and performance and develop a job satisfaction management model.

The quantitative approach was used to establish the causes and effects of job satisfaction among workers in armed conflict communities. The quantitative method was employed to gather information from all the categories of employees, ranging from the shop floor right to management of organisations operating in armed conflict zones. Data were collected using closed ended questionnaires. Secondly, the researcher used the qualitative study to solicit evidence on the relationship between job satisfaction, armed conflict and performance and proffer suggestions of how to improve employee satisfaction. The qualitative method was employed because of its ability to use a systematic subjective approach to describe life experiences and to give them a meaning as indicated by Welter (2005). Qualitative data were collected using face to face interviews. The qualitative approach also collected data on the causes, effects and the relationship that exists between armed conflict and job satisfaction among employees in armed conflict zones. The use of qualitative approach on collecting data that had been collected using the quantitative means worked as an instrument validation system. Qualitative data was collected from employees, supervisors and managers. The causes, effects of

job satisfaction in armed conflict zones were thoroughly analysed so that a correct solution to buttress job satisfaction challenges was proffered.

4.4.1   Pragmatism paradigm buttressing the concurrent triangulation mixed method

The pragmatic approach underpinned and guided the triangulation mixed approach to this research. All the phases of the study which included the development of questions, collection and analysis of data methods, the upholding of ethical principles and the research design were guided by the pragmatic philosophy. The study followed the pragmatic philosophy because it viewed the problem of the research as central and key to the adoption of the philosophy to use. Through pragmatism, any approach or combination of approaches to the understanding of the problem among workers in armed conflict communities was welcome. The fusion of philosophies and methodologies to the study was allowed. Job satisfaction is a complex construct which deals with employees' attitudes, feelings and emotions; hence it required a paradigm which was not committed to anyone philosophy. This view was in sync with Creswell (2009) who alluded that the pragmatic approach allows the researcher to embrace the most suitable and relevant research methods and use findings in a positive manner in concurrence with the recognised value system. The pragmatic philosophy was very useful to the current study in that it was multi-purpose in nature which did not restrict the researcher to either the qualitative or quantitative.

4.5 CHARACTERISTICS OF ORGANISATIONS IN MOZAMBIQUE

There are several organisations throughout the world, which operate in armed conflict societies. Organisations in armed conflict societies are expected to contribute significantly to economic development, employment creation, poverty reduction and Gross Domestic Product. The organisations include private and public companies, governmental and non-governmental. For instance, under the governmental category; there are hospitals, schools and universities. Non-governmental organisations include Oxfam, World Vision, Norwegian People Aid and many others. Profit making organisations include; banks, supermarkets, construction companies and many others. All the companies employ a huge number of people drawn from local communities and from many countries (Guarcello et al. 2011) such as Zimbabwe, Malawi, Zambia, South Africa, Uganda, Kenya, United States of America and many others. Organisations' internal structures, level of development, business culture, business strategies and the management of the

human capital strategies usually suffer due to fighting between rebels and government troops. The infrastructure, equipment and goods are destroyed and looted by people. The work environment has been tense since employees are divided based on their ethnic background and political affiliation, for instance, the Neur and Dinka in South Sudan, the Hutus and Tutsis in Rwanda, RENAMO and FRELIMO in Mozambique. An environment of trust, creativity and collegial relationship is lost. Organisations operate in distressed economic environment which has resulted in the closure of several business entities, and slow rate of growth. Lack of competitiveness and growth of organisations make them fail to satisfy their employees. Organisations in the Tete province in Mozambique face stiff competition from foreign companies, for instance, the banking sector in Mozambique is dominated by a foreign banks.

4.6 THE JOB SATISFACTION CONSTRUCTS STUDIED

This part of the study presents a summary of the characteristics of armed conflict situation that have the potential of affecting employee satisfaction. Possible effects of job satisfaction and strategies of mitigating the challenges of job satisfaction are also presented in this section. Table 4.1 provides the constructs in a tabular form.

Table 4.1 Armed conflict attributes

Effects of war/possible causes of job satisfaction	Effects	Mitigating Strategies
1) Displacements of people 2) Intercommunity violence 3) Working in severely hazardous areas 4) Limited access to social media 5) Deteriorated services such as health and education 6) Closure and stagnation of organisations. 7) Destruction of infrastructure	1) Organisational performance 2) Market share 3) Quality of products 4) Psychological disorder 5) Life satisfaction 6) Loyalty 7) Commitment 8) Creativity 9) Destruction of company property 10) Organisational Conflict 11) Depression	1) Flexible work organisation 2) Providing secure staff residence 3) Compensating team for any major related injuries 4) Providing counselling platforms 5) Providing leisure activities to destroy

The armed conflict attributes possible effects of job satisfaction and mitigatory strategies presented in table 4.1 were examined to establish whether they indeed determine job satisfaction or not. An analysis of the effects and mitigatory strategies of job satisfaction were also made with a view to get a full understanding of job satisfaction in war torn areas. To this end, a job satisfaction model for employees operating in war torn areas was developed.

4.7 POPULATION

The population for this research comprised all full-time and part time employees, including managers from organisations in Tete province in Mozambique. The study population comprised people of different age groups, from 18 to 65 years. The population under study received different salaries and had enormously different working conditions owing to a number of factors. The different working conditions may suggest that the employees' level of satisfaction and motivation was different from company to company. The study population mostly comprised employees with academic and professional qualifications which ranged from ordinary level certificates to Doctoral level. There were, however, some members of the population who were illiterate especially those working in SMEs and in rural farming areas (Guarcello et al., 2011). The work experience of the study population ranged from one month to about forty years.

The rationale for involving all employees as part of the study is as follows:

- Job satisfaction is an issue which affects all employees irrespective of their positions.
- Managers' conceptual knowledge of the level of happiness of employees needs to be authenticated by the employees themselves, so all levels of employees participated in the study.
- Employees are the strongest sources of information on the issue of job satisfaction. It was therefore prudent to get accurate and adequate information about the subject under discussion.
- All employees contribute to the performance, growth and survival of organisations, which are all hinged on job satisfaction.

Table 4.2 Categories of organisations that participated in the study

TYPE OF ORGANISATIONS	NUMBER
1 Higher Education	2
2 Hotels and Lodges	4
3 Financial Institutions	1
4 Funeral services	1
5 Construction	3
6 Courier Services	1
7 Supermarkets	1

4.8 SAMPLE AND SAMPLING PROCEDURE

For the quantitative approach, the researcher did not select a sample using the traditional sampling techniques but employed the voluntary sampling approach by distributing two hundred (200) questionnaires to organisations in Tete province, Mozambique to distribute to all employees and mangers willing to participate in the study. Attached to the questionnaire was a consent form for participants to complete. All employees and managers were given an equal opportunity to choose to be part of the sample or not. Questionnaires were only distributed to those organisations that agreed to participate in the study. Distributing questionnaires to all employees and managers was needed so as to get reliable and unbiased views. Giving all the employees and managers an opportunity to participate in the study enhanced the trustworthiness of the research since it accorded the population an equal opportunity to participate in the research. The approach of giving the whole population an equal opportunity to participate in the study also ensured that there was a fair representation of respondents from all the organisations participating in the study.

For the qualitative approach participants, the researcher employed purposive sampling to select the 20 participants who took part in the study. The study employed purposive sampling because it relies on the judgement of the researcher to select the study units. Job satisfaction is an issue

which is complex; hence the use of purposive sampling helped the researcher to choose experts or people with relevant information about the subject. For purposes of this study experts are defined as those employees who perform human resource management functions such as recruitment and selection, performance appraisal, worker motivation, training and development, counselling and others. Furthermore all those employees who were holders of human resource management qualifications were regarded as experts. Experts in this study therefore include top management, line managers, supervisors, human resource practitioners and members of the workers committees and trade unions. Participants with appropriate knowledge and experience about the subject under study, job satisfaction were selected. The researcher being an expert in the subject under study used his expertise to ensure that only people who could contribute meaningfully to the research were selected. The researcher used purposive sampling because the main aim of the study is to focus on specific traits of the population that were of importance to the study and enable the researcher to answer research questions. Senior managers, human resource officers, employee representatives and employees from selected organisations were selected to take part in the study. This group of employees were experts in job satisfaction because their job description comprised employee satisfaction and motivation. As managers supervise employees, one of their major objectives was to ensure that employees were satisfied enough to execute their work. Employee representatives' aim is to advance the interests of employees, which include, among others, employees' salaries, good working conditions, work-life balance and many others. Employee representatives' participation in employee welfare issues makes them become experts in employee satisfaction.

An authorisation to carry out the survey was sought from the management of the selected organisations. A list of organisations was obtained from websites. The list included organisations which started operating before and after Mozambique gained independence.

4.9 THE RESEARCH PROCESS

This part of the study presents the flow of the research process and procedure. The research process comprised four noticeably different but interdependent stages, which were literature review, the development and designing of research instruments, data collection, data analysis and

integration of data. A detailed description of the stages is given below. The stages of the research process are presented in Figure 4.1 below;
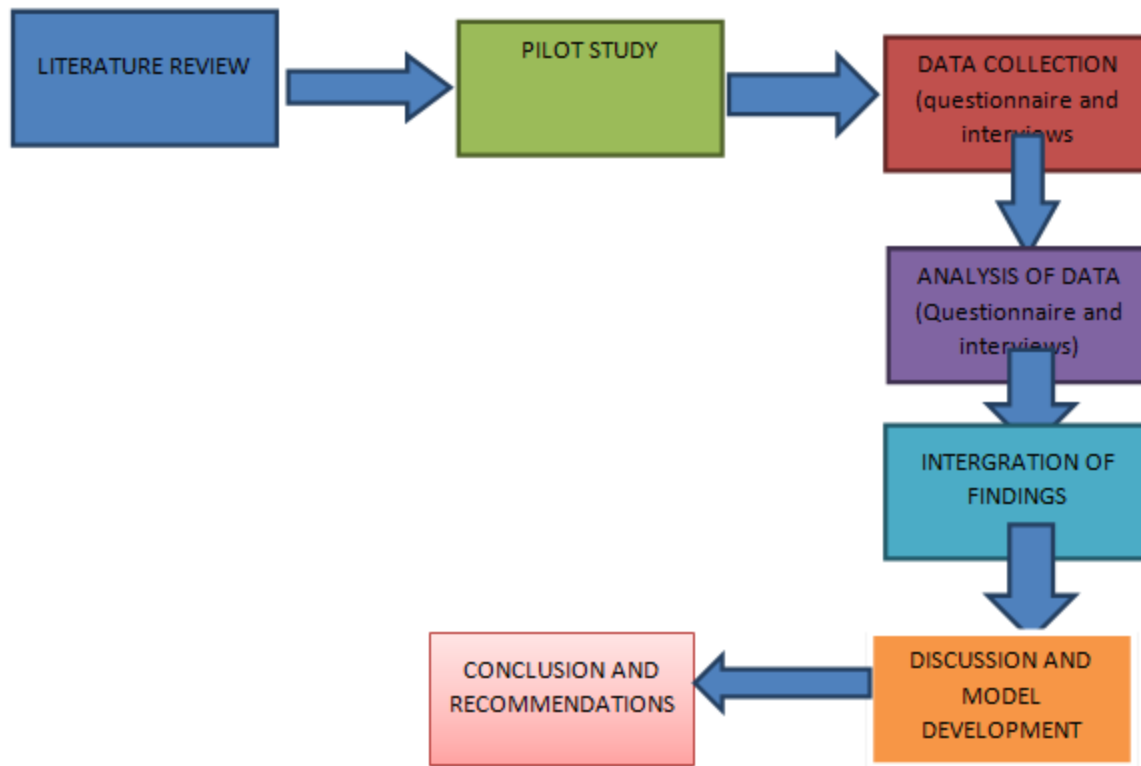
Figure 4.1 Research process

4.10   Pilot study

A pilot study was done before the main research was conducted. A pilot study was done to understand and unearth pertinent issues peculiar to employees in armed conflict zones which were not incorporated in the instruments. It gave a preliminary indication of the ramifications of armed conflict to job satisfaction and organisational performance. The pilot study was held in the Manica Province in Mozambique. An agreement not to publicise the name of the company was made.   The pilot study helped the researcher to identify more essential variables for further investigation. A pilot study helped the researcher to improve the reliability and validity of the

research and also accorded the researcher the opportunity to check, modify and /or improve the research methodology and research instruments before a full-scale research was embarked on.

4.11   DATA COLLECTION

The collection of data for the study started with a deliberate and conscious selection of subjects who could articulate their armed conflict experiences and insights and how it affected their job satisfaction levels. Before the participants were selected and data was collected, permission was sought and granted by managers of the participating organisations. As outlined in chapter one, the researcher upheld the research ethics principles such as informed consent, confidentiality and anonymity. The researcher organized meetings with management representatives from the selected organisations to gather information about the employees and history of companies. A list of employees from various organisations was provided to the researcher by the company's management representatives to establish the characteristics of the study population. Taking part in the study was voluntary; no participant was coerced to participate in the study. The researcher always sought the consent of all the participants before interviewing or asking them to complete the questionnaire.

To collect data, the researcher started by delivering consent forms and questionnaires to all the employees who had expressed their willingness to participate in the study. The consent forms were hand-delivered by the researcher. The approach of hand delivering the consent forms assisted the researcher to provide a clear description of the aim of the study, clarifying all the issues which the respondents needed to be clarified. It was emphasized to participants that participation was voluntary and the lack of participation would not affect the employee in any way.

4.11.1 Research Instruments

The researcher employed methodological triangulation in gathering data for the study. The intent of the current study was to gather data from employees and managers on how the effects of armed conflict affected job satisfaction among them with a view of developing a job satisfaction management model. Both interactive and non-interactive data collection strategies were employed as they accorded the researcher the opportunity to interrogate the validity and

reliability of the data. The chosen data-gathering tools were questionnaires and individual semi-structured interviews.

4.11.1.1   The questionnaire

The questionnaire was used in this study. A questionnaire containing a list of questions meant to solicit primary data from the respondents was distributed to 200 respondents. The respondents were asked to fill in and submit the completed questionnaires in the shortest possible time. A questionnaire was used because it is a self-administered data collection tool where respondents respond to questions and record them without interference of the investigator as is the case with other data collection tools such as personal interviews and observation. Giving respondents room to respond to questions without interference from the researcher gave the respondents the opportunity to thoroughly scrutinize the issues before they responded. Questionnaires that were administered were made of a checklist and ranking scales which helped to simplify, measure and enumerate participants' behaviour, feelings and attitudes such as worker satisfaction. The questionnaire for this study provided a list of the effects of armed conflict for respondents to rate the extent to which such effects influence job satisfaction. The causes, effects of job satisfaction and approaches of increasing job satisfaction among workers in armed conflict societies were solicited. The researcher was motivated to use a questionnaire because it was relatively easy to organize and could collect data from a large group of people. Data was collected from a large sample, thereby promoting the reliability and validity of data. The use of questionnaires saved a significant amount of both financial and material resources. Data was collected from a group of employees within a short space of time hence the instrument was time effective.

The other reason for using a questionnaire was that participants were likely to provide honest and reliable information because of the method's high level of keeping respondents anonymous. The issue of job satisfaction especially in armed conflict zones is a controversial one hence a questionnaire becomes the most appropriate tool because of its ability to keep responses anonymous. The principle of anonymity made respondents more truthful as they respond to the questions. The questionnaire method was also employed because it accorded participants room to analyse and synthesise their responses before submitting them to the researcher. The method was also suitable for respondents with unpredictable schedules of work such as managers, chief

executive officers and other employees who occupied strategic positions in organisations because they could respond to the questions as and when they had free time. Furthermore, employees in war torn zones' work environment are insecure due to fighting. The fighting results in employees relocating or becoming stressed to the extent of failing to get time to respond to the questionnaire. The other reason why the researcher opted for the questionnaire was its ability to minimise potential bias because the researcher's own views and ideas were not swayed as the respondents responded to the questions in a pre-determined and particular way. There were no clues or guidance from the researcher whether verbally or visually or otherwise that was meant to influence respondents to respond in a particular fashion.

In a study, if the level of anonymity is low respondents may choose to falsify information. In order to deal with this problem, the researcher ensured that the level of anonymity was high. The questionnaire was also complimented by interviews which were an interactive data collection method. The disadvantage of a questionnaire however, is that it does not probe further, and it restricts respondents from providing elaborate and detailed responses since close ended questions are used. A questionnaire does not accord respondents room to elaborate their responses which is detrimental, since this may result in leaving out some important information. To deal with this challenge, additional space for respondents to elaborate their responses was provided. The use of multi-data collecting methods subdued the weaknesses of the questionnaire.

The researcher developed a self-administered questionnaire, which was meant to measure the effects of armed conflict on job satisfaction. The questionnaire also explored the possible strategies of effectively and efficiently managing job satisfaction. The researcher used a 1-5 points Likert Scale, starting from 'strongly agree to strongly disagree'. The scale was employed because it had been found to be very useful when the conduct of people was needed to be assessed and measured on a continuum. The rating scale assisted to measure and enumerate people's views, ideas, behaviours, feelings and attitudes. The questionnaire comprised fixed questions on which participants were asked to indicate their level of agreement or disagreement on job satisfaction. For instance, one question read; *My employer recognizes and appreciates the work I do at the company.*

1 Strongly Agree   2 Agree   3 Neither Agree nor Disagree   4 Disagree   5 Strongly Disagree

Respondents indicated their responses by circling the relevant number, showing their level of satisfaction with their jobs and the effects they bred on both the individual and organisational performance.

The administration of a questionnaire was done over a period of six weeks. The first step of data collection was to send a postcard to managers of organisations that granted the researcher permission to carry out the study. The purpose of the postcard was to inform them that they would be receiving a questionnaire within the coming week. This was meant to give management and respondents time to reorganise their work so as to create time for responding to the questionnaire. The second step was to select respondents using the voluntary sampling approach from the participating organisations. The third step was to give company representatives questionnaires to distribute to the employees who volunteered to participate in the study. A letter, amplifying the aim and use of the research together with the survey instructions was attached to the survey. Respondents were given two weeks to complete the questionnaire and the researcher collected the completed forms from their workplaces. **The questionnaire is attached as appendix A.**

4.11.1.2   Face to face interviews

Qualitative data through interviews was collected from employees, employee representatives, supervisors and managers of organisations in Tete province in Mozambique. Semi-structured face to face interview were employed. The interviews were recorded using audio and video tape recorders. Responses from participants were also transcribed verbatim to give the researcher the opportunity to go through them in as many times as he deemed necessary. Questions seeking to establish the relationship of armed conflict and job satisfaction were crafted and were administered to 20 respondents. The interview covered all the areas that were covered by the questionnaire such as causes, effects and strategies of job satisfaction in war torn areas. Qualitative approach captured the views, feelings and perceptions of respondents in greater detail, for example employees' degree of satisfaction and how it impacts on performance. To

further justify the use of the face to face interviews, the researcher got an inspiration from Creswell (2008) who argued that quantitative data results provide a general picture of the research problem, while the qualitative data collection provides detailed and refined data about phenomena. **Interview guide for qualitative study is attached as appendix B.**

The interaction between subjects was facilitated which in turn enhances the capturing of data generated by the individual participants. During the interviews, the researcher probed further, thereby building flexibility which was more essential for investigating unanticipated subjects such as job satisfaction in armed conflict societies. The researcher clarified ambiguous questions and issues participants found difficult to comprehend. The researcher observed body expressions of the participants as they responded to the questions; hence he had the opportunity to establish the degree of agreement or disagreement. Body expressions were recorded by a video camera. For example, facial expressions and gestures of participants showed the degree of likeness of the job. Observing body expressions helped him to get accurate information especially when a participant was in a good mood. In interviews, the views and ideas which the respondents had not declared or had partially avoided were elaborated, thereby giving the researcher room to get more accurate data about the subject under study.

The researcher started by establishing good rapport with participants before a face to face interview commenced, which made him gain cooperation from the participants. Good rapport provided the researcher with an opportunity to clarify issues, which some respondents failed to comprehend from the questionnaire. Most people in armed conflict zones were so busy that they had very little time to spare to respond to the questionnaire; hence the interview became handy to capture their views. In this study, face to face interviews were conducted and audio recorded with managers, selected supervisors and former employees from various companies in armed conflict zones.

The researcher guarded against the usual criticism of interviews that the researcher can influence respondents to give responses that he wants and expects to get by not showing signs of agreement or disagreement with the participants' responses, such as nodding the head or frowning. The researcher did not guide the respondents by approving respondents' responses.

There was a possibility that despite the assurance of anonymity of the respondents and their responses, the interviewee could still not be at ease because of a new environment which had been created, especially with the involvement of an audio recording system. The researcher further assured the respondents that the principle of anonymity was to be upheld.

With the help of human resource managers/directors/officers of the various organisations, the researcher scheduled individual interviews for all the employees who had consented to take part in the study. Managers and supervisors were invited to take part in the semi-structured interviews. The researcher knew that he had reached saturation when samples were large enough to assure that most ideas and perspectives that were essential had been captured. At the same time, the researcher ensured that the sample size was not too large that data became superfluous and repetitive. The researcher observed that there was saturation when no additional data could be found.

The interview method used is discussed in detail below:

i. Semi-structured interviews

The researcher solicited for information by asking all the participants the same set of questions with a limited set of responses. Participants were given little room to elaborate their responses. The role of the researcher was to ask questions and maintain a good rapport with the participants. He did not share his own experiences, opinions and views about the subject with participants. The data collection tool provided reliable, accurate and valid qualitative data. The idea that questions were prepared prior to the interview made the whole process organised and systematic. For example: "*what causes job satisfaction at your company? (Salaries and conditions of service, workers valuable benefits, interpersonal relationship etc)*". The researcher used modified close ended questionnaire, where participants were given room to provide more responses, to given ones or elaborate their responses.

The following steps were followed in collecting data through face to face interviews:

Step 1 Introduction

The introduction was done telephonically and via email with the head of the participating organisations prior to the visit by the researcher for the interviews. The head of the organisation together with the researcher set a date for the interviews. On the day of the interviews, the researcher was introduced to the rest of the participants by the company representative. The aim and procedure of the research were explained to the participants by the researcher, clearly indicating that the participants were not coerced to take part in the study. Consent forms were completed before the interviews began.

Step 2 One on one semi-structured interviews

Semi-structured interviews were conducted with the entire participants. Interviews solicited data on the causes of job satisfaction in armed conflict societies and the ramifications it possesses to organisational performance. A two-way communication system between the researcher and the participants was used, which gave the participants room to openly express their views regarding job satisfaction among employees in war torn zones. Interviews were conducted at the respondents' work stations on pre-determined dates to reduce travelling expenses, reduce work interruptions and make the informants more comfortable, and to be in control of the conversation. The interview progressed from simple job satisfaction issues to more complex issues. The interview aimed at soliciting data on the causes, effects of job satisfaction on performance of organisations in Mozambique and the strategies of improving it. The interview further aimed to establish the initiatives organisations in armed conflict communities can take to increase their employees' level of satisfaction. The 'what, why and how' questions sought to establish the frustrations employees had with their work and how they positively and/or negatively affected the performance of the organisations. Participants were asked to give their responses while the researcher ticked the answer that best matched their response from the given responses. Participants were given room to elaborate their responses. Responses were audio recorded, so as for the researcher to get an opportunity to replay the interview responses to get the actual responses of the participants. Follow up questions were also made a day or so after the interviews in the cases where the interviewer wanted some issues to be clarified.

Table 4.3 Data collection steps

Data gathering steps	Purpose	Method
1 Panel of Experts	To comprehend the concept of job satisfaction in an armed conflict environment, its causes, effects and methods of managing it.	In-depth interviews
2 Distribution of Data gathering instruments (Questionnaire)	To verify the determinants of job satisfaction and the extent to which it affects organisational performance.	All the employees of selected organisations

4.12   DATA PRESENTATION AND ANALYSIS

The study collected enormous volumes of data in the form of interview inscriptions, completed questionnaires, and tape recordings. The analysis of large volumes of data especially that which was collected through qualitative methods was difficult to analyse because the data did not fall into neat categories and was disorganised.

For purposes of this study, data was analyzed using the descriptive and thematic text and inferential (numeric analysis) approaches. Data collected using questionnaires were presented in the form of frequency tables, charts and graphs and were analysed using the Statistical Package for Social Scientists (SPSS). The data were entered into the SPSS statistical software package where they were analysed. The researcher used linear regression to analyse data. The variables that were measured were "how the effects of armed conflict influence job satisfaction". The analysis of the data was undertaken by a statistician.

Data collected from the qualitative data collecting instruments was analysed using the thematic content analysis. Data was transcribed from verbatim form into Microsoft Word files so that they can be interpreted and analysed easily. To analyse the data, the researcher started by reading

through all the interview scripts, unstructured notes as a way of identifying the key themes. Data was grouped according to emerging themes and then it was analysed accordingly.

The researcher used concurrent triangulation to present data, which in turn accorded him the opportunity to employ different data presentation and analysis methods. Using both qualitative and quantitative data presentation and analysis methods assisted the researcher to view the results from different angles, which in turn gave a fair judgment of the results. The integration of findings generated from the concurrent triangulation mixed method was done at the discussion of results stage. The findings from the two approaches; quantitative and qualitative were compared and contracted to identify areas of convergence and divergence. In cases where results from the two approaches were fundamentally different the researcher would revisit the source of data and sought for further clarifications. Furthermore, preceding studies on job satisfaction also assisted the researcher to make an informed judgement on such issues.

4.13   STRATEGIES TO ENSURE RIGOUR

Strategies to ensure rigour such as validity, reliability, credibility, transferability, dependability and conformability were put in place throughout the research process. A host of strategies were employed to promote rigour as outlined below.

4.13.1 Quantitative

To promote validity, the most appropriate research methodology was used. Data was also collected within the shortest possible time to subdue the threats to internal validity such as changes in history, maturation and experimental mentality of participants. Employing the concurrent triangulation mixed methodology also reduced the threats of internal validity. To promote the generalisability of results, respondents were not selected based on the need to generalize the results, but appropriate sampling methods were employed. The researcher further minimised threats of external validity by covering several and different categories of organisations in Tete province in Mozambique. To promote construct validity, which ensures that the data collection tool measures what it is expected to measure, a panel of experts of job satisfaction were used.

To promote reliability a pilot study was done in Manica town in Mozambique to test run the instruments before a fully-fledged research was conducted. Feasibility study also assisted the researcher to get insights on the subject under study. A test-retest method was employed by administering the same instruments twice or thrice over a period of two weeks to the same group of respondents and then compare the responses to check whether there was consistence. Scores from the two tests were correlated to establish the test of stability over time.

4.13.2 Qualitative

To promote the trustworthiness of the research, measures to ensure credibility, transferability, conformability and dependability were put in place. To ensure credibility, the researcher ensured that the research results reflected a true and correct picture of the phenomenon under study by upholding the ethical principles such as anonymity, which in turn made the participants, respond to the questions in an honest fashion. Furthermore, a debriefing was done by the researcher to uncover the potential biases taken for granted by the researcher and participants. The study sample for the qualitative approach was made of job satisfaction experts who had adequate knowledge of job satisfaction and how to measure it. Interviews were followed up through telephones and emails to establish the credibility of the responses. Any deviations that were observed resulted in further scrutiny. The researcher spent a longer time in the field to access more credible data. Concurrent triangulation mixed methodology was also employed to increase the credibility of findings and ensure that results were dependable. The findings of the study were consistent when the inquiry was repeated under the same conditions. The researcher also kept a meticulous record which clearly demonstrated a decision trail to ensure that the interpretations of data were done consistently.

Transferability was enhanced by providing adequate information regarding the context of the field work. Data from participants was recorded verbatim and was audio recorded, which created an opportunity for the researcher to revisit it as and when he deemed necessary. To ensure conformity, the researcher did not give inferences or guide participants as they provided their responses and he did not give his own imagination and predisposition about the subject.

4.14   GENERALISATION OF FINDINGS

The goal of the study was not to generalise results to all armed conflict societies throughout the world but to get full, detailed, rich and contextual understanding of the effect of armed conflict on job satisfaction and the consequences of low job satisfaction on organisational performance in specific armed conflict societies. The results of the study are therefore generalised to Tete province in Mozambique mainly because armed conflict in different societies take different forms, shapes and texture which makes it inappropriate to extrapolate results obtained in this study to other societies. The findings are generalised to Tete province because it is the one which comprised the population of the study. This idea is anchored on Tsang's (2014) idea that case study results may be less generalisable than those in quantitative methods and that results can only be generalised to the population of the study. Results from a sample representing a particular group can only be generalised to that population or a population with identical characters. The results of the study can only be generalised to Tete province because the sample size is not representative enough of the whole population in armed conflict societies. Steinberg (2015) argues that case study research is at par with large research with respect to generalizability if and only if the characteristics of the population are the same. Every war situation presents different characteristics hence it is difficult to extrapolate research findings to other societies.

4.15   CONCLUSION

This chapter discussed the appropriateness of the research design and method. It described the population, sample and sampling procedure used in the study. The chapter also explained in detail the data collection methods that were utilised to gather data. The methods which were employed to collect data were questionnaires, individual and focus group interviews. The chapter also explained the data collection procedures and how data were presented and analysed. The chapter also provided a justification for choosing the designs the researcher chose.

CHAPTER 5
DATA PRESENTATION

5.1 INTRODUCTION

Building on the research methodology presented in chapter four, this chapter presents the data that was collected from participants. It presents the data, which was gathered through the self-administered questionnaire and face to face interviews in response to the research objectives and research questions as presented in the introductory chapter of this study. The chapter synthesizes huge amounts of data collected into logical and coherent information and presents it in terms of composite tables and graphs. Data is presented and analysed according to sections and themes obtained from the review of related literature, research questionnaire and face to face interview. Data presentation was done in the following areas: effects of the war that affect job satisfaction, effects of job satisfaction and strategies of improving job satisfaction.

5.2 DATA SCREENING

Out of the 200 distributed questionnaires 189 were completed and returned to the researcher. The response rate was therefore 94.5 percent which was very good and acceptable. As soon as the 189 completed questionnaires were received, the data were entered into SPSS for analysis. The data were entered into SPSS were critically scrutinized to ensure that it was of appropriate quality and make it ready for statistical analysis. The data set was re-checked to ensure accuracy in data entry. Re-checking the data set assisted the researcher to detect inappropriate or irregular or unusual data values. During the collection of the completed questionnaires, all the necessary steps and precautions were put in place to ensure that research participants completed all the sections and items of the questionnaire.

5.3 DATA CLEANING

To make sure that numerical codes related to the variables were accurate and appropriate, a data cleaning exercise was done. During the cleaning exercise of data, the researcher made sure that all the variables were assigned code values that ranged from 1 to 5, which was consistent with the scales on the questionnaire. Frequency tables were employed in identifying the minimum and maximum values of each variable related to the 189 questionnaires. The cleaning process led to

the correcting of errors such as unusually high or low data values. The corrections ensured the authenticity of the collected data.

PART A: PRESENTATION OF QUANTITATIVE DATA

5.4 SECTION ONE: DESCRIPTIVE STATISTICS

This section presents a summary of the demographic variables of the respondents as well as the descriptive statistics of the key concepts and constructs of this study. The demographic variables included gender, age, educational qualifications, work experience and positions in organisations. The section consists of two parts. Part 1 presents demographic statistics whereas part 2 presents those of the key concepts.

DEMOGRAPHIC STATISTICS

5.4.1   Gender

Table 5.4.1 and figure 5.4.1 show that 63 percent of the respondents were males while 37 percent were female.

Table 5.4.1: Gender

Gender	Frequency	Percent
Male	119	63.0
Female	70	37.0
Total	189	100.0

Figure 5.4.1 below illustrates this more clearly.
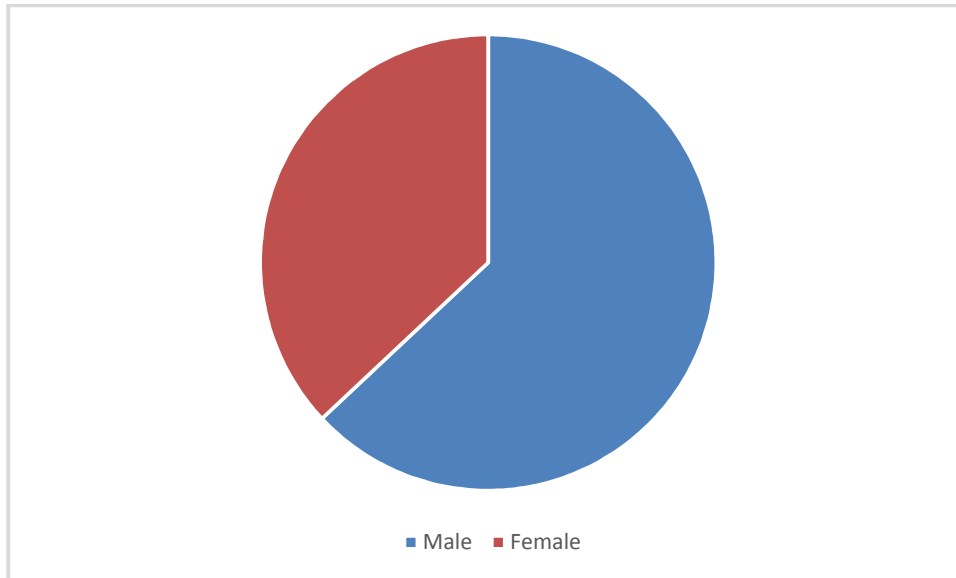
Figure 5.4.1: Gender

The results show that organisations in armed conflict societies are dominated by male employees. There is a huge gender imbalance in armed conflict society organisations.

5.4.2   Age

Table 5.4.2 and figure 5.4.2 show the frequency and subsequent percentage distribution of the ages of the respondents. Almost all the respondents were under 60 years of age.

Table 5.4.2: Age

Age	Frequency	Percent	Cumulative Percent
18-29	33	17.5	17.5
30-39	31	16.4	33.9
40-49	52	27.5	61.4
50-59	67	35.4	96.8
60+	6	3.2	100.0
Total	189	100.0	

Figure 5.4.2 illustrates this more clearly.
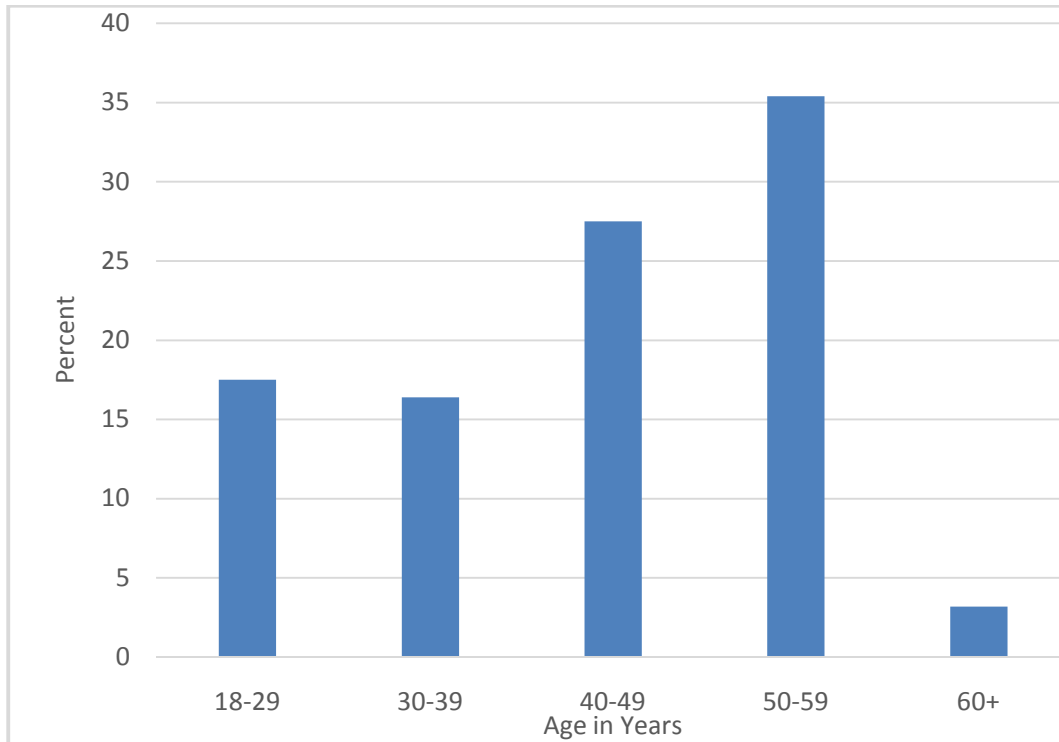
Figure 5.4.2: Age

17.5% of the respondents were young, between 18 and 29 years of age. The 50-59 age group had the highest number of respondents (35.4%) followed by the 40-49 age group with 27.5% which means that the age range of 40-59 contributed slightly over 60% of the participants. About 15% of the respondents were in the age group 30-39.

5.4.3   Highest education

According to table 5.4.3 and figure 5.4.3, the majority (88.4%) of respondents did not go to university. The biggest category comprised workers who had completed secondary school education (37.6%).

Table 5.4.3: Highest education

Education	Frequency	Percent	Cumulative Percent
Less than grade seven	46	24.3	24.3
Secondary school education	71	37.6	61.9
Post school diploma/certificate	50	26.5	88.4
Bachelor's degree	13	6.9	95.2
Masters and Doctoral degree	9	4.8	100.0
Total	189	100.0	
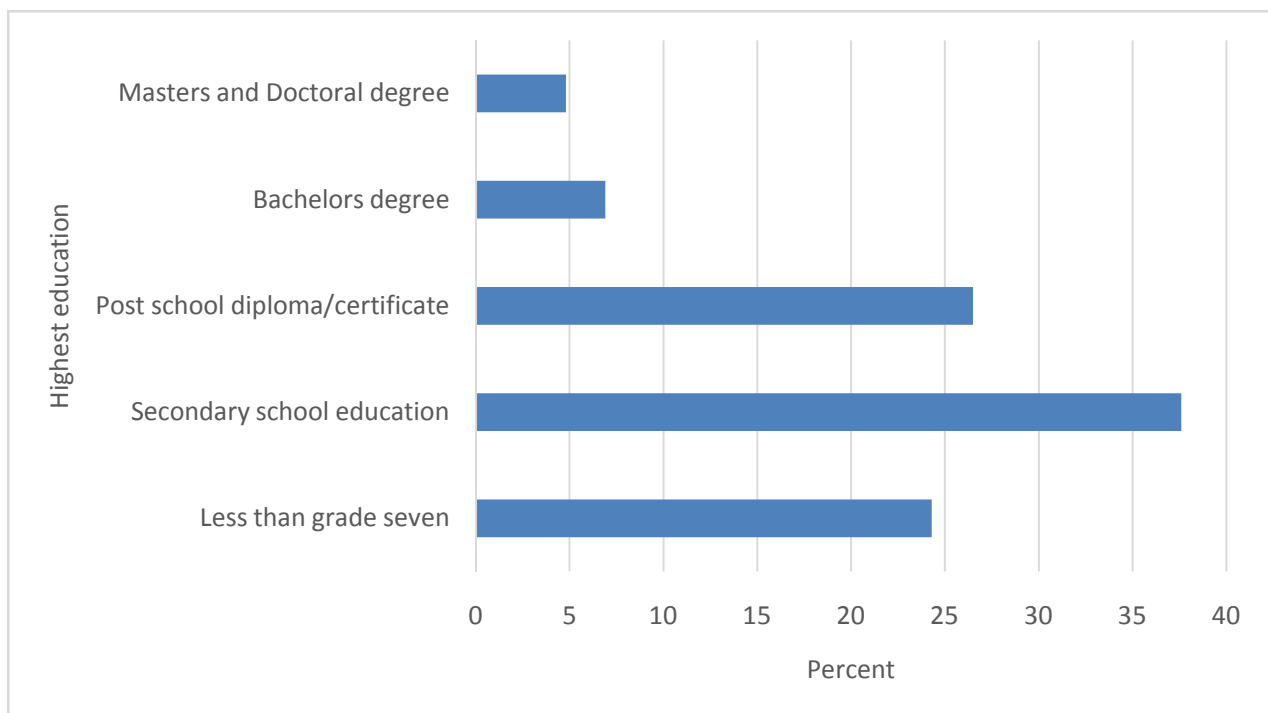
Figure 5.4.3: Highest education

Figure 5.4.3 shows that 37. 6% had completed secondary education and 26.5% were in possession of post school diplomas and certificates. Respondents who did not complete grade

seven garnered (24.3%). Expectedly the bachelors and masters and doctoral degree holders were the lowest with 6.9 percent and 4.8 percent respectively. A fairly normal distribution curve was obtained which is generally expected in any society.

5.4.4   Work experience

Table 5.4.4 and figure 5.4.4 indicate that almost 70% had work experience of less than 5 years, and about 30% had more than 5 years of work experience. To be specific, the 1-5 years' work experience category registered the highest frequency with 36.5%. This was followed by those who had less than 1-year experience who registered 32.8%.

Table 5.4.4: Work experience

Experience (Years)	Frequency	Percent	Cumulative Percent
<1	62	32.8	32.8
1-5	69	36.5	69.3
6-9	21	11.1	80.4
10 +	37	19.6	100.0
Total	189	100.0	

Figure 5.4.4 illustrates this more clearly.
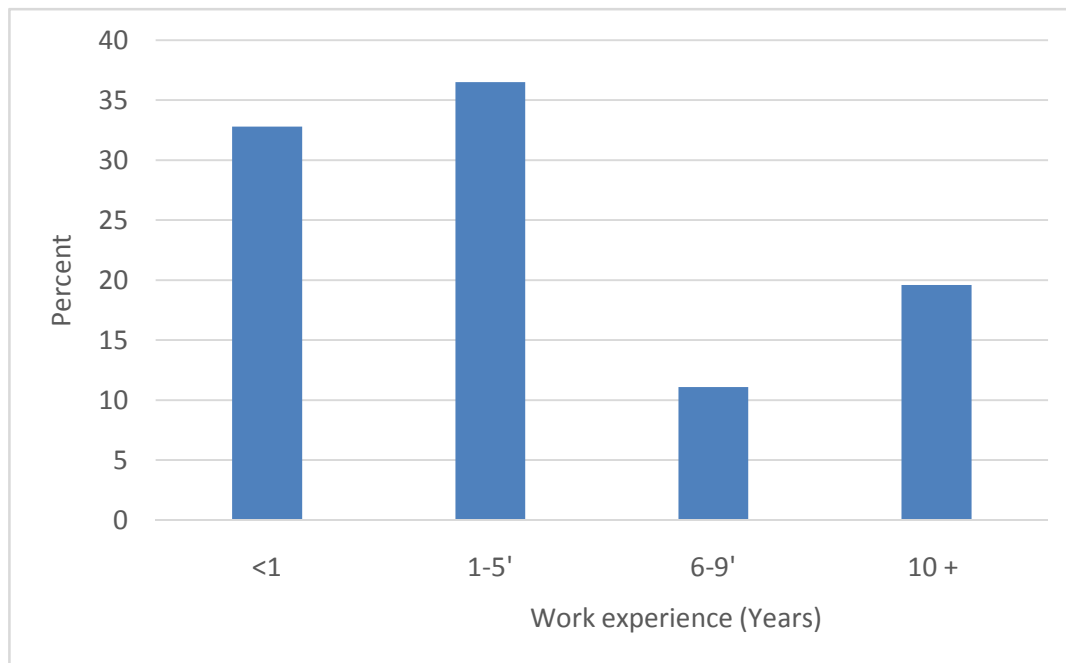
Figure 5.4.4: Work experience

The 10 years and above category registered 19.6% while the 6-9 years' experience was the lowest with 11.1%. The fact that the work experience that was measured was for organisations respondents were working for in the time of the research, probably suggest that there is high labour turnover that is why most employees have less than 5 years' work experience.

5.4.5   Position at the organisation

The last and final descriptive analysis on bio-data performed in this research was the position of respondents in organisations. The study made a cross tabulation of workers positions to the research variables.

Table 5.4.5: Position

Position	Frequency	Percent	Valid Percent
Top management	9	4.8	4.8
Middle management	22	11.6	11.7
Lower management	64	33.9	34.0
Functional	93	49.2	49.5
Missing	1	.5	100.0
Total	188	100.0	
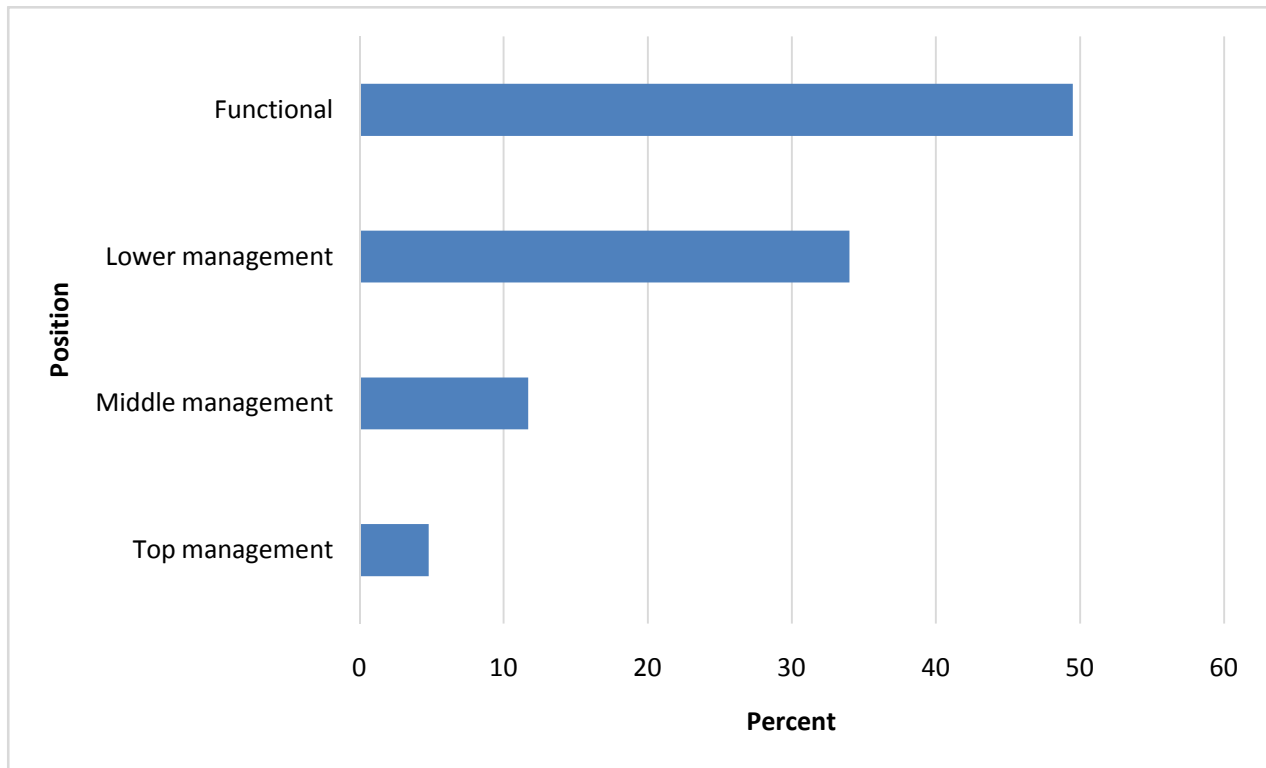
Figure 5.4.5: Position

Expectedly, most respondents were in lower management (33.9%) and functional (49.2%) positions. Middle management and top management registered the lowest frequency. See figure 5.5 and figure 5.5 as well. Consistent with other organisations and industries, the majority of participants were in the functional category.

KEY CONCEPTS STATISTICS

5.4.6 Frequency distributions

Table 5.5 shows the percentage distributions of the key concepts that were measured in this study. It should be noted that **1 = strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree, and 5 = Strongly disagree**

5.4.6.1 Level of job satisfaction

According to table 5.5a, 38.1 percent and 32.8% of the respondents disagreed and strongly disagreed respectively with the view "Employees are satisfied with their job". In total, 70.9% of the respondents disagreed gave a negative response to the statement.

Table 5.5a: Level of job satisfaction

	Item	1	2	3	4	5
1	Employees are satisfied with their job.	6.3	13.2	9.5	38.1	32.8
2	Organisations recognize and appreciate work done by workers.	4.8	10.6	10.1	40.7	33.9
3	During war job satisfaction among employees decreases.	51.9	33.3	4.8	7.9	2.1

The results show an overwhelming decline in percentages that workers in armed conflict zones are satisfied by their work. This implies that most of the respondents were not satisfied with their jobs. Generally, people are not happy with their work, organisations and members of management. Similar results were obtained for "Organisations recognize and appreciate work done by workers" but it was the opposite with statement "During war, job satisfaction among employees decreases", for which the overwhelming majority agreed (85.2%). The responses indicated an overwhelming rejection that organisations in armed conflict societies recognise and appreciate the work done by workers. There was also an overwhelming favourable response to the statement on whether job satisfaction among employees during war decreases. Over 85 percent of the respondents indicated that during the war, employee satisfaction does not remain stable or increase but it rather declines. An insignificant number of respondents disagreed with the statement "During war job satisfaction among workers decline". They viewed armed conflict as having no effect to job satisfaction among employees working for organisations in armed conflict societies.

5.5 EFFECTS OF THE WAR THAT INFLUENCE JOB SATISFACTION

Table 1 (Appendix C) shows the percentage distributions for the effects of the war that influence job satisfaction.

5.5.1 Displacement of People

For displacement of people, almost all the respondents agreed with the statements except "Displaced employees dislike their employers and organisations" which they disagreed with (66.2%) compared to 20.7% who agreed with it. The implication is that displacement of people affects job satisfaction of workers. The results show an overwhelming favourable response on whether the displacement of people because of war influences job satisfaction. Almost 80% of the respondents either agreed or strongly agreed that the war directly and indirectly influence job satisfaction.

The statement "Displacements of workmates in armed conflict society make employees dislike their work" indicated extremely favourable responses; strongly agree (52.9%) and agree (29.1%). Almost 83% of the respondents agreed that the displacement of workmates directly and indirectly affected the workers' level of satisfaction. Only 10.5% of the respondents disagreed with the statement, with 3.7% giving neutral responses. On the statement that displacement of relatives such as in-laws, cousins, parents and children make employees dislike their work elicited a very high favourable response of almost 86%. Employees 'job satisfaction declines if their relatives are displaced due to the fighting and violence caused by the war. Only the insignificant minority indicated that the displacement of relatives by war has no effect on employee satisfaction.

5.5.2 Intercommunity violence

Most respondents agreed with the two statements, namely, "Intercommunity violence such as fighting between ethnic groups make job satisfaction decline" (86.8%) and "The suffering of people due to intercommunity conflict reduces job satisfaction´ (90.4%) but disagreed with the other two, "Failure by political parties to tolerate each other and manage political differences reduces job satisfaction at work" (68.8%) and "Failure by religions such as Islam and Christianity to tolerate each other creates division among workers and consequently reduces

employees' satisfaction" (82.0%).The intercommunity violence variables that were affirmed as a key factor that reduces worker satisfaction among workers in armed conflict society were strongly affirmed while at the same time those variables that were not affirmed also obtained very high percentages, 68.8% and 82%. These results imply that according to respondents' perceptions and views, intercommunity violence might either be a factor of job satisfaction or not.

5.5.3   Working in severely hazardous environment

Eight statements or items were used to measure the level of agreement with "Working in severely hazardous environment" as a factor of job satisfaction. In general, the respondents agreed with the statements except two, namely, **"**Failure by organisations to provide secure work environment with adequate infrastructure and resources reduces job satisfaction" (85.7%) and "Failure by organisations to provide adequate, safe and appropriate tools and resources to use at work reduces job satisfaction" (78.8%). In armed conflict there is limited security, which has been affirmed by the majority of respondents as a major factor that influences job satisfaction in armed conflict societies. Insecurity in workplaces registered a high response that affirmed the statement. Respondents strongly affirmed that the war made the work environment severely hazardous and consequently affected employee happiness. The statement, "Working in dilapidated infrastructure reduces employee satisfaction" was affirmed by most respondents (92.6%) with the exception of 1.6% who disagreed with the statement. The physical work environment might promote or impede employee satisfaction. The majority (75.6%) affirmed that fear of being attacked at work by armed forces reduced employee satisfaction. Workers live in fear hence their satisfaction level is reduced due to fear of being attacked by armed forces. About 14% of the responses disagreed with the statement while 10% were neutral. Most of the statements were affirmed, that is, 6 against 2. The results imply that **"**Working in severely hazardous environment" might be a factor of job satisfaction.

5.5.4   Workloads

For work load, respondents agreed with the statements; " During war time the increase in employee workload due to brain drain and displacement of workers reduces job satisfaction (77.2%), Fluctuations in workloads reduces job satisfaction (82.5%)" but disagreed with the

statement **"Employees in armed conflict societies have reasonable workloads which accords them the opportunity to interact with other workers"** (71.9%). The view that employees do not have reasonable workloads imply that employees in armed conflict society are overloaded with work hence the view is consistent with the other variables. This therefore implies that "work load" might be a factor of job satisfaction.

5.5.5 Destruction of interpersonal relationships

Mostly respondents agreed with the statements for "Destruction of Interpersonal Relationships" except two, "Relationship between workers and supervisors suffer because of war and consequently reduces job satisfaction among workers" (78.4%) and "War makes relationships among co-workers poor which in turn reduce employee satisfaction" (55.6%). As shown in the table above the statement limited and interrupted access to social media due to war reduces worker satisfaction elicited 53.4% and 38.6% agree and strongly agree responses respectively. Access to social media is disrupted by the destruction of internet infrastructure due to war. Twenty (20%) percent of the respondents disagreed with the assertion. Those who did not affirm it were mainly above 50 years of age and those who hold managerial positions. Job satisfaction is influenced by poor relations that develop among employees because of the war. The results indicate that "Destruction of Interpersonal Relationships" might be a factor of job satisfaction.

5.5.6 Political interference

Most respondents agreed with the statements such as "Political interference into organizational policies, structure and communication system", except two, namely, "War influence political interference into the management of organisations and reduces job satisfaction" (63.4%) and "Political interference into organizational structures and communication system reduces job satisfaction" (85.7%). Respondents affirmed that war results in politics interfere with the management of organisations. Respondents had such views probably because workers live in society which is a political ground for political parties, hence political parties' ideologies and principles end up directly or indirectly influencing the way organisations are managed. The statement "Political interference into organisational and national human resource management policies reduces job satisfaction elicited 36.5 percent for strongly agree and 21.7for percent agree responses. Twenty percent (20%) of the respondents disagreed and 11.6% strongly disagreed.

About 10% responses were neutral. This implies that respondents have mixed views with regards to the extent to which politics influence job satisfaction.

The other statement on political interference which was affirmed by most participants is that organization's human resource management vision, missions and values are influenced by the politics, which garnered 26.5% (percent) for agree and 39.7% (percent) for strongly agree responses. The minority of the respondents, 10.6% (percent) and 3.2% (percent) respectively did not view human management's vision, mission and values as influenced by the war. Furthermore, the statement "limited training and development opportunities caused by the war and political interference reduce worker satisfaction" was affirmed by an overwhelming 89.9% (percent). The statement "lack of worker induction because of political upheavals reduces worker satisfaction" was affirmed by the majority (82.6%). This implies that "Political interference into organizational policies, structure and communication system" might be a factor of job satisfaction.

5.5.7 Deterioration of health and education services

Most respondents agreed with the statement that "Deteriorated health and education systems reduce job satisfaction". The first statement "deteriorated health and education services due to war reduces worker satisfaction" was affirmed by the majority of respondents. A total of 93.6% respondents affirmed the statement whilst an insignificant 4.8% did not affirm it. The remaining 1.6% of responses was neutral. The view that "the attack, looting and destruction of health, and education infrastructure due to war" also received an overwhelmingly agreed and strongly agree responses. The respondents' views implied that there is a likelihood that the level of happiness of employees is adversely affected by the attack, looting and destruction of health and education infrastructure because education and health are some of the critical services which are needed by everyone in society. This view was elicited mainly from all the female participants and those in the 30-49 age range. The statement, "Exacerbated shortage of medicine reduces job satisfaction" was overwhelmingly affirmed by most respondents (91.5%). Only 7.4% did not affirm it while 1.1% of the respondents gave a neutral response.

The majority of respondents (74.7%) indicated that an increase in outbreak of communicable diseases coupled with exacerbated shortage of medicines (85.1%) due to armed conflict reduces worker satisfaction. Communicable diseases are caused by poor sanitary facilities in organisations and workers' residential areas. This implies that an increase in the outbreak of communicable diseases might reduce worker satisfaction.

Furthermore, the majority (78.3%) agreed that an increase in the rate of school dropouts due to war reduces parents job satisfaction level. This shows that deteriorated health and education services is a possible cause of job satisfaction among employees in organisations in armed conflict societies. Respondents affirmed all the statements which viewed the deterioration of health and education as factors that reduce job satisfaction among employees in armed conflict societies.

5.5.8   Economic depression

Respondents affirmed all the five economic depression factors as having an effect on employee satisfaction. For example, almost all the respondents (91.5%) affirmed that armed conflict propels economic depression and distress, which consequently reduce employee satisfaction. An insignificant percentage of respondents, 1.6%, viewed economic depression as having no effect on job satisfaction, while 6.9% gave a neutral response. The statement "in economically unstable country, employees get low salaries and are not paid on time, which in turn affect their level of satisfaction elicited 58.2% for strongly agree and 34.4% for agree responses. Almost 1 percent and 6.3% disagreed and strongly disagreed respectively to the statement. Most of the affirmation responses were elicited from young to middle aged workers and those workers who were at the functional level. The other statements that were affirmed were: "Poor living standards caused by armed conflict affect job satisfaction" (90.5%) and "limited salary increases and promotion opportunities due to war affects job satisfaction" (88.9%). Respondents who occupied top positions and who were holders of Master and Doctoral degrees constituted most respondents who did not affirm the statements. It is probably so because senior management has several benefits which cushioned them from adverse effects of depressed economic situation. The results imply that economic depression might be a factor of job satisfaction.

5.5.9 Leadership, supervision and management

Most respondents disagreed with the statements: "Leadership, Supervision and Management style" and "Leadership, supervision and management systems in armed conflict society are polarized by the war" for which 34.4% agreed against 43.4% who disagreed; and "In an armed conflict society feedback on worker performance is not given regularly which consequently reduces employee's level of satisfaction" for which 72.5% disagreed. On the other hand, the following statements were affirmed by the majority of participants: "Employee feedback is influenced by the war and consequently affects job satisfaction (59.3%), "Failure to fully utilize employees' skills and knowledge reduces workers satisfaction" (92.1%), "Role ambiguity and conflict are influenced by war and consequently propel low job satisfaction" (85.8) and "Clarity of roles increase employee satisfaction and performance" (89.4%). The results indicate that "Leadership, Supervision and Management style" might be a factor of job satisfaction.

5.6 EFFECTS OF JOB SATISFACTION IN ARMED CONFLICT SOCIETIES

Table 5.6 shows the percentage distributions for the effects of job satisfaction in armed conflict societies. Overwhelmingly, most respondents agreed with the statements that were measured to estimate the level of agreement with construct, "Effects of job satisfaction in armed conflict societies".

Table 5.6: Effects of job satisfaction in armed conflict societies

		1	2	3	4	5
1	In armed conflict society employee performance declines due low job satisfaction	67.2	25.4	5.8	0.0	1.6
2	Low job satisfaction among employees in armed conflict society adversely affects organisational growth, productivity and profitability	74.1	20.1	4.2	1.6	0.0
3	Low job satisfaction among employee in armed conflict zones reduces loyalty	69.8	22.2	7.9	0.0	0.0

4	Low job satisfaction among employee in armed conflict zones propel psychological disorders such as stress increases	61.9	29.6	6.3	2.1	0.0
5	Job satisfaction among employees in war zones affects worker aggression and regression	67.2	18.0	5.8	7.4	1.6
6	Job satisfaction in armed conflict zones reduces workers life satisfaction.	74.1	22.2	1.6	0.0	2.1
7	Employee morale, commitment, creativity and loyalty declines due to job satisfaction among workers in war zones.	58.2	36.5	5.3	0.0	0.0
8	Low job satisfaction among workers in armed conflict areas propels conflict between management and employees.	60.8	26.5	7.9	4.8	0.0
9	Customer satisfaction declines due to low job satisfaction among workers in armed conflict society.	45.0	30.2	6.9	16.4	1.6
10	Employees satisfaction in war zones results in an increase in workplace accidents and deterioration of workers health.	62.4	28.0	7.4	2.1	0.0
11	Due to low job satisfaction among workers in armed conflict societies the rate of absenteeism, brain drain and turnover increases	57.7	36.0	4.8	0.0	1.6
12	Due to job satisfaction among workers in armed conflict psychological withdrawal and destruction of company property is witnessed among employees	57.7	28.6	11.6	2.1	0.0

The statement on whether job satisfaction influenced by the war reduced employee performance received an overwhelming positive response of 92.6 percent. This shows that almost all respondents affirmed that in armed conflict societies employee performance is very low due to the low job satisfaction induced by armed conflicts. An almost similar a response was given for the statement that profitability, growth and productivity which all influenced by employee

performance are adversely affected by low job satisfaction that is mainly propelled by armed conflict. The response registered a 94.2% affirmation, which is high enough to suggest that it is one of the effects of job satisfaction in an armed conflict society.

Furthermore, the statement "In armed conflict society employee loyalty decreases due to low job satisfaction" also received the majority affirmation responses. About 70% and 22.2% respondents agreed and strongly agreed with the statement. No significant relationship of the statement with biographical data was observed. This implies that employee loyalty and commitment are also some of the key variables that influence organisational performance, profitability and growth. Linked to employee loyalty is the view that job satisfaction in armed conflicts society triggers psychological disorders such as stress, which was affirmed by 91.5 percent of the respondents with the majority (61.9%) in the strongly agree category. Only 2.1% disagreed that psychological disorders are induced by low job satisfaction that is influenced by armed conflict. Another statement that was linked to psychological disorder which received a very high affirmation response (86%) is the statement that worker aggression and regression increase because of low job satisfaction. Only 9% of the responses who were mainly drawn from females and those who were holding management positions categories did not affirm the statement. The high affirmation responses on the three statements on loyalty, psychological disorders and worker aggression imply that the three variables might be possible effects of job satisfaction especially in armed conflict zones.

Reduction in life satisfaction was viewed by almost all the participant (96.3%) as consequence of job satisfaction among employees operating in organisations in armed conflict societies. An insignificant 2.1% of the participants did not affirm that life satisfaction among workers working for organisations in armed conflict societies. Those who declined were mainly from the Master and doctoral degree category and those who occupy managerial positions. Furthermore, decline in employee morale, commitment and creativity was also affirmed by the majority of participants (94.7%) and none of the respondents did not affirm the statement whilst 5.3% provided a neutral response. The responses imply that worker satisfaction in armed conflict society might have an influence on employee life satisfaction and employee morale, commitment and creativity.

The statement, "Job satisfaction among workers operating in armed conflict societies induces conflict between management and workers" was affirmed by 87.3% of the participants. The disagreed and strongly disagree responses combined elicited 4.8% (percent) while 7.9% (percent) of the responses were neutral. Cross tabulations showed no significant relationship of the responses and background information about the participants. Perhaps the high affirmation rate is because all employees belong to certain political parties hence they transfer their political feelings, attitudes and behaviours to the workplace. Similar to the statement of conflict, the statement "decline in customer satisfaction due to low job satisfaction among workers in armed conflict society" received a total of 75.2% (percent) for the agree response, which is high enough to suggest that customer satisfaction might be a consequence of job satisfaction among workers working for organisations in armed conflict society. Eighteen percent (18%) of the respondents mainly from the functional level category disagreed with the statement. The disagree response mainly came from respondents at the functional level probably because they do not receive direct feedback on customer satisfaction.

Most of the respondents (90.4%) affirmed that in armed conflict societies, the rate of workplace accidents is high, and the deterioration of workers' health is also high due to low job satisfaction. An insignificant percentage of the respondents did not affirm the view that the high rate of work place accidents and deterioration of workers health is induced by job satisfaction. Cross tabulation showed that most workers at the functional level affirmed the statement whilst those in management and supervisory positions did not affirm it. This probably suggests that most workplace accidents take place at functional units where most manual work, which involves the operation of machines and use of dangerous equipment are done. The use of dangerous equipment and operating machines are some of the major causes of workplace accidents in all organisations irrespective of their sizes and complexity.

The statement on an increase in the rate of absenteeism, brain drain and labour turnover due to job satisfaction in armed conflict society elicited 36% (percent) for agree and 57.7% (percent) for strongly agree responses. A total of 1.6% (percent) of the respondents disagreed whilst 4.8 percent of them were neutral. War torn zones are characterised by very high employee turnovers and brain drain due to several factors such as insecurity of workers and their families, and

deterioration of social services such as those for health and education. The results imply that absenteeism, labour turnover and brain drain among workers in armed conflict societies are heavily influenced by job satisfaction.

Linked to absenteeism and brain drain is the statement that job satisfaction among workers in armed conflict societies result in workers psychologically withdrawing from company activities and destroying company property which elicited a combined 86.3% (percent) for agree and strongly agree responses. There was no indication for a significant relationship in terms of responses between job satisfaction and biological characteristics. Probably the destruction and pilferage of company property by workers in armed conflict societies are used to compensate for the low levels of satisfaction employees experience at their workplaces. These results imply that there is a possibility that psychological withdrawal and presenteeism are propelled by low job satisfaction among workers in armed conflict societies.

5.7 STRATEGIES OF INCREASING JOB SATISFACTION AMONG WORKERS IN ORGANISATIONS IN ARMED CONFLICT AREAS

Table 2 (Appendix C) shows the percentage distributions of the items which the researcher used to estimate the degree of agreement with the "strategies" construct. Out of 14, respondents agreed with 12 statements; the statements they did not agree with were: "Organising get together functions such as Christmas party, valentine dinner so as to build unity among employees and create the spirit of tolerance help to increase worker satisfaction" (9.5%) and "Open door policy is one of the strategies which has the potential of increasing satisfaction among workers in armed conflict areas" (40.5%).

The first statement on strategies of improving job satisfaction "Flexible work organisation increases job satisfaction among workers in war torn areas" elicited 87.8% (percent) for agree and strongly responses which was high enough to view flexibility as one of the possible methods of improving worker satisfaction among workers. The 'disagree' response elicited an insignificant 2.1% (percent) while none of the responses was neutral. Cross tabulation results did

not show any significant relationships between age, gender, work experience, position at work and qualifications.

An overwhelming 92.6% (percent) of the respondents agreed that developing supportive and conducive physical and conceptual work environment in organisations operating in armed conflict areas helps to improve worker satisfaction. The other responses were as follows: disagree (2.1%), strongly disagree (1.6%) and neutral (3.7%). The overwhelming affirmation of the statement suggests that developing a supportive and good work environment might be one of the strategies organisations operating in armed conflict societies might employ to propel worker satisfaction. Closely linked to work environment is the statement "Provision of secure staff office and residential areas help improve job satisfaction among workers operating in armed conflict zones" which received the following positive responses: strongly agree (62.4%), agree (33.7%), which was 96.1% (percent) in total, which again suggests that providing workers with secure office and residential space might be one of the strategies organisations can use to propel job satisfaction among workers working for organisations operating in war torn areas. Cross tabulation shows that all female participants affirmed the statement and that the statement was not affirmed by those in management positions. The results showed a very high affirmation rate from female employees because they are usually the ones who are vulnerable to the effects of the war such as sexual harassment. On the other hand, those in management did not affirm the statement probably because they are provided with well secured company houses.

The statement "Compensating employees for war related deaths or injuries in and out of work improve worker satisfaction" was affirmed by 91.5% (percent). Only 2.7% (percent) of the respondents did not affirm the strategy. Those who did not affirm the statement were mainly from management, age category above 50 years and post graduate degree holders. The result implies that compensating employees might be one of the most useful strategies of increasing job satisfaction among workers in war swarmed areas.

The view "Giving workers valuable benefits for working in extremely hazardous environment improves job satisfaction among workers in armed conflict societies" received 92% (percent) for the agree responses. Only 2.6% (percent) disagreed with the view, which implies that most of the

participants viewed benefits such as company car, company house, and company cell phone as essential incentives that can be used to propel worker satisfaction. The other statement that was affirmed by an overwhelming majority is that of "providing counselling platforms at the workplace" which elicited 50.8 percent for strongly agree and 42.9% (percent) for the agree responses. The total percentage of agree responses was 93.7% (percent), which was extremely high and suggested that providing counselling service at the workplace might be one of the best strategies which can be employed to propel worker satisfaction especially those who are at the functional, supervisory and middle management levels.

The majority, almost 90 percent of the respondents agreed that enriching and enlarging jobs for workers in armed conflict areas improve worker satisfaction. Vertically and horizontally loading jobs for employees in armed conflict societies increase worker satisfaction. Perhaps, these responses indicate that workers need to be mentally and physically occupied so that they do not focus on politically related matters, which in turn disturb their psychological and physical well-being. The statement "providing better health education services for employees and their families increases worker satisfaction" also elicited an overwhelmingly positive response of 87.3% (percent). It was so, perhaps because workers value their children's education and their health. Social services in war swarmed areas are usually limited and poor, hence that is why they become employee satisfiers among workers. The fact that only few disagreed with the statement implies that providing adequate health and educational services to workers might be one of the strategies of improving worker satisfaction. There was no considerable correlation between this variable and the biological characteristics.

Building cooperative work teams and leisure activities' infrastructure was affirmed by most of the participants as a strategy that improves job satisfaction among workers in armed conflict societies. The response was perhaps because employees' leisure activities such as playing soccer, netball, chess golf and others since they help to reduce war related to stress. Although there is inadequate security at leisure and sporting facilities, employees still value sport as an essential tool of improving worker satisfaction. Only an insignificant percentage 3.2% (percent) of the respondents agreed that leisure and sporting facilities propel satisfaction among workers

operating in armed conflict societies. All the respondents who disagreed were above 55 years and were mainly female.

The view that, "developing work-life balance programs at the organization increases job satisfaction among workers in armed conflict societies" elicited a very high positive response of 86.3 percent and an inconsequentially very low negative response. The result was heavily inclined to agreement probably because workers need to balance social issues and work issues. Balancing work and life issues helps workers to deal with their social problems such as death or displacement of relatives caused by the fighting between the armed forces.

The statement "Providing periodical performance related incentives such as gain sharing, profit sharing and production bonuses", obtained the following affirmation responses: strongly agree (40.2%) and agree (19.6%). The positive responses summed up to 59.8% which implies that there are mixed views on whether performance related incentives help to improve worker satisfaction in war torn countries.

5.7.1   Mean values

Mean scores were calculated to indicate the measure of central tendencies of the variables. The standard deviation gives an idea about how the scores are dotted around the mean. If the standard deviation is smaller the range between the lowest and highest scores becomes narrower. The other effect of a smaller standard deviation is that the scores become more closely clustered around the mean score. For instance, a standard deviation close to 0 indicates that the data points tend to be very close to the mean of the distribution. On the other hand a high standard deviation indicates that the data points are spread out over a wider range of values.

Skewness and kurtosis were also measured. Skewness is a measure of symmetry and Kurtosis is a measure of whether the data are peaked or flat relative to a normal distribution. These measures were used to find out whether the variables were approximately normally distributed or not, for one of the assumptions of the techniques that were used in inferential statistical analysis were "normality" of the variables. For the variables not to violate the normality assumptions, the skewness should be close to zero, at least not more than +2or less than -2; and the kurtosis

should not be higher than +3 or not lower than -3. Tables 4.8, 4.9 and 4.10 show the mean scores of the variables, standard deviation, median, minimum values, maximum values, skewness and kurtosis.

Hypothesis testing

i. T test

The t distribution was used to compare the mean scores on the Likert scale with the undecided or neutral score of 2.5 which was the mid-point between agree and disagree by applying the one-sample t test.

$$T = \frac{\overline{X} - \mu}{S/\sqrt{n}}$$

Where $\overline{X}$ is the mean score, μ is the assumed mean value (in this case, it equals to 2.5), S is the standard deviation of the scores, $Xi's$ (where i = 1, 2, …, n) and n is the sample size.

This was done by testing the null hypothesis that the mean score for a particular question was equal to 2.5. If the difference between the two values was statistically significant from zero, and provided the mean score calculated from the data was less than 2.5, then this would provide a scientific proof that participants agreed with the statement. If the difference was not significant, it would mean that they were undecided or neutral. On the other hand, if the difference was significant and the mean score was more than 2.5 then it would mean that the employees disagreed with the statement. The level of significance used was 0.05.

5.8 LEVEL OF JOB SATISFACTION

Table 5.7 below indicates that the mean score for "Employees are satisfied with their job" is 3.78, "Organisations recognize and appreciate work done by workers" is 3.88 and "During war job satisfaction among employees decreases" is 1.75. The results imply that workers in armed conflict society are not satisfied with their jobs and are not recognized and appreciated by their employers. The t-value (-17.017) for the third statement "During the war job satisfaction among employees decreases" also imply that job satisfaction diminishes during the war. The results of

the t-test, supports the conclusion that was drawn with the percentage distribution that the respondents disagreed with the first two statements but agreed with the last one. The values of skewness and kurtosis indicate that the variables roughly approximate normality.

Table 5.7: Level of satisfaction

	Variable	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	Employees are satisfied with their job.	3,78	1,217	4,00	1	5	-0,870	-0,276
2	Organisations recognize and appreciate work done by workers.	3,88	1,133	4,00	1	5	-1,010	0,231
3	During war job satisfaction among employees decreases.	1,75	1,009	1,00	5	5	1,491	1,631

T-value

	Variable	t-value	df	Prob.	Conclusion
1	Employees are satisfied with their job.	8.783	188	.000	Disagreed
2	Organisations recognize and appreciate work done by workers.	10.719	188	.000	Disagreed
3	During war job satisfaction among employees decrease	-17.017	188	.000	Agreed

5.8.1   Effects of the War that influence Job Satisfaction

Table 5.8 indicates that according to the mean scores and t-tests of the variables, the respondents agreed with the first three statements but disagreed with the last one. The results are synonymous with results from percentage distributions where all the variables on the displacement of people were agreed on except one "Displaced employees dislike their employers and organisations". The values of skewness and kurtosis indicate that the variables are approximately normally distributed. The t-test results support the percentage distribution results that the displacement of people might be factor of job satisfaction.

Table 5.8: Displacement of people

	Variable	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	The displacement of people due to war influences job satisfaction.	1,72	0,920	1,00	1	5	1,042	0,202
2	The displacement of workmates due to war make workers dislikes their jobs.	1,79	1,066	1,00	1	5	1,392	1,130
3	The displacement of relatives makes workers dislike their job	1,85	1,000	2,00	1	5	1,432	1,709
4	Displaced employees dislike their employers and organisations.	3,68	1,170	4,00	1	5	-0,677	-0,522

t-test

	t-value	df	Prob.	Conclusion
The displacement of people due to war influences job satisfaction.	-18.991	186	.000	Agreed
The displacement of workmates due to war make workers dislikes their jobs.	-15.630	188	.000	Agreed
The displacement of relatives makes workers dislike their job	-15.791	188	.000	Agreed
Displaced employees dislike their employers and organisations.	7.958	188	.000	Disagreed

5.8.2 Intercommunity Violence

Table 5.9 shows that according to the mean scores and t-tests of the variables 50 percent of variables were affirmed while the other 50 percent were not affirmed by the participants. Respondents agreed with the first statement "Intercommunity violence such as fighting between ethnic groups make job satisfaction decline" with mean score of 1.67 and t-value of -21.493 and third statements "The suffering of people due to intercommunity conflict reduces job satisfaction" with mean 1.59 and t-value of -21.688. Respondents however disagreed with the second "Failure by political parties to tolerate each other and manage political differences reduces job satisfaction at work" and last statement "Failure by religions such as Islam and Christianity to tolerate each other creates division among workers and consequently reduces employees' satisfaction".

Table 5.9: Intercommunity violence

	Variable	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	Intercommunity violence such as fighting between ethnic groups make job satisfaction decline	1,67	0,849	1,00	1	4	1,265	1,037
2	Failure by political parties to tolerate each other and manage political differences reduces job satisfaction at work.	3,74	1,098	4,00	1	5	-0,724	-0,320
3	The suffering of people due to intercommunity conflict reduces job satisfaction.	1,59	0,892	1,00	1	5	1,807	3,052
4	Failure by religions such as Islam and Christianity to tolerate each other creates division among workers and consequently reduces employees' satisfaction.	4,01	0,997	4,00	1	5	-1,214	1,146

t-value

		t-value	df	Prob.	Conclusion
1	Intercommunity violence such as fighting between ethnic groups make job satisfaction decline	-21.493	188	.000	Agreed
2	Failure by political parties to tolerate each other and manage political differences reduces job satisfaction at	9.206	188	.000	Disagreed

	work.				
3	The suffering of people due to intercommunity conflict reduces job satisfaction.	- 21.688	188	.000	Agreed
4	Failure by religions such as Islam and Christianity to tolerate each other creates division among workers and consequently reduces employees' satisfaction.	13.858	188	.000	Disagreed

The values of skewness and kurtosis also indicate that the variables are approximately normally distributed. The results support the conclusion made on percentage distribution that violence and the suffering of people due to war affects their job satisfaction levels while political and religious differences were viewed as having no effect on employees' attitude towards their work.

5.8.3 Working in Severely Hazardous Environment

Table 3 (Appendix A) shows that according to the mean scores and t-tests of the variables, the respondents agreed with most of the statements except statements number 2 and 6 supporting the conclusion that was given with the percentage distributions. The values of skewness and kurtosis indicate that the variables are approximately normally distributed. The results of both percentage distribution and t-test imply that intercommunity violence might or might not be factor of job satisfaction among workers working for organisations operating in war swarmed countries.

5.8.4 Work Load

Table 5.10 shows that according to the mean scores and t-tests of the variables, the respondents agreed with the first two statements "During war time the increase in employee workloads due to brain drain and displacement of workers reduces job satisfaction" and "Increase and fluctuations in workloads reduces employee satisfaction" but disagreed with the last one "Employees in armed conflict societies have reasonable workloads which accords them the opportunity to interact with other workers". The mean score and t-values of all the three variables support the conclusion that was given with the percentage distributions. The values of skewness and kurtosis indicate that the variables are approximately normally distributed.

Table 5.10: Work Load

	Variable	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	During war time the increase in employee workloads due to brain drain and displacement of workers reduces job satisfaction.	1,81	0,998	1,00	1	4	0,976	-0,242
2	Increase and fluctuations in workloads reduces employee satisfaction.	1,66	0,957	1,00	1	5	1,644	2,706
3	Employees in armed conflict societies have reasonable workloads which accords them the opportunity to interact with other workers	3,79	1,218	4,00	1	6	-0,793	-0,456

t-value

	Factors	t-value	df	Prob.	Conclusion
1	During war time the increase in employee workloads due to brain drain and displacement of workers reduces job satisfaction.	-16.404	188	.000	Agreed
2	Increase and fluctuations in workloads reduces employee satisfaction.	-19.222	188	.000	Agreed
3	Employees in armed conflict societies have reasonable workloads which accords them the opportunity to interact with other workers	8.957	188	.000	Disagreed

5.8.5   Destruction of Interpersonal Relationships

Table 4 (Appendix A) shows that according to the mean scores and t-tests of the variables, the respondents agreed with three statements but disagreed with two, statements number 2 and 3, supporting the conclusion that was given with the percentage distributions. The values of

skewness and kurtosis indicate that the variables are approximately normally distributed. The results imply that destruction of interpersonal relationships due to war might cause job satisfaction among employees.

5.8.6 Political interference into organizational policies, structure and communication system

Table 5 (Appendix A) shows that according to the mean scores and t-tests of the variables, the respondents agreed with all the statements except statement number 3, "Political interference into organizational structures and communication system reduces job satisfaction". Results show that political interference into the management of organisations, national HRM policies influenced by the war influence job satisfaction. The results are consistent with the conclusion that was given with the percentage distributions. Furthermore, all values of skewness and kurtosis indicate that the variables are approximately normally distributed except the last item "Lack or limited induction activities due to war reduces job satisfaction", whose kurtosis is outside the normality range with a figure of 4.128.

5.8.7 Deteriorated health and education systems

Table 6 (Appendix A) shows that according to the mean scores and t-tests of the variables, the respondents agreed with all the statements, supporting the conclusion that was given with the percentage distributions. All values of skewness and kurtosis indicate that the variables are approximately normally distributed except the first "Deteriorating health and education services due to war reduce job satisfaction" (3.301) and the third item "Exacerbated shortage of medicine reduces job satisfaction" (4.876) whose kurtosis figures are outside the normality range. In general, however, the variables are approximately normally distributed.

5.8.8 Economic depression

Table 5.11 shows that according to the mean scores and t-tests of the variables, the respondents agreed with all the statements, supporting the conclusion that was given with the percentage distributions. The figures of skewness and kurtosis indicate that generally, the variables are approximately normally distributed except the third statement "Poor living standards caused by armed conflict affect job satisfaction" with a kurtosis of 4.111 and the last statement "Limited salary

increases and promotion opportunities due to war affects job satisfaction" with a skewness of 3.969 and 25.674 of kurtosis. In general, the variables are approximately normally distributed. The results imply that economic depression might be one of the factors that influence job satisfaction.

Table 5.11: Economic depression

	Variable	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	Economic depression due to war negatively affects job satisfaction	1,52	0,696	1,00	1	4	1,270	1,333
2	In an economically unstable country, employees get low salaries and are not paid on time which affects their level of satisfaction.	1,50	0,665	1,00	1	4	1,194	1,128
3	Poor living standards caused by armed conflict affect job satisfaction.	1,50	0,755	1,00	1	5	1,788	4,111
4	Limited salary increases and promotion opportunities due to war affects job satisfaction.	1,65	1,128	1,00	1	11	3,969	25,674

t-value

		t-value	df	Prob.	Conclusion
1	Economic depression due to war negatively affects job satisfaction	-29.244	188	.000	Agreed
2	In an economically unstable country, employees get low salaries and are not paid on time which affects their level of satisfaction.	-30.935	188	.000	Agreed
3	Poor living standards caused by armed conflict affect job satisfaction.	-27.255	188	.000	Agreed
4	Limited salary increases and promotion opportunities due to war affects job satisfaction.	-16.507	188	.000	Agreed

5.8.9   Leadership, Supervision and Management style

Table 7 (Appendix A) shows that according to the mean scores and t-tests of the variables, the respondents agreed with all the statements except statements 1 and 2 which reads "Leadership, supervision and management systems in armed conflict society are polarized by the war" and "In an armed conflict society feedback on worker performance is not given regularly which consequently reduces employee's level of satisfaction". The conclusion supports the result that was given by the percentage distributions. Three variables seem not to be normally distributed because their skewness and kurtosis figures which are outside the normality range; for example, the skewness is 9.771 and the kurtosis is 120.217 for the first statement "Leadership, supervision and management systems in armed conflict society are polarized by the war".

5.9 EFFECTS OF JOB SATISFACTION

Table 8 (Appendix A) shows that according to the mean scores and t-tests of the variables, the respondents agreed with all the statements, supporting the conclusion that was given with the percentage distributions. In general, the values of skewness and kurtosis indicate that the variables are approximately normally distributed. The only variables that are likely not to be normally distributed, are variable (1) "In armed conflict society employee performance declines due low job satisfaction" (2.294 and 6.934), (2) "Low job satisfaction among employees in

armed conflict society adversely affects organisational growth, productivity and profitability" (2.092 and 4.434), (6) "Job satisfaction in armed conflict zones reduces workers life satisfaction" (3.178 and 12.673) and (11) "Due to low job satisfaction among workers in armed conflict societies the rate of absenteeism, brain drain and turnover increases" (2.018 and 6.347) for skewness and kurtosis respectively.

The results imply that job satisfaction among workers in armed conflict society might affect organizational performance, profitability, productivity, employee morale, rate of absenteeism and brain drain, life satisfaction, customer satisfaction, psychological state of employees, employee loyalty and creativity.

5.10   STRATEGIES OF INCREASING JOB SATISFACTION AMONG WORKERS IN ORGANISATIONS IN ARMED CONFLICT AREAS

5.10.1 Strategies

Table 9 (Appendix A) shows the possible strategies that can be employed to increase employee satisfaction among workers working for organizations in war infested areas. As shown in table 5.10, according to the mean scores and t-tests of the variables, the respondents agreed with all the statements except statement number 12 "Organizing get together functions such as Christmas party, valentine dinner so as to build unity among employees and create the spirit of tolerance help to increase worker satisfaction" which was disagreed and statement number 14 "Open door policy is one of the strategies that can be used to increase job satisfaction among employees in armed conflict areas" which was "neutral".

In general, the values of skewness and kurtosis indicate that the variables are approximately normally distributed. The only variables that are likely not to be normally distributed, are variable number (2) "Developing supportive and conducive physical and conceptual work environment increases satisfaction among workers in armed conflict areas" (2.211 and 5.785), (4) "Compensating employees for war related deaths or major injuries at work or out of work increases job satisfaction among workers in armed conflict" (2.036 and 4.929), (5) "Giving

workers valuable benefits for working in extremely hazardous environment is a strategy that increases worker satisfaction" (1.790 and 3.781), (6) "Providing counselling platforms in and outside the organization is a method that increases job satisfaction among workers in war torn areas" (1.378 and 3.359) and (7) "Job enrichment, enlargement and providing challenging but attainable work increases worker satisfaction among employees in war torn areas" (1.742 and 3.930) for skewness and kurtosis respectively. Generally the results support the conclusion that was given with the percentage distributions which affirmed flexible work arrangements, development of supportive work environment, provision of security, compensation of employees for work related deaths and injuries, giving workers benefits, provision of on-campus and off-campus counseling services, job re-designing, provision of good health and education services, work-life balance and provision of periodic performance related incentives.

5.10.2 Constructs

In order to analyse the constructs, all the items that were used to measure them were added together and the sum was divided by the number of items added. This gave the composite index or score for them. Table 10 (Appendix A) shows the descriptive statistics of the constructs together with the t-test results.

The results indicate that the respondents disagreed that they are satisfied with the jobs they are doing. They viewed job satisfaction as very low for employees working for organisations in armed conflict societies. As shown in table 10 in Appendix A, respondents agreed with all potential factors of job satisfaction. The potential effects of the war that influence job satisfaction include displacement of employees and their relatives, intercommunity violence, work environment, workload, destruction of interpersonal relationships, political interference, deterioration of health and education services, economic depression and management systems. The suggested strategies of increasing job satisfaction among workers in organisations in armed conflict areas were also affirmed by the respondents. Most of the constructs are approximately normally distributed. The following; Hazardous (3.062 and 20.570), Health (2.135 and 5.064), economics (1.951 and 4.203), Leadership (2.591 and 13.722) and Conflicts (1.978 and 5.335) do not seem to be normally distributed.

INFERENTIAL DATA ANALYSIS

The researcher intended to test the following hypotheses:

Hypothesis 1

Null Hypothesis

There are no effects of armed conflict that influence job satisfaction.

Alternative Hypothesis

There are effects of armed conflict that influence job satisfaction.

Hypothesis 2

Null Hypothesis

There is no considerable relationship between worker satisfaction and armed conflict.

Alternative Hypothesis

There is considerable relationship between worker satisfaction and armed conflict.

Hypothesis 3

Null Hypothesis

According to employees' perception, job satisfaction does not affect employees' psychological status, commitment, loyalty, creativity, life satisfaction, organisational growth, profitability and return on equity.

Alternative Hypothesis

According to employees' perception, job satisfaction affects employees' psychological status, commitment, loyalty, creativity, life satisfaction, organisational growth, profitability and return on equity.

5.11   CORRELATIONAL ANALYSIS

The correlation matrix in the Appendix shows the relationships between the variables. It is indicated that:

- Violence is positively correlated with Displacement (r=.277, prob.=.000<.01).
- Work load is positively correlated with Hazardous (r=.331, prob.=.000<.01).

- Destruction is positively correlated with Violence (r=.160, prob.= .028<.05), Hazardous (r=.274, prob.= .000<.01) and Work load (r=.299, prob.=.000<.01).

- Politics is positively correlated with Violence (r=.196, prob.=.007<.01) and Hazardous (r=.192, prob.=.008<.01).

- Health is negatively correlated with Satisfaction (r=-.328, prob.=.000<.01), and is positively correlated with Displacement (r=.300, prob.=.000<.01), Violence (r=.300, prob.=.000<.01), Hazardous (r=.216, prob.=.003<.01), Work lord (r=.192, prob.=.008<.01), and Politics (r=.481, prob.=.000<.01).

- Economics is negatively correlated with Satisfaction (r=-.220, prob.=.002<.01), and is positively correlated with Displacement (r=.300, prob.=.000<.01), Violence (r=.368, prob.=.000<.01), Hazardous (r=.308, prob.=.000<.01), Workload (r=.278, prob.=.000<.01), Destruction (r=.214, prob.=.003<.01), Politics (r=.319, prob.=.000<.01), and Health (r=.622, prob.=.000<.01).

- Leadership is positively correlated with Displacement (r=.379, prob.=.000<.01), Violence (r=.165, prob.=.024<.05), Destruction (r=.241, prob.=.001<.01), Politics (r=.272, prob.=.000<.01), Health (r=.244, prob.=.001<.01), and Economics (r=.403, prob.=.000<.01).

- Conflicts is negatively correlated with Satisfaction (r=-.324, prob.=.002<.01), and is positively correlated with Displacement (r=.282, prob.=.000<.01), Violence (r=.322, prob.=.000<.01), Hazardous (r=.393, prob.=.000<.01), Work load (r=.394, prob.=.000<.01), Destruction (r=.275, prob.=.000<.01), Politics (r=.363, prob.=.000<.01), Health (r=.731, prob.=.000<.01), Economics (r=.654, prob.=.000<.01), and Leadership (r=.276, prob.=.000<.01).

The following are the hypotheses' testing of the hypotheses:

5.12   HYPOTHESIS ONE

Multiple regression analysis.

Hypothesis one was tested using multiple regression analysis.

Null Hypothesis

There are no effects of armed conflict that influence job satisfaction.

Alternative Hypothesis

There are effects of armed conflict that influence job satisfaction.

A multiple regression model was fitted for which job satisfaction was the dependent variable and "armed conflicts" was the independent variable together with other potential factors of job satisfaction. These are health and economics.

The following results in table 5.12 were obtained:

Table 5.12: Job satisfaction

ANOVA table

	Sum of squares	df	MS	F	Prob.
Regression	12.575	3	4.192	8.674	.000
Residual	89.404	185	.483		
Total	101.979	188			

Regression model

	Coefficients	Standard Error	t-Stat	P-value	Lower 95%	Upper 95%
Intercept	3.926	.181	21.661	.000	3.568	4.284
Conflicts	-.323	.179	-1.807	.072	-.675	.030
Health	-.220	.111	-1.974	.050	-.439	.000
Economics	.048	.120	.400	.689	-.189	.285

Cooper and Schindler (2011:477) defined analysis of variance (ANOVA) as the statistical method for testing the null hypothesis that the means of several populations are equal. The F-

value of the regression model is 8.674 (Prob.=.000<.01) and is highly significant at the 1 percent level of significance. The adjusted R-square was .109. This means that the model explains 10.9 percent of the variance in the data. In the model, each of independent variable is evaluated with a separate *t*-test. Based on the results depicted in the table, statistical evidence indicates that Conflicts (t=-1.897, Prob.=.072<.1) and Health (t=-1.974, Prob.=.050<.1) are significant at the 10% level. The results show that the effect of armed conflicts and health on job satisfaction is to decrease it.

The following multivariate regression equation was obtained:

Job satisfaction = 3.926 - .323Conflicts - .220Health + .048Economics

The alternative hypothesis that there are effects of armed conflict that decrease job satisfaction was accepted while the null hypothesis was rejected.

5.13   HYPOTHESIS TWO

Correlational Analysis

Correlational analysis was used to test this hypothesis

Null Hypothesis

There is no considerable relationship between worker satisfaction and armed conflict.

Alternative Hypothesis

There is considerable relationship between worker satisfaction and armed conflict.

According to the correlation matrix (Appendix C), armed conflict is negatively correlated with worker satisfaction (r=-.324, prob.=.002<.01). This might mean that armed conflicts affect worker satisfaction negatively, such that the more there are armed conflicts, the less job satisfaction workers will have. Therefore, the null hypothesis was rejected and the alternative

hypothesis that there is considerable association between worker satisfaction and armed conflict was accepted.

5.14 HYPOTHESIS THREE

T-tests

The t-tests were used to test hypothesis 3.

Null Hypothesis

According to employees' perception, job satisfaction does not affect employees' psychological status, commitment, loyalty, creativity, life satisfaction, organisational growth, profitability and return on equity.

Alternative Hypothesis

According to employees' perception, job satisfaction affects employees' psychological status, commitment, loyalty, creativity, life satisfaction, organisational growth, profitability and return on equity.

In table 5.6C, 91.5 percent of the respondents agreed with statement "Low job satisfaction among employee in armed conflict zones propel psychological disorders such as stress increases" against 2.1 percent who disagreed; 94.7 percent of them agreed with statement, "Employee morale, commitment, creativity and loyalty declines due to job satisfaction among workers in war zones" against 0.0 percent who disagreed; and 96.3 percent agreed with statement, "Job satisfaction in armed conflict zones reduces workers life satisfaction" against only 2.1 percent who disagreed. These results were supported by the t-test results in Table 4.9. The results were as follows: For "Low job satisfaction among employee in armed conflict zones propel psychological disorders such as stress increases", t = -29.232 (prob.=.000<.01); for "Employee morale, commitment, creativity and loyalty declines due to job satisfaction among workers in war zones", t = -35.190, prob.=.000<.01) and for "Job satisfaction in armed conflict zones reduces workers life satisfaction", t = -31.908, prob.=.000<.01).

PART B: PRESENTATION OF QUALITATIVE DATA RESULTS

Qualitative data for the background information of participants is presented in tables and graphs, while data on the effects of armed conflict on job satisfaction, effects of job satisfaction and strategies of increasing job satisfaction is presented using descriptive statements.

5.15   GENDER

Table 5.12a shows the gender frequency distribution.

Table 5.12: Gender

Male	Female
14	6

Figure 5.12a illustrates it more clearly
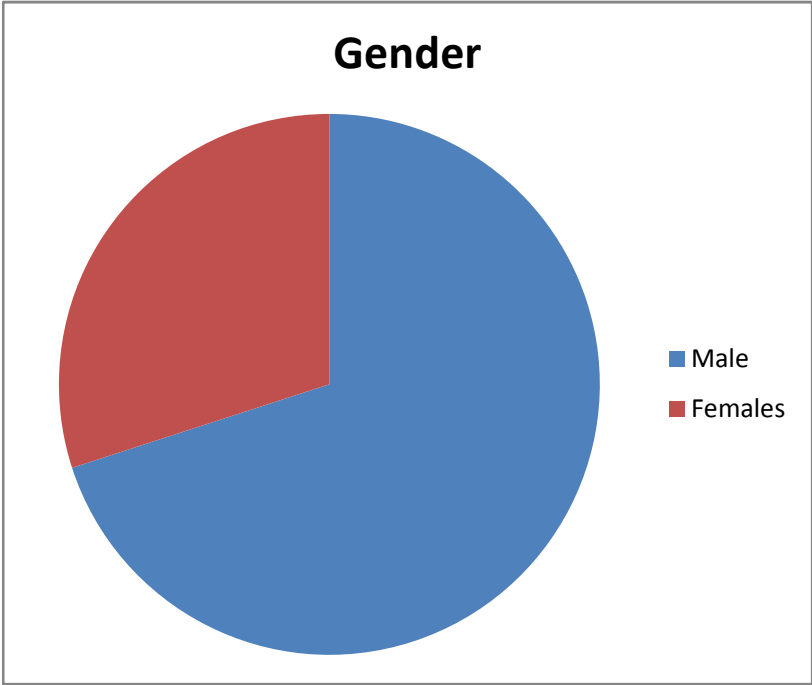
Figure 5.12a: Gender

Results show that there are more male than female employees working for organisations in armed conflict societies. There were fewer female workers than their male counterparts probably because most women and children desert their homes and seek refuge in neighbouring countries thereby unconsciously creating a male dominated labour market.

5.16   AGE

Table 5.13 shows the age frequency distribution.

Table5.13: Age

Age	Frequency
18 – 29	5
30 – 39	4
40 – 49	4
50 – 59	2
60+	5

Results show an almost equal representation of participants across all the age categories except category 50-59 years, which registered 2 participants. Results imply that all age groups of employees in armed conflict society are fairly represented.

5.17   EDUCATIONAL QUALIFICATIONS

Table 5.14 shows the frequency distribution for educational qualifications.

Table 5.14: Educational qualifications

Less than Grade 12 (Not completed school)	1
Grade 12 (Completed school)	6
Post school diploma or certificate	3
Bachelor/Honours degree	8
Masters and Doctoral degree	2

The bachelor's degree category registered the highest number of participants (8), followed by the grade 12 categories (6). Expectedly the master and doctoral degree and the less than grade 12 categories registered very few participants of (2) and (1) respectively. Results imply that organisations in armed conflict societies are manned by appropriately qualified employees.

5.18   WORK EXPERIENCE

Table 5.15 shows the frequency distribution for work experience.

Table 5.15: Work experience

Less than a year	2
1– 5 years	6
6– 9 years	9
10 years or more	3

Figure 5.15a clearly shows the results
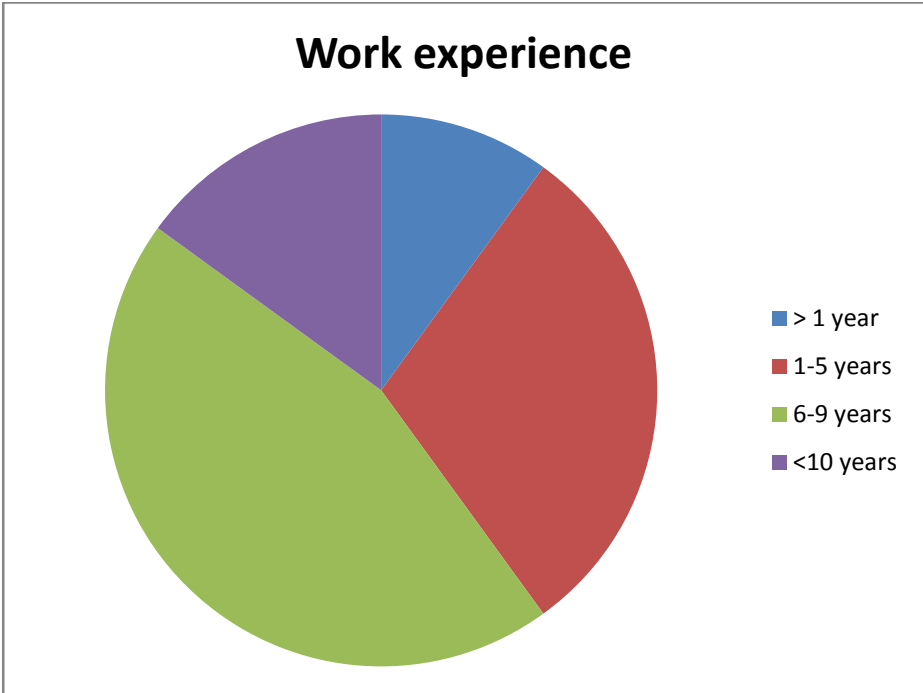
Figure 5.15a: Work experience

More than 10 participants have a work experience of more than 6 years. This shows that most participants witnessed several phases of armed conflict between the FRELIMO and RENAMO forces.

5.19   POSITION AT ORGANISATION

Table 5.16 shows the frequency distribution for position at organisation.

Table 5.16: Position at organization

Top Management (Chief Executive Officer, Managing Director level)	2
Senior/Middle Management (Departmental Head, Business Unit Head level)	9
Lower Management	6
Other (please specify)	3
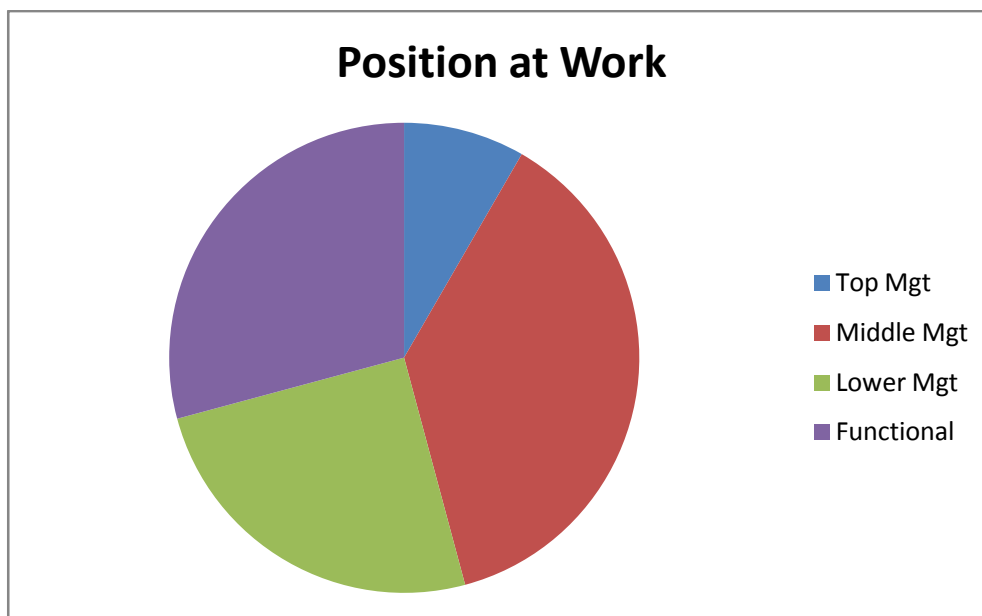
Figure 5.16a: Position at work

Table5.16 and figure 5.16a indicates that senior management and lower management contributed the highest number of participants. The results however do not imply that there were more members in top management than all the other categories because participants were chosen by virtue of their positions and knowledge of the subject under investigation.

5.20   EFFECTS OF THE WAR THAT INFLUENCE JOB SATISFACTION

5.20.1 LEVEL OF WORKER SATISFACTION

All the participants indicated that employees who work for organisations in armed conflict societies experience low job satisfaction. They pointed out that employees' job satisfaction is heavily affected by the effects of the war which include among others displacement of people, economic depression and intercommunity violence. Participant 7 remarked; "My degree of job satisfaction and my work mates' level of job satisfaction has been decreasing and continue to decrease due to the fighting between two opposing armed forces". Participant 4 also remarked, "Employee satisfaction among workers in organisations which operate in armed conflict society experience low job satisfaction because of the war between government and opposition forces". Participant 16 also said, "All employees in armed conflict society developed a negative attitude towards their work and hate or dislike their jobs, managers and organisations. The negative attitude has resulted in high labour turnover, absenteeism and brain drain". The results show that the level of job satisfaction among workers in armed conflict areas might be extreme.

5.21   EFFECTS OF THE WAR THAT AFFECT JOB SATISFACTION

5.21.1 Displacement of People

All the participants except participant 9 viewed the displacement of people as having an influence on employee happiness. The majority participants indicated that the war resulted in the displacement of workers and their relatives because of the destruction of their homes and the

workplace infrastructure. The intensity of the war displaces people which consequently affect their level of Job satisfaction. The following are some of the quotes of the theme: Participant 7 said "The displacement of people affects employees' level of satisfaction in a variety of ways". Participant 4 said, "Employees are displaced from their homes and offices by armed forces which make them remain without accommodation". The displacement of people affects workers' level of happiness at work. A worker without both office and residential accommodation and whose property has been destroyed becomes de-motivated and disengaged from his or her work because he or she has a divided attention since he or she is expected to attend to both work and social problems.

5.21.2 Intercommunity Violence

Nineteen (19) out of 20 participants indicated that interparty and intercommunity clashes, and violence significantly affect employee satisfaction because employees would feel insure and unprotected which makes them have low job satisfaction. During the war, employees would be displaced, killed, tortured and harassed by armed forces. The participants further showed that the ill-treatment of employees demoralises them and makes them dislike their work. To validate the idea participant 8 said, "Violence in the community affects job satisfaction in the sense that employees will be living in fear to the extent that they end up becoming disengaged and disliking their work. Violence is very stressful and cause psychological disorders which in turn affect Job satisfaction". Participant 7 said "Intercommunity violence precipitated by the war directly and indirectly affect Job satisfaction". The results imply that intercommunity violence might have an influence on job satisfaction among the workers working in armed conflict society.

5.21.3 Destruction of Infrastructure

All the participants indicated that armed conflict results in the destruction of infrastructure of key essential services such as water, sanitation, accommodation, office space, recreational facilities and many others. All the participants further indicated that the destruction of infrastructure directly affects worker welfare and employee satisfaction. To further clarify the point, participant 8 said, "Employee satisfaction level is affected by the destruction of infrastructure because the destruction of infrastructure leads to deprivation of employees of social services such as health and education. Good health and education promote job satisfaction, which imply that depriving

employees of such services leads to reduced job satisfaction. Participant 4 said, "The destruction of economic infrastructure such as water reticulation, schools and hospitals affect employees' happiness in a number of ways, one of which is employees' mental and physical health". Participant 1 indicated that the destruction of recreational facilities such as sporting affects employees' happiness at work because employees need to relax by engaging in recreational and leisure activities after work or during work breaks. Participant 10 said, "Middle and young employees are greatly affected by the loss of social network due to the destruction of the internet infrastructure". One elderly respondent also said, "The breaking of social network disrupts other job satisfiers systems such as efficient and effective communication which depends on the availability of power and internet infrastructure".

The results suggest that the destruction of infrastructure, because of the war, is one of the variables that might affect job satisfaction among the workers in armed conflict society.

5.21.4 Political Interference into the Management of Organisations

The majority of respondents were also of the view that armed conflicts result in the interference of the political parties, especially the ruling party, to formulate development of human resources policies, most of which are meant to limit employees' freedom to exercise their freedom of association and collective job action rights. Company policies, which are initiated by political parties, are usually not welcomed by employees; hence, if such policies are forced to employees, the level of satisfaction is affected. Some participants however, are of the opinion that, some policies forced to organisations can propel satisfaction. To further clarify this point, one participant remarked, "During the armed conflict, the government introduced unfavourable human resource management policies that allowed employees to make unilateral decisions on issues that directly affect employees. Such a move decreased job satisfaction among workers in all sectors of the economy". Participant 2 also remarked, "A government that is involved in a war with opposition forces usually makes favourable policies that promote employee satisfaction". Results show that political parties' interference in the development of policies and regulation which should ordinarily be developed by organisations might positively or negatively affect job satisfaction.

5.21.5 Working in Severally Hazardous Environment

All the participants affirmed that the killing of people and fighting between armed forces create a hazardous working environment that results in the decline of employer satisfaction. The insecurity of the workplace coupled with lack of resources propel low satisfaction among workers. Participant 9 said "Compromised or limited human resource security reduced employees' satisfaction". Some of the direct quotes from the participants are as follows: Participant 3 said "During the war employees' security is threatened by intercommunity violence, which erupts in the business district where most employees are located. The eruption of violence makes employees insecure and in turn dislikes their work and their managers. One of the senior managers in the Hospitality business remarked, "My Job satisfaction is negatively affected by the intercommunity and political violence that erupts in the city. I feel like a deserted person and exposed to all forms of dangers. I am not protected so I am always feeling like living the country to look for jobs in peaceful environments such as Zimbabwe and Malawi".

Participant 16 said, "During the armed conflict between RENAMO and FRELIMO forces, my job satisfaction level was heavily affected by the severely hazardous environment created by the fighting between the two forces. The fighting made my work environment life threatening; hence, I developed a negative attitude toward my organisation because I felt that it was my organisation's responsibility to create a secure and conducive work environment for me." Participant 12 also remarked, "War made people to work in severely hazardous environments which in turn affected their job satisfaction". The results imply that working in severely hazardous environment might be of the causes of low job satisfaction among employees in armed conflict society.

5.21.6 Work Loads

There were mixed ideas on whether workloads are directly caused by armed conflict or not. Eleven (11) out of 20 participants viewed work load as an independent factor which should not be associated to war. Workloads are independent of the war, but all the participants, however agreed that it affects the employees' level of job satisfaction. The other 9 participants felt that work loads are directly influenced by war because war influences brain drain, absenteeism and labour turnover, which are all factors that propel work overload.

Participant 13 remarked, "The war makes employees have an overwhelming workload, lack of peer support and too many demands at once which in turn affect employee satisfaction and breed frustration among workers".

The results imply that work load might or might not be a factor of job satisfaction among workers in armed conflict societies.

5.21.7 Deteriorated Health and Education Systems

Eighteen (18) out of 20 participants indicated that armed conflict results in the destruction and deterioration of health and education systems. As a result, the destruction of education and health infrastructure, high labour turnover of highly skilled health and education professionals, and unavailability of tools of the trade such as medicines. To further clarify the point, the following direct quotes were recorded: Respondent 19 remarked, "70 percent of health professionals who include doctors and nurses in armed conflict society left the country, which resulted in many health facilities being stuffed with volunteers who don't have adequate medical training". Participant 20 also remarked, "The destruction of Health and education systems by the war reduces employees' satisfaction because employees will not be able to access health and education services for themselves and their children and relatives". Participant 14 also remarked, "Health and education services are critical and affect job satisfaction so the deterioration of such services because of the war reduces job satisfaction. Participant 15 said, "public health activities and systems are substantially reduced, and dismantled by extended armed conflict. The destruction of public health services directly affects employees' level of job satisfaction since they feel that work should provide systems or financial rewards which make them access public health facilities". The results show that job satisfaction might be influenced by the deterioration of health and education systems.

5.21.8 Destruction of Interpersonal Relationship

All the participants indicated that the destruction of interpersonal relationships by armed conflict significantly reduces job satisfaction. Employee relations are strained by intercommunity violence and affiliation of employees to different political parties. For example, participant 11

remarked, "bad interpersonal relationships caused by armed conflict have affected job satisfaction in that it makes employees fail to accept each other and work as a team." The majority of the participants were of the view that loss of social networks and distribution of households due to armed conflict also affect job satisfaction. The loss of social media and displacement of people, especially relatives and friends have a profound impact on job satisfaction. Middle and young employees seem not to be greatly affected by the loss of social network and destruction of houses. This is so probably because the majority of young participants are still single and have no dependents to fend for. One elderly respondent said, "The breaking of social network results in employees being forced to separate from their children or spouse. The separation affects employees both at work and away from work". The results show that the destruction of interpersonal relationships might affect job satisfaction among the workers in armed conflict areas.

5.21.9 Economic Depression

All the participants reported that armed conflict results in economic depression and brain drain. Economic depression and brain drain were viewed by participants as the main drivers of job satisfaction among employees. If the economy is distressed, employers are likely to fail to pay their employees handsomely. Examples of participants' statements that reflected this theme include: 1) "During the armed conflict most employee's salaries are packed below the poverty datum line and employees are paid well after the pay dates. Delays in giving employees their salaries affect workers' satisfaction levels". 2) "We always got our salaries late due to lack of money and failure access cash from financial institutions. During the wars, companies cannot afford to pay employees at the labour market rate because of the poor financial performance of companies, hence employee satisfaction is affected by employers' failure to honour pay dates and to give employees living wages. The quotes and results in general, indicate that economic depression caused by armed conflict might affect job satisfaction among employees in armed conflict society.

5.21.10 Leadership, Supervision and Management Style

Ten (10) out of 20 participants viewed leadership and management styles as having a huge effect on employee satisfaction among the workers in armed conflict societies. They argued that

leadership and management styles are influenced by armed conflict and consequently affect job satisfaction. Prolonged armed conflict instils in management autocratic and dictatorship type of leadership which is not usually welcomed by most employees. The other 10 viewed leadership, supervision and management styles as job satisfaction factors, which are however not propelled by armed conflict. They regarded leadership and management systems as independent factors of job satisfaction which are not linked to war but are learnt over the years through formal and non-formal education. The result implies that there are mixed views on whether leadership, supervision and management styles influence job satisfaction among workers operating in war-torn areas.

5.22   EFFECTS OF JOB SATISFACTION

5.22.1 Performance

All the participants indicated that job satisfaction in armed conflict is one of the key determinants of employee and organizational performance. Job satisfaction is greatly valued by employees in armed conflict societies to the extent that it has the power to break or make organisational performance, growth and survival. The well-being of an organisation in armed conflict zones heavily depends on the level of work force satisfaction. One of the respondents, who is a senior manager at one of the companies remarked, "Armed conflict society makes an employee less satisfied by his or her work and becomes miserable, which makes him or her give little thought about his or her work errands and activities. Such behaviour and attitude negatively affect their performance at work". Another participant remarked, "The escalation of the war propels low job satisfaction, which in turn creates high turnover rates among workers. Employees quit so that they can find better satisfying jobs. Several industries such as food service face the problem of high turnover rates and retain qualified worker. High labour turnover directly affects organisational and individual performances".

Participant 18 said, "one of the impacts of job satisfaction in an armed conflict zone is poor performance at both individual and organizational levels". Furthermore, all the participants except participants 1 and 12 indicated that low job satisfaction in armed conflict society results in low productivity and profitability of companies. They said that an armed conflict society

makes employees insecure and unsafe; hence, their attention at work is divided which consequently reduces profitability and productivity. Performance decreases because employee loyalty is reduced due to low job satisfaction.

All the participants also indicated that low job satisfaction propelled by armed conflict significantly affects the market share for an organisation. Furthermore they reiterated a negative attitude towards work also affect the quality of products and services rendered to employees. The production of sub- standard goods and services make customers look for substitute products or new suppliers for the same product or service, which in turn affect the market share and performance of an organisation.

Below are some of the direct quotes from participants:

Participant 3 said, "The degree of low performance in an armed conflict is severe because the work environment threatens workers' lives or their relatives and friends' lives". Participant 17 remarked, "due to low job satisfaction in armed conflict society, employee performance is reduced, productivity and company profitability suffer". Participant 11 indicated that "whatever form, armed conflict takes; it shakes up job satisfaction among employees. It affects the happiness of the entire workforce and consequently the financial standing of the company". Participant 2 said, "Low job satisfaction, which is usually ignited by the fighting between armed forces significantly affects employee performance because employees in a war zone have difficulties in working in life threatening environment". Participant 13 remarked, "Companies experience stunted growth due to low job satisfaction in armed conflict areas. As the war intensified in Mozambique most companies collapsed because of poor performance which was mainly attributed to employees' bad attitude towards their work and high labour turnover and absenteeism". Participant 15 remarked, "low job satisfaction in armed conflict areas significantly reduces organisational performance and growth irrespective of the organisation's size, type and complexity". The results show that job satisfaction in armed conflict might affect organisational profitability, productivity and performance.

5.22.2 Absenteeism, brain drain and turnover

Almost all the participants, 18 out of 20 indicated that job satisfaction in armed conflict zones has an effect on labour turnover, absenteeism and brain circulation. They indicated that job satisfaction for employees in politically stable societies is different from that of those in armed conflict society. Those in armed conflict zones experience low satisfaction; as a result, there is high labour turnover. Due to low satisfaction in armed conflict society, employees absent themselves from work more frequently and would not stay longer in their jobs compared to the more satisfied employees. Low job satisfaction results in total dissertation of the workplace by workers in armed conflict societies because employees fail to attach meaning to working in highly life-threatening places, yet at the same time the work is not satisfying.

One of the respondents remarked, "Numerous commercial ventures in Mozambique during the armed conflict between government forces and the guerrilla forces experienced very high labour turnover and failure to return qualified and competent workforce". Another respondent said, "I changed six jobs within 3years because of low job satisfaction caused by armed conflict". Participant 16 said, "High rate of absenteeism, labour turnover and brain drain in armed conflict society is caused by job satisfaction". Participant 2 also remarked, "Job satisfaction in armed conflict results in high labour turnover and brain drain. Both government and non-government workers change jobs regularly because of low job satisfaction". The results imply that absenteeism, labour turnover and brain drain might be consequences of job satisfaction among employees in armed conflict areas.

5.22.3 Employee health

All the participants indicated that low job satisfaction of employees operating in armed conflict areas make employees have chronic headaches, sleeping disorders, weight loss or gain, and high blood pressure. Participants also indicated that job satisfaction of employees in war torn areas suffer from a number of health threatening situations such as stress, stress-related illnesses like high blood pressure (BP) and others. The results show that poor employee health among workers in armed conflict society might be a consequence of low job satisfaction.

Furthermore, most of the participants also indicated that job satisfaction in armed conflict society results in psychological disorders such as stress, aggression, depression and regression. Violence generally instils fear in employees and affects employers' satisfaction levels. A higher job satisfaction level reduces employees' level of stress aggression and depression. Participants also indicated that regression, depression and stress have adverse consequences on productivity and the general growth and survival of any organisation.

Respondent16 reported, "Employees operating in an armed conflict society are not happy with their work, they experience job stress. On the other hand, those workers who are satisfied at work still experience job related and other forms of stress due to other factors outside the work environment such as violence". Another respondent said, "It is basic human nature that if one is not doing something he or she enjoys, he or she feels stressed. Furthermore, when one employee is miserable, another employees' attitude is likely to be equally affected. Negative attitudes and perceptions can spread through a workplace like veld fire and, if not averted, the overall motivation of the employees will take a sharp decline". In armed conflict societies, work and supervisor demands are usually very high, co-workers are rebellious to each other and management, people work in hazardous conditions and workers have never ending increasing workload, which in turn affect their job satisfaction levels and propel workers stress levels. These results imply that job stress and poor employee health are likely to be consequences of low job satisfaction.

5.23   Life and customer satisfaction

All the participants except participants 1 and 14 showed that life satisfaction of workers in armed conflict areas is heavily affected by low job satisfaction. They indicated that the low job satisfaction that is experienced by workers in armed conflict society reduces employee satisfaction levels. Participants indicated that low job satisfaction in armed conflict areas results in low life satisfaction among employees. If employees experience low life satisfaction, the level of creativity, innovativeness and performance is retarded. Low creativity and innovativeness are key ingredients of company failure, retarded growth and failure to survive in turbulent environments such as an armed conflict society.

Examples of quotes that reflect this are:

"Low job satisfaction, which is usually, caused by armed conflict results in low life satisfaction levels of employees. Low life satisfaction makes people develop low self-efficiency and confidence, which are all ingredients of low life satisfaction. The level of employee life satisfaction in armed conflict society is a consequence of job satisfaction". "Job satisfaction directly and indirectly affects employee life satisfaction and organisational performance". "To a greater extent job satisfaction in armed conflict society results in the reduction of employees' life satisfaction. The higher the level of job satisfaction, the higher the level of life satisfaction and, the lower the level of job satisfaction the lower the level of life satisfaction". The results imply that life satisfaction might be one of the effects of job satisfaction among the employees in armed conflict societies.

5.24   Customer satisfaction

Like life satisfaction results, all the respondents indicated that customer satisfaction is significantly reduced by low job satisfaction among employees in armed conflict societies. The following are some of the direct quotes that reflect this idea: "Customer satisfaction is reduced by low job satisfaction because customers are served by bitter and unwelcoming employees who dislike their jobs and their organisations". "Lowly satisfied employees are not committed to producing quality goods and services that satisfy customers. It therefore follows that customer satisfaction greatly suffers because of job satisfaction". "Job satisfaction in armed conflict societies such as South Sudan, Mozambique and others has significantly reduced customer satisfaction because of the following reasons; 1) customers are served by people with a negative attitude towards them and the entire organisation, 2) workers produce poor quality products and services which do not satisfy customers' needs, 3) employees ill-treat customers as a way of retaliating to the employer's failure to create a work relationship that propel job satisfaction". The results show that customer satisfaction in armed conflict areas might be a consequence of job satisfaction.

5.25   Employee loyalty and creativity

Sixteen (16) out of 20 respondents said that the other effects of job satisfaction in armed conflict zones are low employee loyalty, creativity and commitment. Most of the respondents pointed out

that low employee commitment and loyalty are directly influenced by low job satisfaction which is caused by the displacement of people, intercommunity violence and the killings and harassment of women and children because of the war. One of the senior, female managers said, "job satisfaction in armed conflict has resulted in the development of low employee commitment, loyalty and creativity". The other participant said, "due to war, the psychological balance is disrupted and there is lack of meaningful employment since employees cannot acquire properties but rather lose properties due to fighting. Such loses, and psychological disruptions make employees have day dreams, which is a sign of lack of satisfaction among employees''. The results imply that job satisfaction in war torn areas might negatively affect employee loyalty, commitment and creativity.

5.26   Organisational conflict

The other consequence of job satisfaction among workers in armed conflict zones, which was raised by participants is the conflict between management and employees. Job satisfaction in armed conflict zones regulates employer-employee relations. Low job satisfaction results in organisations registering a high number of collective job actions and other forms of labour disputes in the organisation.

Quotes from this theme include:

"Job satisfaction for employees working in armed conflict areas determines the number and intensity of organisational conflicts. Like all other people in society, workers are also in a fighting mood hence the number of conflicts which degenerate into wild cat strikes increases".

"Job satisfaction in war zones propels conflict between employers and their employees, which is detrimental to organisational performance, productivity and profitability". The results show that organisational conflict in organisations in war torn areas might be influenced by job satisfaction.

5.27   STRATEGIES OF IMPROVING JOB SATISFACTION AMONG WORKERS IN ARMED CONFLICT AREAS

The following themes on strategies of improving worker satisfaction emerged from the interviews.

5.27.1 Flexible Work Systems and Work-Life Balance

All the participants indicated that flexible work systems such as flexitime, compressed work week, and telecommunicating are some of the key strategies that can be used to improve employee satisfaction. Employees who work in a flexible environment have enough time to attend to their social problems such as displacement of workers, and attending essential family gatherings such as funerals, weddings and others, which in turn improve employee satisfaction. Furthermore, all the participants said that job redesigns such as horizontal and vertical loading of jobs, and job rotations help to improve worker satisfaction among employees, working for organisations operating in armed conflict societies.

Quotes from this theme include:

Participant 15, "the best method of improving job satisfaction for employees in armed conflict society is to create flexible work environments which enhance work-life balance. Employees in armed conflict areas like jobs which accord them the opportunity to attend to their social needs such as attending to displaced relatives, funerals for relatives and colleagues who will have been killed by armed forces and many other war related consequences". Participant 19, "work-life balance is one of the key strategies of improving job satisfaction among workers in armed conflict societies". Participant 9, "flexible work systems such as flexitime, compressed work week, job rotations and telecommunicating are some of the essential tools for improving job satisfaction among workers in armed conflict society". The results imply that worker satisfaction in war torn areas might be improved by introducing work-life balance programs and flexible work arrangements.

5.27.2 Work Environment

On this theme, 18 out of 20 participants indicated that developing a supportive, conducive physical and conceptual work environment increases job satisfaction for workers in armed

conflict areas. They indicated that the provision of secure office and staff residences for workers and their relatives increase job satisfaction among workers because workers value security as an essential component of their work life. The following are some of the quotes for this theme: "Work environment is one of the key strategies of improving worker satisfaction in armed conflict societies". Participant 4 gave a detailed explanation on how work environment work as a strategy for improving worker satisfaction when he said, "a good work environment is one of the job satisfiers for workers working in war torn areas such as South Sudan and Mozambique. For example, workers and villagers in Northern Mozambique have been under siege from militants who have killed and decapitated them and destroyed by burning their work premises and houses. Employees who work in such an environment can only have their job satisfaction improved by providing secure work environments for them such as having armed security guards at schools and hospitals". Participant 7 remarked, "apart from providing secure work environment, management should provide their workers with secure residential places and provide temporary and permanent shelter for displaced employees and their nuclear families".

The results show that the provision of secure temporary or permanent shelter for displaced employees might be a good strategy for improving job satisfaction for workers in war torn countries.

5.27.3 Compensating Employees for War Related Deaths and Injuries

The majority of the participants said that compensating workers for war related deaths and injuries in and outside the work environment is one of the most effective methods of improving worker satisfaction among employees in armed conflict societies. They indicated that employee satisfaction is increased by providing shelter for displaced workers, medical cover for the injured employees and funeral services for those killed during the fighting between armed forces. Provision of medical and funeral services make employees feel important, welcome, valued and recognised by their employers which consequently make them develop a positive attitude towards their jobs. These results imply that compensating employees for war related deaths and injuries might be one of the strategies of increasing job satisfaction among employees in armed conflict societies.

5.27.4 Provision of Counselling Services

Almost all the interviewees remarked that providing organisation or industry-based counselling services for employees helps to increase employee satisfaction. Some of the quotes of this theme include: "The best strategy of increasing job satisfaction among workers in areas swarmed by war is by providing in house counselling services for all employees at the organisation"."Employees in armed conflict societies experience emotional, psychological and physical injuries and lose their beloved ones which in turn reduce their satisfaction levels. To improve job satisfaction employees should provide counselling services for employees free of charge to their employees". The results also showed that the provision of counselling services to employees and their relatives might be one of the tactics which can be employed to increase employee satisfaction among workers in armed conflict societies.

5.27.5 Valuable Financial and Non-Financial Rewards

All the respondents indicated that giving workers valuable financial and non-financial rewards can be used to increase their employee satisfaction. Giving higher salaries and wages and other financial benefits to workers are some of the strategies that can be employed to increase worker satisfaction in war torn countries. The provision of periodical performance related incentives such as gain sharing, profit sharing and production bonuses also helps to increase worker satisfaction. The results indicate that valuable financial and non-financial rewards might help to improve job satisfaction among workers working for organisations operating in armed conflict societies.

5.27.6 Provision of Social Services

Seventeen (17) out of 20 respondents showed that providing social services for employees such as industry or organisational supported education and health services is one of the strategies of increasing job satisfaction among workers in armed conflict areas. They indicated that organisations should establish clinics and hospitals within the premises of their organisations to reduce medical costs for their employees. A reduction in the costs of social services propels worker satisfaction.

The following are some of the quotes for this theme:

"During the war, most government hospitals and schools are destroyed by the fighting of the armed forces, which results in employees failing to access essential services thereby reducing worker satisfaction. Making provisions for such services helps to improve job satisfaction"."If my children and I can access good health and education services provided by my employer I feel recognised and develop a positive attitude towards my work and my supervisors"."Hospitals have inadequate medical staff, tools and medicines to provide medical services to all the villagers and employees. An employer who provides me with such facilities makes me like my job and makes me feel like staying long in that job". The results show that the provision of social services by employers to employees might be one of the strategies of increasing job satisfaction.

5.27.7 Provision of Leisure and Work Place Social Functions

Almost all the participants 15 out 20 indicated that planning social gatherings for employees outside of work is not one of the best strategies that can be used to increase job satisfaction where teamwork thrives. The results imply that leisure and workplace social functions might not be a strategy for increasing job satisfaction for workers in armed conflict societies.

5.28   CONCLUSION

The chapter presented the data collected using both quantitative and qualitative tools. Data collected using quantitative tools was presented in tables and charts and was analysed using SPSS. Qualitative data was analysed using thematic data analysis. Employing the mixed methods approach in this study aimed at producing a balanced data collection system. The presented and analysed data covered the following: 1) how the effects of armed conflict impact on employee satisfaction in armed conflict societies, 2) the effects of job satisfaction among workers in armed conflict societies, and 3) strategies of improving job satisfaction. Various effects of armed conflict that might influence job satisfaction among employees in armed were observed.

The next chapter discusses the collected and analysed data.

CHAPTER SIX

DISCUSSION AND CONTRIBUTION OF STUDY

6.1 INTRODUCTION

This section of the study starts by giving a summary of the preceding chapters, and this is followed by the presentation of primary findings of the study. A detailed discussion on the findings is made considering the theoretical foundations presented in the review of related literature. The first part of discussion focuses on the statistical findings related to the effects of the war that influence job satisfaction among workers operating in armed conflict societies. The effects of the war that were examined included displacement of people, destruction of infrastructure, deterioration of health and education services, intercommunity violence, destruction of interpersonal relationships, and destruction of economic infrastructure. The second part of chapter six gives a discussion on the statistical findings on the effects of job satisfaction on workers and organisations. The third part of this chapter presents the findings on the statistical strategies of propelling worker satisfaction in armed conflict societies. The last part of this chapter further presents a discussion on each research question and hypothesis. Conclusions and recommendations from the study are made and thereafter directions for future research are given.

6.2 LEVEL OF JOB SATISFACTION IN ARMED CONFLICT SOCIETIES

The study established that job satisfaction among employees working for organisations operating in armed conflict societies is extremely low. Most employees in armed conflict societies have a negative attitude towards their work due to a host of factors which are basically war related. Employees expressed disappointment and reiterated that they had a negative attitude towards their jobs and were looking for jobs that could improve their economic fortunes. The findings were consistent with all respondents irrespective of gender, educational qualifications, position at work and work experience. The findings are consistent with Ali Jadoo et al.(2015) which showed that more than 50 percent of doctors were actively looking for employment due to low job satisfaction. Another study which is in sync with the results is Kamimura et al. (2018)'s, which showed that physicians in Iraq had a very high level of stress and were not satisfied with their work. Furthermore, Ali Jadoo et al. (2018) showed that armed conflicts affect employees' job satisfaction.

6.3 EFFECTS OF WAR THAT INFLUENCE JOB SATISFACTION

The discussion in this part centred on the effects of war that influence job satisfaction. This discussion addresses research question 1 and hypotheses 1 and 2.

Research question 1

- What effects of armed conflict influence job satisfaction in Tete province, Mozambique?
- Is there a relationship between the effects of armed conflict, job satisfaction and organizational performance in Tete province, Mozambique?

Hypothesis 1 and 2

There are effects of armed conflict that influence job satisfaction in Tete province, Mozambique. There is considerable association between job satisfaction and the consequences of armed conflict in Tete province, Mozambique.

6.3.1 Displacements of People

The results from both the qualitative and quantitative approaches revealed that displacement of people because of war influences job satisfaction. Job satisfaction is reduced when employees and their relatives are displaced from their homes due to fighting between government forces and rebel forces. Displacement of people is or is not statistically significant as a factor of job satisfaction. The results further showed that the total effect of "displacement of people" on job satisfaction was statistically significant. This implies that if workers are displaced from their homes they tend to dislike their work. However, the effect of displacement of extended families on job satisfaction was weak. Empirical evidence is vital in terms of theoretical contribution, since a negative relationship between the displacement of people due to war and job satisfaction was observed only in few studies including the one conducted in Taiwan after the financial crisis (Grewal &Tansuhaj, 2001). However, the results remain consistent with previous results and theoretical descriptions associated to job satisfaction and war. Ibrahim (2016) reported that armed conflict bears strong adverse ramifications to worker morale and general performance of workers. He argued that in armed conflict areas, workers and their relatives are displaced from their homes and seek refuge in refugee camps and other types of shelter developed by non-governmental organisations such as CARE International.

A study by Knudsen et al. (2016) further revealed that civil wars result in the majority of people relocating to urban centres where there is better security and job opportunities. Almost all migrating people left their material goods such as buildings, livestock and food stuffs behind and got employed in urban centres. The newly employed people continued to register very low job satisfaction despite changing places and jobs. It was further observed that due to over population in urban areas, the problems of food and accommodation shortages emerged which again lowered workers' job satisfaction levels. For instance, the migration of people in the Chokwe District in the Tete province in Mozambique to Chokwe town caused congestion in the town, which resulted in the development of poor living conditions in the urban centre of Chokwe. The findings of the concur with Maslow's Hierarchy of needs theory, which views physiological needs such as shelter as essential factors of job satisfaction. In their study, Gurven et al. (2018) established that while refugee camps provide refugees with access to basic needs, employee motivation continues to go down. The discussion shows that preceding studies did not explicitly link the displacement of people due to war significantly to job satisfaction, which the current study has explicitly shown.

6.3.2   Intercommunity Violence

The results from both qualitative and quantitative data showed that intercommunity violence was statistically significant. This indicates that job satisfaction is affected by the violence that occurs in communities. Violence that erupts in communities between opposing armed forces or political parties supporters negatively affects the level of happiness of workers since workers are directly or indirectly affected. Intercommunity violence is usually propelled by different ethnic backgrounds and different religious and political disposition (Dava et al. 2013, Srinivasa & Rashmil, 2016, Stepanova et al 2018). The study established a negative correlation between intercommunity violence and worker satisfaction. On the other hand, if there is low intercommunity violence, worker satisfaction is high. The study is consistent with Adesina-Uthman (2017) that observed that in war torn areas, 45 percent of women are exposed to different forms of abuses, which include, among others, torture and sexual harassments. Sexual harassment is one of the factors that destabilize employees' attitudes towards their work. Job satisfaction responds to the political violence that occurs in workers' communities. It is apparent

that intercommunity violence hinders worker satisfaction which in turn adversely affects performance of both workers and organisations. However, employers tried to be responsive to violence by introducing new moral support platforms such as counselling services for affected workers and educating communities on benefits of peace to society. The findings show that this variable contributes significantly to the existing body of knowledge since it adds a new dimension of factors that influence job satisfaction in armed conflict societies.

6.3.3   Severely Hazardous Environments

The study revealed that during the civil war, there was low productivity in all sectors of the economy, but agriculture and mining were the hardest hit because of landmines planted in the fields and mines. It became extremely unsafe for people to get involved on serious economic activities because of fear of being attacked and fear of landmines, and other forms of weapons that were planted into their work premises by armed forces. Worker satisfaction became extremely low because of working in severely hazardous areas. Organisations were prone to attack by armed forces thereby making workers prone to various forms of attacks and abuse. The study also revealed that most organisations in armed conflict did not offer adequate protection and security to workers premises, and most of them were slow to react to employee attacks by armed forces. Working in an area, which is characterised by activities that threaten workers' lives and peace was viewed by both quantitative and qualitative results as a key antecedent for worker satisfaction. The level of security that is provided to workers determines employees' level of satisfaction. Due to the war, employees' level of satisfaction sharply declined because workers were afraid of being physically, mentally and sexually abused by armed forces and later on killed. The findings are consistent with that of Ebra (2016) that established that if unsafe working conditions are present, a worker becomes disengaged and de-motivated. The findings are also linked to the Herzberg's two factor theory, which viewed working conditions as an essential condition that promotes job satisfaction.

6.3.4   Destruction of Infrastructure

The study established that destruction of infrastructure such **as** bridges, manufacturing plants, and shop buildings, sugar cane plantations, bombing of electrical substations and looting of shops adversely affected job satisfaction among workers working in armed conflict societies.

Both the qualitative and quantitative results showed that employees were made to work in dilapidated buildings and with inadequate machinery because of destruction of infrastructure which in turn severely lowered their employee satisfaction. The targeting of most essential infrastructure especially those, which were central to trade and communication by opposition armed forces such as RENAMO in Mozambique significantly reduced employee happiness at work because employees ended up failing to access important work tools such as information communication technology. Preceding studies (e.g., Thompson & Phua 2012, Saibou 2007, Nhu & Khuong 2015) focused their investigation on the relationship between job satisfaction and the general working conditions but did not investigate the association between the destruction of infrastructure and job satisfaction. Dava et al. (2013) established that armed conflict results in destruction of infrastructure for key essential services such as water, sanitation, accommodation, office space, recreational facilities and many others. The destruction of infrastructure directly affects workers' happiness in and outside work premises. Recreational facilities such as sporting affect employee's happiness at work because employees need to relax at work, engaging in recreational and leisure activities after work or during breaks.

The study also revealed that the deployment of soldiers by the government in the entire central business district and all strategic areas for purposes of protecting infrastructure further worsened job satisfaction. While the approach by government to deploy soldiers in urban centres was hailed for preventing further destruction of infrastructure, it was viewed as militarization of the work environment. The presence of armed forces in the work environment instils fear in employees which in turn lowers their level of satisfaction. All in all, both qualitative and quantitative approaches revealed that destruction of infrastructure because of the armed conflict between government forces and opposition parties' forces, to a larger extent, affect worker satisfaction. Destruction of infrastructure is essential to the body of knowledge in that it closes the knowledge gap that other researches did not cover.

6.3.5   Torture and Killing of People

Armed conflict in any community results in the killing and massacre of civilians with women and children being the most affected groups. The study found that torture, killing and harassing of people including employees and/or their relatives directly and indirectly affect job

satisfaction. The results from both quantitative and qualitative tools showed that there is a positive relationship between torture and killings of people and job satisfaction. Consistent with torture and killing of people, Dava et al. (2013) revealed that armed forces use brutal tactics of shooting executions, knife or bayonet killing, burning alive, beating to death, forced asphyxiation, forced starvation and random shooting of civilians. The other method used by armed forces to kill civilians was to compel women to kill their own children or close relatives as a means of causing pain on them. Such torture and killing of people make workers dislike their work even if the killing will have not been done at the organisation. The killings, torture and harassment of people result in lack of emotional stability, which consequently lowers workers satisfaction. The findings are synonymous with the findings of Khan et al. (2016), whose study established that lack of emotional stability influences job satisfaction. The research outcome was that there is a strong association between job satisfaction and emotional stability of employees. It was established that job satisfaction is dependent on emotional stability. It follows that the low levels of emotional stability lead to a decrease in job satisfaction. Though not directly linked to the current study, a study by Arora and Rangnekar (2015) on the relationship between emotional stability, psychosocial support and career assistance showed that there is a strong relationship between emotional stability and job satisfaction.

6.3.6   Destruction of Interpersonal Relationship

Results from both quantitative and qualitative approaches indicated that destruction of interpersonal relationships due to war reduces job satisfaction among workers. The civil war in Mozambique destroyed the relationship between employers and employees and among employees. Workers get to work already divided based on being members of different political parties such as RENAMO and FRELIMO. Such divisions plant the seed of dysfunctional conflict and destroy the spirit of brotherhood and team work among workers, which in turn sharply reduces worker satisfaction. Relatives fight relatives and workers fight workers because of belonging to different political divide. Destruction of interpersonal relationships might sound to be unrelated to job satisfaction, but it directly influences it since workers get into the work place with their political affiliations. Furthermore, the study revealed that in places where people took refuge; there was a sharp increase in social problems such as sexual offences and general moral decadence, stealing, armed robbery and lack of respect for the elderly. Such behaviour

significantly reduces employee satisfaction. Studies by Dava et al.(2013), Ottaway and Mai-El-Sandany (2012) and Kumara et al.(2014)found out that the destruction of good interpersonal relations destroys the spirit of team work. The destruction of the spirit of team work negatively affects job satisfaction. Other studies related to the findings are Kader-Ali and Tang (2016), Eberth et al. (2015) and Mustapha (2013) established that there is a relationship between interpersonal relationships and job satisfaction. While the results of the current and preceding studies seem to be synonymous, there is a huge difference in the findings in that destruction of interpersonal relationship among employees in armed conflict societies is more intense than that of employees in peaceful societies. The level of influence of interpersonal relations to job satisfaction is more intense in armed conflict than in peaceful areas. The findings imply that destruction of interpersonal relations by war is an essential variable that influences job satisfaction among workers in armed conflict societies. It was therefore added to the model.

6.3.7   Political Interference

While the qualitative research results viewed political interference as a critical factor of job satisfaction among workers in armed conflict areas, quantitative results do not affirm it as a factor. People in armed conflict societies are heavily politicized due to the nature of the civil war since people are always grouped according to political affiliation. Employees are polarized and divided between those who supported the two warring parties. Such divisions which are politically motivated influence job satisfaction. Extreme hatred is developed, which in turn affects employees' attitude towards their work. This factor was not included in the model because it was confirmed by the qualitative approach alone. Furthermore, the interviews that confirm it were not emphatic. From existing literature the researcher did not come across any study that viewed political interference as a factor of job satisfaction. The fact that there is limited literature regarding the political interference as a factor of job satisfaction makes this study essential since it contributes to the existing body of knowledge.

6.3.8   Deterioration of Health and Education Services

The findings of the study showed that the low job satisfaction of employees operating in armed conflict societies is influenced by deteriorated services such as education and health. The fighting between warring parties had huge consequences on destruction of social services

infrastructure such as hospitals, schools and recreation facilities. For example, major hospitals in Chokwe were destroyed, which left people including employees of different organisations around the area having no or very poor health facilities. This in turn made employees incur huge medical costs because they had to seek medical attention from private hospitals which were generally very expensive. People were no longer receiving adequate treatment because of shortage of medicine and health personnel such as nurses. Inadequate health facilities led to poor living conditions which in turn led to breeding of diseases such as cholera, diarrhoea and bilharzias. Cities and work places became health hazards because of shortage of water and other sanitation facilities. Due to such conditions, worker satisfaction was eroded. Furthermore, teachers ran away from schools because of war which resulted in most schools being closed. The closure of schools deprived teachers to use their acquired knowledge, skills and competencies, which in turn demoralized and lowered their job satisfaction levels. This situation caused low job satisfaction as working parents failed to get places where their children can get good education. It therefore implies that health and education services are essential factors of job satisfaction among workers working in armed conflict areas. The researcher did not come across a study that investigated the provision of social services to workers' children and relatives as a factor of job satisfaction, but rather linked the results to Broderson (2015), that assessed the effects of income and working conditions on job satisfaction. The study established that there are several jobs, individual and unrelated work factors that influence job satisfaction.

6.3.9 Economic Depression

The study revealed that there is a strong relationship between economic depression caused by armed conflict and job satisfaction among employees in armed conflict societies. It was established that armed conflict economically ruins organisations, industries and countries, which in turn makes organisations fail to fulfil their obligations to their employees. The war resulted in a trail of economic infrastructure destruction, which meant that organisations became poor economically since infrastructure for economic activities had been totally damaged. The industry, which was expected to inspire socio-economic growth, had been destroyed by conflict; the war had discouraged investment, which in turn affected job satisfaction. The destruction of economic infrastructure led to reduced production in industries which also led to some organisations shutting down operations. This affected job satisfaction in the sense that workers

left in fear of losing jobs due to closure of companies and failure by companies to pay them at an appropriate labour market rate and on time. The rate of unemployment in armed conflict societies increases due to layoffs of workers and lack of organisational growth. Employees found life difficult since they suffered many forms of exploitation, such as being paid very low wages or sometimes not being paid for their work because companies could not afford. Those who suffered exploitation developed extremely low job satisfaction.

Furthermore, the study established that pervading insecurity in organisations also discouraged potential investors from investing their money into various industries. The destruction of the spirit of entrepreneurship and entrepreneurship resulted in most organisations failing to give their workers competitive salaries and paying them on time. Delays in giving employees their salaries reduced worker satisfaction as was observed by previous studies (e.g., Maula &Kok, 2012; Tan, Lau& Utar, 2018). It therefore implies that economic variable is essential to the existing body of knowledge on job satisfaction because all the studies which the researcher consulted did not address the issue of the economic infrastructure as a factor of job satisfaction.

6.4 EFFECTS OF JOB SATISFACTION IN ARMED CONFLICT SOCIETIES

The discussion in this section is associated with research question 2 and the second hypothesis.

Research question 2

How does armed conflict affect job satisfaction and organisational performance in Tete province, Mozambique?

Research question 3

Does job satisfaction in armed conflict society influence employee morale, creativity, commitment and loyalty in Tete province, Mozambique?

Research question 4

Does job satisfaction affect the profitability, market share, productivity and growth of organisations in Tete province, Mozambique?

Hypothesis 3

Job satisfaction affects employees' psychological status, commitment, loyalty, creativity, life satisfaction, organisational growth, profitability and return on equity in Tete province, Mozambique.

6.4.1 Performance

Linked to research hypothesis 2, the results indicated that job satisfaction directly impacts performance of organisations in armed conflict societies. It was however observed that the direction of the impact was negative. The observed negative relationship between performance and job satisfaction has a huge theoretical contribution as there are only few studies if any that found such an adverse effect on the two constructs. Studies (i.e., Akintayo 2012; Shekhawat 2016, Richard et al 2009), which investigated the relationship between job satisfaction and performance found a positive relationship between the two constructs. The difference between the preceding studies and the current study is the geographical environment in which the studies were done. Preceding studies were done in peaceful environments while the current study focused on war torn areas. Low job satisfaction significantly lowers organizational and individual performance in armed conflict societies.

6.4.2 Employee Loyalty and Commitment

The study revealed that due to low job satisfaction propelled by armed conflict, employee loyalty and commitment declined significantly. The study showed that employee loyalty in organizations operating in armed conflict societies is one of the key effects of job satisfaction which is faced by the 21st century managers. Workers' loyalty to the organization which is generally ignited by the reward mixes offered by different organizations has been eroded by most organizations' failure to adequately reward employees. Failure by organizations to provide adequate rewards is caused by poor organizational performance. Employee loyalty and commitment imply that the employee is keen to work in the company/firm where he or she is already working and has no intention to leave. The employee strives to expend his or her energy towards the success and growth of the organization. Furthermore, loyal and committed workers are of the view that working for that organization is the best option for him or her. Data collected using both

qualitative and quantitative methods concurred that due to low satisfaction in armed conflict societies, employee commitment has been adversely affected. Job satisfaction among workers in armed conflict societies has failed to develop employee affection to the organization, hence most workers do not show loyalty and commitment behaviours such as keenly working towards realizing the objectives of the organization, higher productivity, greater efficiency and offering high quality service to customers. The findings are confirmed by Shekhawat's (2016) observation that the relationship between job satisfaction and job loyalty would be positive if the organization offers diverse prospects for workers to grow professional. The observed relationship between job satisfaction, and employee loyalty and commitment has a huge theoretical contribution to the field of job satisfaction since it provided a different perspective of job satisfaction.

6.4.3   Trigger Psychological Disorders

The study revealed that one of the effects of job satisfaction in armed conflict zones is that it triggers psychological disorders. Employees suffer from psychological trauma of being caught in between the war and failing to get adequate resources to provide fundamental needs such as shelter and food for their families. Results from both qualitative and quantitative data collection methods concurred that low satisfaction makes workers become vulnerable to several forms of psychological disorders such as stress, day dreaming, and sexual abuse by the marauding RENAMO and FRELIMO soldiers and supervisors. Employees become vulnerable because they would be trying to increase their satisfaction levels by getting higher salaries, alternative income generation activities, getting promotion and other favours from armed forces and managers. Qualitative research emphasised that job satisfaction in armed conflict zones propel office romance between employees and their managers. Due to low job satisfaction, employees, mainly females, give sexual favours to supervisors so that they can in return get economic favours from them and raise their job satisfaction levels. The effect and behaviour of female employees is consistent with the Adams equity theory principle of restoring unfairness. Though it did not directly address the effects of job satisfaction, the International Labour Organisation (ILO) report of 2017 indicated that women whose jobs are insecure or precarious face a higher rate of sexual abuse in the workplace. Low satisfaction makes women's jobs precarious and makes women vulnerable to various forms of abuse. Furthermore, the research indicated that low job

satisfaction caused emotional stress for employees. Employees were working for longer hours than required by law and since they could not afford to hire maids to do house chores for them. The results showed that employees suffered to the highest degree from low job satisfaction emanating from labour exploitation and the terrors of armed conflict which they experienced.

Both qualitative and quantitative results indicated that worker aggression increases due to low job satisfaction in armed conflict. The findings confirmed Lu's (2017) findings that job satisfaction affects an employee's psychological disposition. His study revealed that low satisfaction increases worker aggression, which usually degenerates into workplace violence. Lu (2017) is synonymous with the current study from data collected in Pakistan during the war period. Workers in armed conflict societies bully each other in and outside work premises. The bullying and aggression have been associated with the displeasure and negative attitude employees have towards their work. Job satisfaction in armed conflict societies is associated with overall exposure to aggressive behaviour at the workplace. Both physical aggression and verbal aggression are key effects of job satisfaction in armed conflict societies. There is wide spread aggression against co-workers and aggression against subordinates among workers with low job satisfaction. Valenie (2018) also revealed that employees who are experiencing burnout tend not to engage and lack the enthusiasm and commitment to their work. The results show that there is a negative relationship between job satisfaction and psychological disorders of employees working in armed conflict societies.

6.4.4 Life Satisfaction

It was found out that one of the effects of job satisfaction in armed conflict society is low life satisfaction. Data collected using both the qualitative and quantitative methods viewed life satisfaction among people in armed conflict as a consequence of low job satisfaction. The qualitative study however further revealed that there are other variables that influence life satisfaction apart from job satisfaction and they include among others the general economic outlook, political situation prevailing in the country, social and technological advancement. The findings are contrary to preceding studies (e.g., Tsai, 2014; Nhu & Khuong, 2016) which established that life satisfaction was not a consequence of job satisfaction in the construction, health, education and manufacturing sectors. The results of previous studies are contrary to the

results of the current study because the studies were carried out in different geographical areas with fundamentally different economic, political, social and technological conditions. Life satisfaction among employees in armed conflict societies is derived from job satisfaction, hence the lower the level of job satisfaction, the lower the level of life satisfaction for workers.

6.4.5 Employee Morale and Creativity

Consistent with Rajput et al. (2016), the study established that low job satisfaction in armed conflict areas significantly affects employee morale, creativity, motivation and commitment. Due to the low job satisfaction in armed conflict societies worker motivation is reduced as employees' zeal and enthusiasm to work for the organization fades. The fading worker motivation due to the low job satisfaction contributes to the decline of organisational performance and growth of organisations. It was also revealed that due to the low job satisfaction induced by armed conflict employees' innovativeness, commitment and loyalty is also reduced. Employees do not generate new ideas and significantly reduce their level of commitment and loyalty to the achievement of organisational goals and its management. All businesses irrespective of size, complexity and form operate in an uncertain, volatile and ambiguous environment hence they require employees who are appropriately committed and loyal to them. Short of motivated, committed and loyal employees' organisation, performances are bound to fall. The results are also consistent with Peter & Jan (2003) who observed that employee morale and loyalty can easily be affected by any changes in the macro and micro environments. Their findings place the political environment at the centre of influencing employee morale and shaping the level of employee loyalty. The results significantly contribute to the existing body of knowledge by providing new insights of the effects of job satisfaction for workers in armed conflict societies. The degree of employee morale and creativity significantly drops due to low employee satisfaction.

6.4.6 Training and Development

Results showed that training and development of employees working in armed conflict societies are heavily influenced by job satisfaction. Low job satisfaction makes employees have no or very little drive to invest in skills development since the return may not be worthwhile. The study revealed that job satisfaction directly influences training and development because training and

development depend on the trainees' willingness to learn and the motivation of the trainer. Low job satisfaction reduces workers eagerness to upgrade themselves since they view the job as not valuable and contributing very little to their economic and social status. Results from both the qualitative and quantitative data collection methods showed that job satisfaction significantly affects the number and quality of training and development programmes of organisations operating in armed conflict societies. The trainers who in most instances are employees of the training organisations also suffer the same problems of job satisfaction faced by trainees, which in turn make them less effective and efficient in conducting training programs and exercises. Lowly satisfied employees or trainers neglected training programs and participants, which resulted in lowering training standards thereby failing to fill the knowledge gap of employees. The risks workers in armed conflict zones face when they perform their duties make workers suffer physical, emotional and mental occupational injuries. This effect was therefore added to the model.

6.4.7 Induction of Conflict between Management and Workers

The study revealed that in armed conflict societies job satisfaction induces conflict between management and employees because job satisfaction is heavily influenced by the divisions the nation found itself in. During the war, the country and employees, become divided based on political parties they are affiliated to. For example, in Mozambique, the nation was divided between RENAMO and FRELIMO supporters. The divisions that rocked the nation cascaded to employees and bred conflict among employees, and between employers and employees. The study indicated that disgruntled and discontented workers expressed their anger and disappointment by engaging in dysfunctional conflict activities with core workers and members of management. The findings are essential to the body of knowledge because it provides an angle of the effect of job satisfaction which other studies did not provide. Literature (Muhammad & Akhter, 2010; Tsau, 2014; Zito, 2018) is awash with information on the relationship between job satisfaction, and management styles and systems but very little if any study addressed the ramifications of job satisfaction propelled by armed conflict. This effect was added to the model.

6.4.8 Decline in Customer Satisfaction

Regarding the link between job satisfaction in armed conflict societies and customer satisfaction, the study established that there is a strong relationship between the two constructs. High job satisfaction is expected to raise employee productivity, which in turn propels a greater service and value to customers. The increased value of products and services results in increased customer satisfaction. The study found out that there was an inverse relationship between the two variables in armed conflict societies because job satisfaction fails to promote customer satisfaction mainly because employees are not keen to produce quality goods and services for their customers. Furthermore, because of low job satisfaction, employees do not treat their customers as important stakeholders in the organisations. The study also established that employee satisfaction in armed conflict areas has negatively affected customer loyalty. Customer loyalty has been eroded by the failure of organisations to raise their employees' satisfaction levels, which has consequently resulted in the production of poor quality products and services. Satisfied workers produce quality goods and services that persuade customers to have a strong bond and relationship with organisations and their products. The relationship that is developed between customers and organisations make customers buy the commodity from the same organisation each time they need it. Due to low job satisfaction in armed conflict societies, workers who interact with customers are not concerned to meet customers' needs and goals, which in turn promotes customer discontentment. Consistent with the results of this study, a study by Bulgarella (2015) established that employees that interact with customers can develop awareness and respond to customer goals and needs. In armed conflict societies, job satisfaction strengthens the union between client satisfaction and repurchase plans.

6.4.9 Increase in the Rate of Workplace Accidents

The findings of both the qualitative and quantitative data collection methods indicated that the rates of accidents at organisations operating in armed conflict areas sharply shoot up due to low job satisfaction among workers. Job satisfaction was consistently associated with work related deaths and injuries for workers working in armed conflict societies. Employees operating in armed conflict areas are usually discontent with their work, and as a result, they do not follow work execution procedures and use inappropriate tools to perform certain duties, ending up being involved in workplace accidents. A strong relationship between job satisfaction among workers

working in armed conflict zones and employee's observance of health and safety promotion regulations and policies such as putting safety clothes like helmets, gloves, safety shoes and others was observed.

The study further established that the rates of accidents increase in armed conflict societies because workers would be psychologically withdrawn from the workplace and end up being involved in accidents. Low job satisfaction among workers in armed conflict societies make employees day dream and get soaked into other business activities and end up ignoring safety issues and procedures. The findings are consistent with Maslow's Hierarchy of Needs theory, Value Percept theory and Herberg's Two Factor Theory which placed security at work at the centre of employee satisfaction and organisational performance. The findings are very essential to the theoretical development of the subject of job satisfaction because it provides a section of the study that has not been addressed by other researchers. The effect was therefore added to the model.

6.4.10 Destruction of Company Property

Synonymous with the effects of armed conflict, the destruction of company property was revealed as one of the effects of job satisfaction among workers in armed conflict societies. Discontent workers destroy and steal company property as a way of expressing their disgruntlements and compensating for the perceived breach of psychological contract. Low satisfaction has led to many organisations losing a lot of their properties to theft and destruction. The findings are linked to Adam's 1964 equity theory which argues that an employee who perceives that there is an unfair treatment in terms of rewards he or she gets compared to other people in the same industry and might restore equity by reducing his or her effort or taking any other form of action which, he or she feels restores equity. As shown in the data presentation chapter, destruction and pilferage of company, registered a very high frequency by both the qualitative and quantitative approaches to the study. The researcher did not find a study which established pilferage and destruction of company properties as a consequence of job satisfaction. The fact that the findings have not been observed by other researchers makes the findings essential to the body of knowledge since it provides a different angle of information on the effects of job satisfaction.

6.4.11 Increase in Rate of Absenteeism, Brain Drain and Turnover

Findings generated from both questionnaires and interviews established that job satisfaction among workers in armed conflict societies significantly affects the rate of absenteeism, brain drain and general labour turnover. Due to low job satisfaction among workers in armed conflict areas, employees absent themselves from duty without seeking permission from their supervisors because they attach very little value to their jobs, hence they are not scared of losing such jobs. Furthermore, some employees absent themselves because they are allies and connected to senior government officials and government forces which make it difficult for them to be controlled by management. Such social and political connections weaken the power and authority of managers and supervisors. To add more, some employees with a negative attitude towards their work, absent themselves from work because they feel that employers have failed to protect them and their families from the attack by armed forces such as government forces and opposition forces.

Furthermore, both the qualitative and quantitative approaches revealed that brain drain and labour turnover in armed conflict societies are dependent on organisations' ability to maintain or increase job satisfaction among their workers. Job satisfaction among workers in war torn areas has been discovered to influence directly and indirectly increase in labour turnover and brain drain. Employees leave organisations which they perceive as not providing adequate security for themselves and their families and not providing adequate support for workers in times of need. Lowly satisfied workers search for 'greener pastures' within the country and outside the country. For instance, during the war between RENAMO and FRELIMO the majority (85%) of competent and skilled workers sought employment in major cities such as Maputo and in other countries such as Zimbabwe, South Africa, Malawi, Zambia and Portugal. The increased rate of labour turnover and brain drain crippled productivity in both the service and product industries. To wrap it up, Lu et al (2017) argued that more than half of Iraqi doctors (55.2%) had turnover intentions because of poor working conditions and serious security concerns, which have both been viewed as key antecedents of job satisfaction in armed conflict societies. A study by Zito et al. (2018), which was carried out in Iran, found out that there was a strong relationship between job satisfaction and absenteeism, turnover intentions and brain drain. The study did not directly address job satisfaction issues in armed conflict areas but provided information which was useful to the study of job satisfaction.

6.4.12 Leadership, Supervision and Management

The findings of the study showed that leadership and management styles adopted by various companies and organisations are a consequence of job satisfaction. Both the qualitative and quantitative approaches results revealed that leadership, supervision and management in armed conflict societies are polarized and heavily influenced by divisions that rock the workforce and management due to differences in political opinion. Like all other employees, managers and supervisors are equally affected by low job satisfaction that is caused by armed conflict between government and opposition forces. The low job satisfaction among managers makes them adopt inappropriate leadership styles because they are generally guided by the negative attitude they have about their jobs. The study revealed that promotion and other benefits are given to workers by managers based on which political party they support. Preceding studies (e.g., Vanho 2013; My & Swamy 2016) investigated the relationship between job satisfaction and leadership and established that management and leadership styles were factors that influence job satisfaction. The studies did not establish whether management and leadership styles are consequences of job satisfaction, which this study has done. The findings make this effect very essential to the body of knowledge since it gives a new dimension of the subject of job satisfaction. The effect was therefore added to the model.

6.5 STRATEGIES OF INCREASING JOB SATISFACTION AMONG WORKERS IN ARMED CONFLICT SOCIETIES

The discussion in this section is associated with question 5.

Question 6

- What strategies can be employed to improve job satisfaction among workers in armed conflict societies?

6.5.1 Flexible Work Organization

The study revealed that one of the strategies to increase employee satisfaction is to develop flexibility in organisations. Flexible organisations provide employees with several work scheduling options such as telecommunicating, flexitime and compressed work week. In an

armed conflict environment where workers face several wars related social problems such as death or illness in family, displacement, and destruction of properties, flexible organisations will keep them satisfied. The responses generated from both the questionnaire and interviews showed that employees in such environments require flexible organisations which accord them the opportunity to attend to critical family issues and other demanding responsibilities. Developing work life balance programs breed job satisfaction among workers thereby making it easier to return highly skilled and competent human capital. For instance, due to travelling restrictions at certain times, organisations can allow workers to start their working day time later than the usual starting and end it early to ensure that employees are safe. Such a move boosts employees' confidence in the system and develops a positive attitude towards their work. The study further revealed that to promote job satisfaction, organisations should embrace new approaches of doing business, other than sticking to the traditional ways. For example, an organisation can redesign its jobs by horizontally or vertically loading them, and job rotations to keep employees enthused to do the job. Responding and recognising change in environmental factors such as politics, technology, economy and social change help organisations to appropriately position themselves and keep up to date with employees' new needs and requirements. The results are statistically significant to the existing body of knowledge since it adds a new direction of how job satisfaction can be improved in armed conflict societies, an area which has not been addressed by other researchers.

6.5.2 Effective Team Building

Both the qualitative and quantitative research results showed that one of the strategies to increase worker satisfaction in armed conflict society is effective team building. Employees in armed conflict societies are usually divided according to a political divide, hence employers should make sure that the spirit of division and fragmentation among workers is destroyed. The findings showed that two or more workers may possess different skills, psychological and emotional disposition, hence the role of the manager is to unite them so that they can complement each other in such a manner that it does not disturb the smooth flow of work and pursuing goals of the organisation. Employees should be able to manage their political differences, which will significantly reduce workplace aggression and violence in and outside the

workplace. The team building strategy was included in the model because it contributes to theory since it provides a different perspective of improving worker satisfaction.

6.5.3   Provision of Secure Staff Offices and Residences

Furthermore, improving infrastructure and security for workers working in conflict infested societies was established as one of the strategies that can help to improve worker satisfaction. Work under appalling conditions reduces worker satisfaction hence improving such conditions increases worker satisfaction. Firms should develop conducive physical and conceptual work conditions for employees so that their morale is boosted. The findings are key to the existing body of knowledge since very little if any research has addressed key issues in armed conflicts that influence job satisfaction. The study also revealed that, for organisations in armed conflict societies to increase job satisfaction among their workforce, they need to improve workers' working conditions by assigning employees reasonable workloads and providing adequate resources. One of the findings of the study was that providing employees with offices and staff residences   which are well secured helps to improve employee satisfaction. Armed forces have a tendency of destroying infrastructure and invading staff residences and offices to commit various forms of crimes such as rape, stealing and other forms of harassments. To minimize fear which reduces worker satisfaction, employers should provide physical security at workplaces; for example, an organisation can put a security fence on its properties and /or contract a security company to provide security for its properties. Such security assurance helps to increase worker satisfaction. The results from the two data collection methods concurred. The findings are in sync with the findings from other researchers (e.g., Yasin et al. 2015) which viewed office space as an essential antecedent of job satisfaction. However, all the studies which were consulted did not address the issue of residential space as a variable of job satisfaction. Studies on refugee camps showed that people prefer to be granted accommodation in safe areas, but most middle-class people are not comfortable in camps. This implies that providing secure residential accommodation is one of the key strategies of improving job satisfaction among workers in armed conflict societies. During the war, organisations should provide various forms of security assistance to employees at the premises. Organisations can offer temporary shelters to displaced employees and their closest relatives, for example, pitching of tents and renting accommodation for workers. This approach helps in developing supportive and conducive physical and

conceptual work environment in organisations. Synonymous with a war-torn area, results of the current study have indicated that employees' satisfaction is derived from the residential spaces which they occupy. The strategy was therefore added to the model since it provides a different and new perspective of improving worker satisfaction.

6.5.4 Compensating Employees for War Related Deaths or Injuries

The other strategy of improving job satisfaction among workers operating in armed conflict societies which was revealed by this study   is compensating employees for war related deaths, physical and emotional injuries. Results from both the qualitative and the quantitative approaches indicated that   employees in armed conflict societies get physically and emotionally injured and even killed   because of the war. To keep such workers motivated and satisfied employers should empathize   with them and compensate them for the loss. Compensation can be in the form of money, medical or funeral assistance. The Maslow's hierarchy of needs theory on level two showed that employee security was critical to improving employee motivation, but it did not include job satisfaction and did not address the issue of loses people incur because of insufficient security in and out of the work premises. The findings of the study serve as an extension of the Maslow's theory. It is that knowledge gap which this study managed to close, hence, compensating workers for war related deaths and injuries was included in the model.

6.5.5 Provision of Better Health and Education Services

The study further established that the provision of better education and health facilities helps to propel job satisfaction among workers operating in armed conflict societies. Attention to health and education of workers and their immediate family members have extensive benefits to job satisfaction. It was revealed that health workers are more satisfied than unhealthy workers. The organisation can establish either a company hospital or clinic to provide medical services to employees and their relatives at a subsidized rate. Such health institutions help employees to manage stress that is associated with poor health facilities in government hospitals. Government hospitals in armed conflict societies have an acute shortage of drugs and other essential services. Such shortages trigger low job satisfaction   among employees; hence the provision of social services by organisations encourages employees to work for improves worker satisfaction. Organisations in armed conflict societies can also establish education centres for their

employees' children, particularly those at pre-school and primary school since they are the most vulnerable to various forms of abuses. Working parents' level of happiness at work increases if their children are provided with quality education and learning at secured places. Positive radical changes to healthcare and education provision especially in armed conflict zones are critical to employee satisfaction. It has been established that health systems and education systems in armed conflict are usually lowly funded and as such stifle job satisfaction. The study showed that well managed education systems and health for workers ignites job satisfaction. The findings are related to studies by Gonzalez et al. (2016) and Gurbuz (2011) who studied the relationship between job satisfaction and the educational levels of employees. Preceding studies (e.g., Chaudhary & Bhaskar 2016; Khan et al. 2016) also investigated the impact of training and development on job satisfaction; and little work if any, had been done on how the provision of social services can help to increase worker satisfaction. The current study looked at how the provision of health and education services for employees' children and other relatives can propel job satisfaction. The strategy was there added to the model.

6.5.6   Leisure and Recreational Activities and Infrastructure

The study revealed that the construction and provision of leisure and recreational facilities does not increase worker satisfaction in armed conflict societies. The findings are totally different from the findings of other scholars (e.g., Akmal et al 2013) who viewed leisure and recreational facilities as essential tools to increase worker satisfaction. Preceding studies (e.g., Nawijn & Veenhoven 2016) revealed that leisure and recreational activities help to increase worker satisfaction. These studies were done in peaceful work environments; probably that's why the findings are fundamentally different from the findings of the current study. The current study indicated that recreational facilities expose workers to attacks by armed conflict forces, hence employees are not keen to participate in recreational activities such as playing or watching football matches. For example, according to Chigora et al. (2016), the RENAMO forces attacked a stadium where several people died, and others injured. Such events make leisure and recreational facilities cease to serve their purpose of making employees relax after work but become death traps. This strategy was therefore not included in the model because the strategy was rejected by both the qualitative and quantitative data.

6.5.7 Rewards

The study also revealed that good wages and benefits are an essential antecedent of increasing employee satisfaction among   workers in armed conflict societies. Results were consistent with Adejoke and Uthman (2017) which concluded that income is a factor of job satisfaction among women employees. Furthermore, Serhan et al. (2018) also established that worker motivation and satisfaction can be triggered by remuneration and working conditions. The study was carried out in Lebanon, a country that was involved in armed conflict between 1975 and 1990. While both the qualitative and quantitative approaches indicated that both wages and benefits help to increase worker satisfaction, benefits have been rated as the best tool among all forms of compensation. Cafeteria benefits where benefits are customized increase worker satisfaction since employees want to choose the benefits that match their lifestyle's and needs. Workers may want benefits which provide them with security or those that cater for the education of their children. The findings are related to that of Iveta (2017) who observed that cafeteria benefits increase employee loyalty, commitment and dedication. Benefits impact on employees' personal lives say, in terms of childcare, healthcare, illnesses and accommodation. Failure to fulfil personal needs and obligations negatively impact on any employee's satisfaction level. Providing such benefits make employees shift attention and focus from social and financial problems to productivity. The study showed that 90 percent of employees in armed conflict societies lose sleep due to worrying about childcare, healthcare and security at work and home. Offering benefits that address employees' needs helps to relieve stress among them and in turn increases their satisfaction. The set of benefits that is of greater value to employees working for organisations in armed conflict areas include health insurance, disability insurance, accommodation, security insurance and provision of transport to and from work.

Qualitative results overwhelmingly demonstrated that benefits positively impact job satisfaction among employees in armed conflict societies. Employees feel satisfied to assist companies to succeed if the employer demonstrates his or her willingness to share his or her profits with them, in the form of bonuses or profit-sharing plans. This implies that providing periodical performance related incentives such as gain sharing; profit sharing and production bonuses are a strategy of improving job satisfaction. Employee satisfaction among workers in armed conflict areas assist in the retention of an efficient and knowledgeable human capital. Retaining

workforce also saves organisations money by reducing employee resourcing costs such as recruitment costs, training and development costs.

6.5.8   Provision of Counselling Platforms at Workplaces

The findings of the research showed that the provision of counselling platforms is one of the essential strategies of improving employee satisfaction among employees operating in armed conflict societies. This strategy is very essential because it gives employees the opportunity to solve problems which they had trouble solving on their own. People in armed conflict areas face a host of challenges in life and at work which in turn reduces their job satisfaction level. Establishing a counselling department within the organisation to give a therapy helps employees lead a healthy, happy, and normal work life. The findings from the qualitative research further indicated that investors are interested in the productivity and performance of their organisations, which can only happen if employees are happy and free from stress. Counselling platforms in the organisation will ensure that good interpersonal relations both at home and on the job do not suffer, thereby making employees have a positive attitude towards each other and their work. Furthermore, stress related illnesses such as high blood pressure or ulcers and poor sanitary related diseases such as cholera, typhoid and dysentery reduce job satisfaction among workers. If adequate psychological disorder therapy is given on time, employee satisfaction is improved. Both managers and employees need to be counselled since low job satisfaction affects their productivity. The strategy is therefore very important for the theory of job satisfaction; hence it was included in the model.

6.6 CONTRIBUTION OF THE STUDY

6.6.1   Theory

6.6.1.1 Job Satisfaction Model to enhance organisational performance in Armed Conflict Societies.

The study developed a job satisfaction model which can be used to increase employee satisfaction among employees working for organisations in armed conflict communities. Models imported from other industries, as indicated in chapter two and three on theoretical foundations and literature review respectively, do not appropriately apply to employees in armed conflict context because of the differences in security, poverty, distressed economic situations and

political upheavals. Chapter two, on the sub-heading "shortfalls of existing theories of job satisfaction", outlines the weaknesses of the existing models; hence the new job satisfaction model is of importance since it addresses the weaknesses of the existing job satisfaction models. The model focuses on how job satisfaction can be used to promote efficiency, effectiveness, commitment and loyalty, which in turn increase organisational performance. The existing models do not provide information on how job satisfaction can be used to propel performance among employees working in armed conflict societies.

Below is the developed job satisfaction mode

FIGURE 6:1 JOB SATISFACTION MODEL TO ENHANCE ORGANISATIONAL PERFORMANCE IN ARMED CONFLICT SOCIETIES

Determinants

Effects of armed Conflicts

- *Displacement of people.
- *Intercommunity violence.
- *Severely hazardous environment.
- *Destruction of economic infrastructure.
- *Torture and killing of people.
- * Destruction of interpersonal relationships
- *Political interference into management of organizations.
- *Deteriorated social services.
- *Economic depression

Job satisfaction

Ramifications job satisfaction

- *Performance
- *Employee loyalty and Commitment.
- *Psychological disorders.
- *Life satisfaction.
- *Employee morale and creativity.
- * Training and development.
- *Organizational conflict.
- *Customer satisfaction.
- * Workplace accidents.
- * Destruction of property.

Low **Performance** **High**

Strategies of improving job satisfaction

- *Flexible organization
- *Team building.
- *Secure residential and office space.
- *Compensation for work related injuries.
- *Provision of social services.
- * Rewards.
- *Counseling services
- *Customer satisfaction

Interrelatedness of Determinants Ramifications and strategies

This section of the study outlines the contribution of the research to the existing body of knowledge. The chapter provides a better understanding of the key determinants of job satisfaction propelled by armed conflicts. It also gives highlights of the consequences of job satisfaction and the strategies of improving job satisfaction in armed conflict societies.

6.6.1.2 The Structure of the Job Satisfaction Model

The model was developed based on the data collected from participants in armed conflict societies. The model is divided into three categories; category 1 being the effects of armed conflict on job satisfaction, category 2 being the ramifications of job satisfaction in armed conflict societies and category 3 being the strategies of improving job satisfaction among the workers in armed conflict societies as illustrated in figure 6.1.

Level 1: Effects of armed conflict on job satisfaction

Level 1 covered the effects of armed conflicts on job satisfaction among workers in armed conflicts areas. The consequences of war have been studied and were used to develop a model that can be used to predict job satisfaction in war torn zones. The developed model predicts that job satisfaction is, to a greater extent, influenced by the effects of war which include, among others, displacement of people, intercommunity violence, extremely hazardous, work environment, deteriorated social services, and depressed economic environment. The effects of a war are the major precipitators of low job satisfaction among workers in armed conflict societies. Consequences of the war directly and/or indirectly influence job satisfaction in all sectors of the economy. The degree and intensity of the consequences of the war on job satisfaction among the workers in armed conflicts are generally the same.

Level 2: Ramifications of job satisfaction

From the results of the study, seven effects of job satisfaction were identified, namely, organisational and individual performance, psychological disorders, low life satisfaction, low commitment and loyalty, destruction and pilferage of company property, conflict between employers and employees and lack of creativity. Leadership for organisations in armed conflict societies is expected to be familiar with the effects of job satisfaction on the achievements of organisational goals and employees, so that they can develop effective human resource

management strategies. The leader's knowledge of the consequences of job satisfaction would help him or her to be able to develop strategies and system that would increase worker satisfaction.

Level 3: Strategies of improving job satisfaction.

Level 3 of the model relates to the strategies of improving job satisfaction among employees working in armed conflict societies. The strategies that can be used to increase worker satisfaction include flexible work organization, provision of secure residential and office work places, compensation of employees for work and war related injuries, provision of counselling platforms to employees and their relatives, provision of good social services, and provision of recreation and leisure facilities. Worker satisfaction can be improved if management takes an initiative to provide employees with services which are in and outside their written employment contracts. Employers should give employees more benefits than what is provided for in the employment contract. In armed conflict societies, employee needs continuously change hence employers should be flexible and adjust to the new needs of employees.

Level 4: Job satisfaction.

 The research model shows that the implementation of strategies at level 3 leads to higher or increased worker satisfaction, which in turn leads to organisational performance, growth and survival.

6.6.1.3 Summary of the Job Satisfaction Model

To ensure that organisations operating in an armed conflict society become successful, management must understand the different effects of the war that influence job satisfaction. The model provides detailed determinants of job satisfaction that are ignited by the consequences of the war. The model helps to set a benchmark for predicting the level of job satisfaction for employees in various circumstances such as displaced employees and employees working in an area characterised by violent clashes.

 The model also predicts that low job satisfaction among workers in armed conflict societies has devastating effects on both organisations and employees. It also shows that there are a host of

strategies which leadership can employ to increase employee satisfaction. The other benefit of the model is that it expands human resources practitioners, managers and leaders' understanding of the theoretical principles of explaining job satisfaction for workers in war torn areas.

The model should, however, be regarded as more of a tool that can guide management on the ways and methods of managing job satisfaction for workers in armed conflicts societies and cannot be regarded as optimal for job satisfaction. The model should be viewed as part of the solutions to the problems of low job satisfaction among workers in armed conflicts societies.

6.6.2 Literature

This research is valuable and adds more knowledge to the current body of knowledge of job satisfaction by focussing on an area, job satisfaction among employees in armed conflict zones, which has not been explored by other researchers. Job satisfaction in armed conflict zones is very important to the resuscitation of the economy, employment creation, re-building infrastructure and poverty reduction. This research is of additional value as it contributes to job satisfaction from an angle, which has not been addressed by earlier researchers. The study contributes to the literature on causes and effects of job satisfaction among workers working in armed conflict areas, an area which has a scarcity of literature. The literature is very useful to all stakeholders of companies in war torn areas who comprise employees, trade unions and employers; the might benefit from this study since it provides them with relevant information.

The study also contributes to the field of job satisfaction in that it equips managers of companies in war torn zones with new insights to develop policies that propel employee satisfaction. The study also adds to job satisfaction body of knowledge by revealing how displacements of population (workers and their relatives, and friends), intercommunity violence, working in severely hazardous environment, limited access to social media, deteriorated healthy services, limited union activities, ethnicity and religious animosity influence job satisfaction among employees in armed conflict communities.

6.6.3 Comparison of Conceptual Framework and Resulting Model

Some sections of the resulting framework reflected what is in the conceptual framework while in other sections of the developed model new items were added. The results which were used to develop the model approved some and disapproved some of the items on the conceptual framework. For instance, on the effects of the war that influence job satisfaction in armed conflict societies, limited access to social media which was on the conceptual framework was disapproved while the deterioration of health services was expanded to include other social services such as education. Almost all the ramifications of job satisfaction in armed conflict societies were included in the resulting framework, with differences mainly being observed on the degree and intensity of the effects. On strategies to increase job satisfaction among workers in armed conflict societies, the developed model added two more strategies which were not on the conceptual framework and these are; customer satisfaction and counselling services.

6.7 CONCLUSION

The chapter gave a comprehensive discussion of the research findings and linked it to the reviewed literature and job satisfaction theories. The first part of discussion covered the effects of the war that influence job satisfaction among workers operating in armed conflict societies. The effects of the war that were examined included among others displacement of people, destruction of infrastructure, intercommunity violence, destruction of interpersonal relationships, and destruction of economic infrastructure. The second part of the discussion focussed on the direct and indirect effects of job satisfaction on workers and organisational performance. The third part discussed the findings on strategies of propelling worker satisfaction in armed conflict societies. The next chapter presents summary, conclusions and recommendations from the study and thereafter directions for future research.

CHAPTER SEVEN
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

7.1 INTRODUCTION

This chapter presents a summary of the study, conclusions and recommendations of the study based on the findings from the review of related literature and those from the primary data. A general summary of the study is made, followed by conclusions drawn from the findings of the study. Recommendations are also made based on the conclusions made. Both the conclusions and recommendations of the study are based on the objectives of the study. The researcher expects company executives, managers, supervisors, policy makers and employees to realise exponential business growth because of improved job satisfaction among workers. The chapter ends with recommendations for future research.

7.2 SUMMARY

Chapter one started with primary issues of the research, that is, the core philosophy of the study and research assumptions. The chapter gave general research assumptions. The chapter also gave a general overview of the research methodology, research hypothesis, questions and objectives of the study. Finally, it presented the importance of the study, scope and delimitation of the study, definition of terms and ethical considerations.

Chapter two provided an overview of the job satisfaction theories. Key issues of the theories and secondary data that are related to job satisfaction were examined. An explanation of the key concepts was given. The chapter provided a foundation for the exploration of job satisfaction in armed conflict societies. An analysis of the challenges and weaknesses relating to job satisfaction in relation to propelling job satisfaction among workers in armed conflict was made.

Chapter three offered a detailed review of related literature, presenting a framework for the conceptualisation of the effects of armed conflict and how such effects influence job satisfaction among workers in armed conflict societies. Furthermore, the chapter highlighted possible gaps in the literature, with the purpose of providing the necessary knowledge and constructs that clearly define and fill the identified gaps.

Chapter four presented the research design, approach and methodology. It began with the research design, followed by the justification of the research instruments used in the study. The description of the population, and the sampling method and procedure was also presented. The chapter concluded with an overview of the data analysis method, procedure and process followed. The issue of how the study upheld issues of ethics in research was extensively examined.

The next chapter, chapter five, presented the findings and insights. Data from both the pilot study and the final survey was presented in tables and graphs, accompanied by related interpretations, analysis and commentaries.

Chapter six presented the discussion of the findings and linked them to the existing body of knowledge. A discussion of how the effects of the war such as destruction of infrastructure, displacement of people, killing and how violation of people's rights affect job satisfaction among workers operating in armed conflict areas was also made. The other section of this chapter discussed the effects of job satisfaction to organisations and individuals. Lastly, a discussion of the strategies that propel satisfaction in armed conflict zones was also done.

Finally, chapter seven presents a summary of the study provides the conclusions of the study and gives recommendations to various key stakeholders who include employers, employees, government and future researchers.

7.3 CONCLUSIONS

The objectives the study pursued are discussed in this part of the study, with conclusions drawn and an evaluation of whether the research objectives have been realised or not. The study contributes significant knowledge about the variables, influencing job satisfaction among workers in armed conflict societies. The study identified the theoretical considerations and practical implications necessary to enhance job satisfaction among workers in armed conflict societies. Below are the conclusions reached on all the objectives, the study aimed to achieve:

7.3.1 The first objective of this study was to evaluate effects of armed conflicts that influence job satisfaction.

Based on the research findings, it can be concluded that there are a host of variables that are propelled by armed conflicts which influence job satisfaction. Various consequences of armed conflicts affect job satisfaction among workers working in armed conflict societies. Consequences of the war such as displacement of people, destruction of infrastructure, economic depression, intercommunity violence, severely hazardous environments, torture and killing of people, destruction of interpersonal relationships and deteriorated social services were found to have serious implications on job satisfaction among employees in armed conflicts societies. The first objective was therefore realised since the consequences of the war that influence job satisfaction were identified. The conclusion is that job satisfaction among workers working in armed conflict societies is heavily influenced by the effects of armed conflicts. These results demonstrate that worker satisfaction among workers in armed conflict societies is extremely low and consequently affects the growth and survival of organisations.

7.3.2 The second objective of the study was to evaluate the effects of job satisfaction that potentially affect employee and organisational performance.

On this objective two, conclusions can be made. The first conclusion is on how job satisfaction affects employees. The study concludes that low job satisfaction makes employees suffer from psychological disorder such as stress, burn out and absenteeism. Psychological disorders, in turn, affect the organisation's performance, growth and survival. The study also concludes that employees, life satisfaction and health deteriorate due to low job satisfaction. Low life satisfaction significantly reduces employees' performance.

Secondly the study concludes that customer satisfaction, organisational performance and growth of organisations operating in armed conflict societies heavily depend on the employees' level of satisfaction. Higher job satisfaction promotes the growth, profitability and general performance of organisations in armed conflict societies. The success and survival of any organisation in armed conflicts areas is based on the ability of the organisation to maintain and improve the employees' level of satisfaction.

7.3.3 The third objectives were to evaluate whether job satisfaction influences key performance antecedents such as employee commitment, loyalty, absenteeism and labour turn over.

The study concludes that job satisfaction influences key performance antecedents. These antecedents include employee commitment, employee loyalty, absenteeism and labour turnover. Employee commitment and creativity, employee loyalty, absenteeism and labour turnover directly and/or indirectly affect organisational growth, profitability, productivity and survival. Low job satisfaction therefore reduces worker performance and productivity level, which indirectly affect organisational performance. Accordingly, the third objective of the study was realised.

7.3.4 The fourth objective of this research was to establish whether job satisfaction in armed conflict societies affect the profitability, market share, productivity and growth of organisations.

The study concludes that job satisfaction in armed conflict societies significantly affect organisational performance. The profitability, market share, productivity and growth of organisations are adversely affected by low job satisfaction propelled by armed conflict. This objective was therefore met. An increase in the rate of absenteeism, labour turnover, low commitment by employees, low customer satisfaction and unstable economic environment all lead to low profitability and productivity.

7.3.5 The fifth objective of this research was to establish the relationship between job satisfaction, armed conflicts and organisational performance.

The study concludes that there is a statistical significant relationship between job satisfaction and armed conflict. This implies that armed conflict promotes low job satisfaction among workers working for organisations operating in armed conflict zones. An increase in the intensity of the war leads to the reduction in the level of employee satisfaction. A decrease in the intensity of the war results in the increase in the level of job satisfaction. The relationship between job satisfaction and armed conflicts is very strong. It was also concluded that job satisfaction in armed conflict societies significantly affect organisational performance. The fifth objective was therefore met.

7.3.6 The sixth objective was to develop strategies that can be employed to improve job satisfaction among employees in armed conflict societies. This objective was also realised through the development of a job satisfaction model which clearly suggests strategies that can be employed to propel job satisfaction among workers in armed conflict societies. The structure of the model was presented in the preceding chapter. The study concludes that job satisfaction can be increased by any or many or all of the following strategies:1) flexible work organisation and establishing an effective team, 2) provision of secure staff offices and residences, 3) compensating employees for war related injuries and deaths, 4) provision of better social services, 5) provision of leisure, recreational activities and infrastructure, and 6) provision of counselling platforms.

7.4 RECOMMENDATIONS

The recommendations for the study and recommendations for future studies emanate from the current study's findings. The empirical evidence gathered from this study was intended   to identify   effects of the war that influence job satisfaction and to develop strategies that can be employed to propel job satisfaction among workers in armed conflict areas. The following recommendations are made:

7.4.1   Recommendations for Employers

Organisations operating in armed conflict societies should provide their workers with adequate and safe offices and home accommodation. Organisations should hire private security companies to guard their workplaces, premises and workers residences. Organisations can also create worker villages, which are secured with security fence and other security features such as alarms.

Furthermore, organisations should provide counselling platforms within their organisations to counsel workers who have been abused sexually by the fighting forces. Workers whose relatives have been killed by armed forces also need to be counselled and left satisfied that the organisation has given them adequate support.

Organisations should provide workers with financial rewards, which would enable them to afford security services to provide security for their families and to send their children to more secure

schools and hospitals with better medical facilities. For instance, former, "group A" schools which were basically for the elite classes usually provided adequate security for both students and teachers.

Employers should regularly organise teambuilding workshops so that workers feel that they are a united team and put aside their intercommunity differences, which usually degenerate into violence. Workshops help to improve worker-worker relationships and employer-employee relationships which are both key antecedents of job satisfaction.

Companies should provide workers with moral support when they lose their loved ones during the war.

Organisations should offer specific training programs to make employees and supervisors aware of the consequences of low job satisfaction among workers in armed conflict society.

7.4.2   Recommendation to Employees

Firstly, employees must acquire survival management skills that would enable them to position themselves in such a way that they are not adversely affected by the war. Survival management skills give employees a sense of security thereby reducing their level of psychological disorders, rate of absenteeism, brain drain and labour turnover. Employees must provide security features such as alarms, security fence, perimeter walls and installation of razor wire on their residential places.

Secondly, employees, through their trade unions must negotiate for higher salaries and benefits or allowances for working in severely hazardous environments. Higher salaries, benefits and allowances motivate employees to remain in employment and attract new employees to join the organisation. The retention of highly skilled and competent staff ensures that clients have guaranteed quality products and services.

Thirdly, employees must discourage their neighbours from engaging in anti-social activities such as inter-community violence, and abuse of women and children. Intercommunity violence is a

key determinant of the destruction of economic infrastructure, displacement of people, torture and killing of civilians, which are all precipitators of low job satisfaction. Employees must quickly report to responsible authorities any form of violence, abuse and torture of civilians to the responsible authorities so that appropriate action sanctions are imposed on perpetrators.

Fourthly, employees are urged to promote peace and tranquillity in their organisations and communities through social media and other forms of formal channels of communication. Social media is one of the tools used to organise violent demonstrations and steer anger within employees.

7.4.3   Recommendations to Policy Makers

Economic depression, destruction of economic infrastructure, violence, and deterioration of social services have been widely reported as the main impediments of job satisfaction among employees in armed conflict societies. In order to overcome job satisfaction problems caused by the afore mentioned consequences of the war, government should provide adequate security to economic infrastructure and encourage non-governmental organisations to assist it by providing better social services such as education and health facilities. The provision of such services would propel job satisfaction among employees.

Government should introduce a legislation to enforce the rights of employees to receive compensation for war related deaths and injuries, and to receive salaries and benefits that are commensurate with the work they do and working in severely hazardous environments.
Government must deal with low job satisfaction through the development of favourable labour laws, which makes employees feel protected such as disciplinary action taken for absenteeism (which is usually a hindrance to job satisfaction).

7.5 DIRECTION FOR FUTURE RESEARCH

This study centred on job satisfaction of all employees in various sectors of the economy in armed conflict societies. It might be necessary to conduct similar studies in specific sectors such as the hospitality, education, banking, construction, manufacturing sectors, but in an armed conflict society. Such studies will show whether there are differences in the extent to which

employees from various sectors of the economy are affected by job satisfaction. Industry specific strategies of increasing job satisfaction in armed conflict societies might be developed and avoid applying similar strategies to all the employees irrespective of the industries they work in.

Another option is to do a comparative study of job satisfaction in an ethnic propelled war and wars caused by disagreements between nations.

Another direction future research could take may be to do the same research on various segments of the sample such as educational levels, job levels or gender.

Data for this study was collected from one country, future research may be done in more than one country so that the research is balanced and that the research results can be generalized based on a large volume of data from various geographical segments.

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QUESTIONNAIRE

SECTION A

DEMOGRAPHIC INFORMATION OF THE RESPONDENT

This section will require you to provide your personal profile as the key respondent that will help in interpreting the results of this survey. Please answer the following questions to the best of your ability and by inserting (X) in the appropriate box.

1) **Your gender**

Male	1
Female	2

2) **Your age in years**

18 – 29	1
30 – 39	2
40 – 49	3
50 – 59	4
60+	5

3) What is your highest educational qualification?

Less than Grade 7	1
Secondary school education	2
Post school diploma or certificate	3
Bachelor's degree	4
Masters and Doctoral degree	5

4) How long in complete years have you been employed in your organisation?

Less than a year	1
1 – 5 years	2
6 – 9 years	3
10 years or more	4

5) Which ONE of the following best describes your position within the organisation?

Top Management (Chief Executive Officer, Managing Director level)	1
Senior/Middle Management (Departmental Head, Business Unit Head level)	2
Lower Management	3
Functional level	4

SECTION B – LEVEL OF JOB SATISFACTION

Please select one option you deem suitable for each statement regarding your job satisfaction

Key: SA- Strongly agree   A- agree   N- Neither agree nor disagree   D- Disagree

SD- Strongly disagree

		SA	A	N	DA	SD
1.	Employees are satisfied with their job.					
2.	Organisations recognize and appreciate work done by workers.					
3	Armed conflict adversely affects job satisfaction.					

2 EFFECTS OF THE WAR THAT INFLUENCE JOB SATISFACTION

Indicate by inserting X in the boxes provided showing your opinion on whether the following effects of the war influence job satisfaction.

  a) **Displacement of people**

		SA	A	N	D	SD
1	The displacement of people due to war reduces job satisfaction.					
2	The displacement of workmates due to war make workers dislikes their jobs.					
3	The displacement of relatives make workers dislike their job					
4	Displaced employees dislike their employers and organisations because organisations do not assist displaced employees.					

b) Intercommunity violence

		SA	A	N	D	SD
1	Intercommunity violence such as fighting between ethnic groups reduces job satisfaction.					
2	Failure by political parties to tolerate each other and manage political differences reduces job satisfaction at work.					
3	The suffering of people due to intercommunity conflict reduces job satisfaction.					
4	Failure by religions such as Islam and Christianity to tolerate each other creates division among workers and consequently reduces employees' satisfaction.					

c) Working in severely hazardous environment

	Factors	SA	A	N	D	SD
1	War makes work environment hazardous to workers and reduces job satisfaction.					
2	Organizations provide secure work environment with adequate infrastructure and resources which consequently affect job satisfaction.					
3	Working in dilapidated infrastructure reduces employee satisfaction.					
4	Peaceful work environment promotes employee satisfaction and lead to high performance.					
6	Availability of resources to use promotes job satisfaction					
7	Failure by organizations to provide adequate, safe and appropriate tools and resources to use at work reduces job satisfaction.					
9	Failure by organizations provide adequate human and job security to staff reduces job satisfaction.					

| 10 | Fear of being attacked at work by armed forces reduces employee satisfaction | | | | | |

d) Work Load

	Factors	SA	A	N	D	SD
1	During the war employee workloads increase due to brain drain and displacement of workers which consequently reduces job satisfaction.					
2	Increase and fluctuations in workloads reduces employee satisfaction.					
3	Employees in armed conflict societies have reasonable workloads which accords them the opportunity to interact with other workers					

d) Destruction of Interpersonal Relationships

		SA	A	N	D	SD
1	Destruction of interpersonal relationships due to war reduces job satisfaction.					
2	Relationship between workers and supervisors suffer because of war and consequently reduces job satisfaction among workers.					
3	War makes relationship among co-workers poor which in turn reduce employee satisfaction					
4	Workers have good and mutual relationship with their supervisors and co-workers irrespective of their different ethnic backgrounds and religions.					
5	Limited and interrupted access to social media due to war reduces job satisfaction					

e) Political interference into organizational policies, structure and communication system

		SA	A	N	D	SD
1	War influence political interference into the management of organisations and reduces job satisfaction.					
2	Political interference into organizational and national HRM policies adversely affects job satisfaction.					
3	Political interference into organizational structures and communication system reduces job satisfaction.					
4	Organisations' HRM vision, mission and values is shaped and influenced by war.					
6	Limited training and development opportunities due to war adversely affect job satisfaction.					
7	Lack or limited induction activities due to war reduces job satisfaction.					

f) Deteriorated health and education systems

		SA	A	N	D	SD
1	Deteriorating health and education services due to war reduce job satisfaction.					
2	The attack, looting and destruction of health and education infrastructure due to war lowers employees satisfaction.					
3	Exacerbated shortage of medicine reduces job satisfaction.					
4	Outbreak of communicable diseases reduces workers satisfaction.					
5	Increased rate of school dropouts due to war negatively affects parents' level of satisfaction.					

g) Economic depression

		SA	A	N	D	SD
1	Economic depression due to war negatively affects job satisfaction					
2	In an economically unstable country employees get low salaries and are not paid on time which affects their level of satisfaction.					
3	Poor living standards caused by armed conflict affect job satisfaction.					
4	Limited salary increases and promotion opportunities due to war adversely affects job satisfaction.					

h) Leadership, Supervision and Management style

		SA	A	N	D	SD
1	Leadership, supervision and management systems in armed conflict society are polarized by war.					
2	In an armed conflict society feedback on worker performance is not given regularly which consequently reduces employee's level of satisfaction					
3	Employee assessment and feedback is influenced by the war and consequently affects job satisfaction.					
5	Failure to fully utilise employees' skills and competences due to war affects job satisfaction.					
6	Role ambiguity and conflict are influenced by war and consequently propels low job satisfaction.					
7	Clarity of roles increases employee satisfaction and performance.					

Indicate any other effects of the war that determine job satisfaction if you any.

1……………………………………………………………………….

2……………………………………………………………………….

3 EFFECTS OF JOB SATISFACTION IN ARMED CONFLICT SOCIETIES

How do you rate the following effects of job satisfaction among employees in armed conflict?

		SA	A	N	D	SD
1	In armed conflict society employee performance declines due low job satisfaction					
2	Low job satisfaction among employees in armed conflict society adversely affects organisational growth, productivity and profitability					
3	Low job satisfaction among employee in armed conflict zones reduces loyalty					
4	Low job satisfaction among employee in armed conflict zones propel psychological disorders such as stress increases					
5	Job satisfaction among employees in war zones affects worker aggression and regression					
6	Life satisfaction among workers in armed conflict society is influenced by job satisfaction.					
7	Employee morale, commitment, creativity and loyalty declines due to job satisfaction among workers in war zones.					

8	Low job satisfaction among workers in armed conflict areas propels conflict between management and employees.				
9	Customer satisfaction declines due to low job satisfaction among workers in armed conflict society.				
10	Employees satisfaction in war zones results in an increase in workplace accidents and deterioration of workers health.				
11	Due to low job satisfaction among workers in armed conflict societies the rate of absenteeism, brain drain and turnover increases				
12	Due to job satisfaction among workers in armed conflict psychological withdrawal and destruction of company property is witnessed among employees				

Indicate any other effects of job satisfaction to organisations in armed conflict society.

1……………………………………………………………………….

2……………………………………………………………………….

SECTION C: STRATEGIES OF INCREASING JOB SATISFACTION AMONG WORKERS IN ORGANISATIONS IN ARMED CONFLICT AREAS:

Indicate by inserting an x in the boxes provided below whether the strategies in the table below help to increase job satisfaction in armed conflict society.

	Strategy	SA	A	N	D	SD
1	Flexible work organisation increases job satisfaction among workers in war areas.					
2	Developing supportive and conducive physical and conceptual work environment increases satisfaction among workers in armed conflict areas.					
3	Providing secure staff residence for displaced families increases satisfaction among workers in armed conflict areas.					
4	Compensating employees for war related deaths or major injuries at work or out of work increases job satisfaction among workers in armed conflict.					
4	Giving workers valuable benefits for working in extremely hazardous environment is a strategy that increases worker satisfaction					
5	Providing counselling platforms in and outside the organization is a method that increases job satisfaction among workers in war torn areas.					
6	Job enrichment, enlargement and providing challenging but attainable work increases worker satisfaction among employees in war torn areas.					
7	Job satisfaction among employees in war areas can be increased by providing better health and education services for employees and their nuclear families.					
7	Building co-operative work teams and leisure activities help to improve job satisfaction among workers in war zones.					
8	Developing work-life balance activities at the organization is a					

	strategy of increases job satisfaction.				
9	Supporting displaced workers in dealing with their social problems such as death and displacement of relatives help to improve worker satisfaction.				
10	Organizing get together functions such as Christmas party, valentine dinner so as to build unity among employees and create the spirit of tolerance help to increase worker satisfaction.				
11	Providing periodical performance related incentives such as gain sharing, profit sharing, production bonus is a strategy of increasing employee satisfaction in war zones.				
12	Open door policy is one of the strategies that can be used to increase job satisfaction among employees in armed conflict areas.				

Indicate any other strategies that can be used increase job satisfaction among workers working in armed conflict society.

1…………………………………………………………………………..

2…………………………………………………………………………..

SECTION D – OPEN ENDED QUESTIONS

1. In summary what factors in an armed conflict society affect job satisfaction?

2. **In summary what are the effects of job satisfaction to employees and organisations operating in armed conflict societies.**

3. **In summary what strategies can organisations operating in armed conflict society put in place to propel employee satisfaction?**

INTERVIEW GUIDE

SECTION A: BACKGROUND INFORMATION

1) Gender

Male	1
Female	2

2) Age in years?

18 – 29	1
30 – 39	2
40 – 49	3
50 – 59	4
60+	5

3) What is your highest educational qualification?

Less than Grade 12 (Not completed school)	1
Grade 12 (Completed school)	2
Post school diploma or certificate	3
Bachelor's degree	4
Honours degree or other 4-year degree	5
Masters degree	6

Doctoral degree	7

4) How long in complete years have you been employed in your organisation?

Less than a year	1
1 – 5 years	2
6 – 9 years	3
10 years or more	4

5) Which ONE of the following best describes your position within the organisation?

Top Management (Chief Executive Officer, Managing Director level)	1
Senior/Middle Management (Departmental Head, Business Unit Head level)	2
Lower Management	3
Other (please specify)	4

6) Which of the categories best describes your organization?

Construction	1
Service (Hotel, Insurance, teaching, banks etc)	2
Agriculture	3
Food and Beverages	4
Machinery and electronic equipment	5

Any other specify	

SECTION B: EFFECTS OF THE WAR THAT INFLUENCE JOB SATISFACTION

7) What is the level of employee satisfaction among workers in armed conflict society?

8) Do effects of armed conflict influence job satisfaction?

9) Which of the following effects of the war influence job satisfaction? How?

a) Displacement of population,

b) Political interference into organizational policies, structure and communication system,

c) Destruction of Interpersonal Relationships,

d) Working in severely hazardous environment,

e) Intercommunity violence,

f) Deteriorated health and education systems,

g) Economic depression and brain drain

h) Leadership, supervision and management style

SECTION C: IMPLICATIONS OF JOB SATISFACTION

12) Which and how are the following influenced by job satisfaction? Give an explanation.

a) Employee performance

b) Productivity and profitability of the company

c) Employee loyalty

d) Psychological disorders such as stress

e) Aggression

f) Regression

g) Life satisfaction

h) Commitment

i) Creativity

j) Destruction of company property

k) Conflict between management and employees

l) Depression

m) Employee morale

n) Customer satisfaction

o) Employees health

p) Employees stress levels which results in workplace accidents and health of workers

q) Rate of absenteeism and turnover

r) Physical and psychological withdrawal

Indicate any other effects of job satisfaction at your organization.

....

SECTION D: STRATEGIES OF INCREASING JOB SATISAFCTION IN ARMED CONFLICT SOCIETY

13) What strategies is your organization employing to increase employee satisfaction among workers in armed conflict society?

a) Flexible work organization

b) Job designs and re-designs

c) Providing secure staff residence

d) Compensating employees for war related deaths or major injuries at work or out of work.

e) Giving workers valuable benefits for working in extremely hazardous environment

f) Providing counseling platforms at the organization.

g) Providing better health and education services.

h) Supporting workers dealing with social problems such as death and displacement of relatives.

14) Apart from the above what other job satisfaction strategies are dominant in your organisation?

15) Is your organisation's job satisfaction strategy clear and transparent?

16) Is your organization's job satisfaction strategy adaptable in line with the changing environment?

17) Your Perception of a management model

1) Do you believe that a job satisfaction model will assist your organisation?

2) In your opinion what components should be included in the model

APPENDIX C

Table 1: Effects of the war that influence job satisfaction

a	Displacement of people	1	2	3	4	5
1	The displacement of people due to war influences job satisfaction.	54.5	23.5	17.6	3.7	.5
2	The displacement of workmates due to war make workers dislikes their jobs.	52.9	29.1	6.9	8.5	2.6
3	The displacement of relatives makes workers dislike their job	42.3	43.4	3.7	7.9	2.6
4	Displaced employees dislike their employers and organisations.	4.8	15.9	13.2	39.2	27.0
b	Intercommunity violence	1	2	3	4	5
1	Intercommunity violence such as fighting between ethnic groups make job satisfaction decline	51.9	34.9	7.4	5.8	0.0
2	Failure by political parties to tolerate each other and manage political differences reduces job satisfaction at work.	3.2	14.8	13.2	42.9	25.9
3	The suffering of people due to intercommunity conflict reduces job satisfaction.	58.7	31.7	2.1	6.3	1.1
4	Failure by religions such as Islam and Christianity to tolerate each other creates division among workers and consequently reduces employees' satisfaction.	2.6	9.0	6.3	49.2	32.8
c	Working in severely hazardous environment	1	2	3	4	5
1	Work environment in armed conflict community severely affects workers satisfaction and organizational performance	63.5	31.2	4.8	0.0	.5
2	Failure by organisations to provide secure work environment with adequate infrastructure and resources reduces job satisfaction.	4.8	7.9	1.6	50.8	34.9
3	Working in dilapidated infrastructure reduces employee satisfaction.	59.3	32.3	6.9	1.1	.5

		1	2	3	4	5
4	The peaceful work environment promotes employee satisfaction and lead to high performance.	50.3	29.1	3.2	13.8	3.7
5	Unavailability of appropriate resources to use reduces job satisfaction	40.7	20.6	16.9	9.0	12.7
6	Failure by organisations to provide adequate, safe and appropriate tools and resources to use at work reduces job satisfaction.	4.8	5.8	10.6	43.4	35.4
7	Failure by organisations provide adequate human and job security to staff affects job satisfaction.	41.8	25.4	13.2	18.0	1.6
8	Fear of being attacked at work by armed forces reduces employee satisfaction	51.3	24.3	10.1	5.8	8.4
d	**Work Load**	**1**	**2**	**3**	**4**	**5**
1	During war time the increase in employee workloads due to brain drain and displacement of workers reduces job satisfaction.	51.3	25.9	13.2	9.5	0.0
2	Increase and fluctuations in workloads reduces employee satisfaction.	58.2	24.3	13.8	.5	3.2
3	Employees in armed conflict societies have reasonable workloads which accords them the opportunity to interact with other workers	4.8	16.9	6.3	38.6	33.3
e	**Destruction of Interpersonal Relationships**	**1**	**2**	**3**	**4**	**5**
1	Destruction of interpersonal relationships due to war reduces job satisfaction.	47.1	23.8	3.2	18.0	7.9
2	Relationship between workers and supervisors suffer because of war and consequently reduces job satisfaction among workers.	2.1	7.9	11.6	51.9	26.5
3	War makes relationships among co-workers poor which in turn reduce employee satisfaction	14.8	19.0	10.6	39.7	15.9
4	Workers have good and mutual relationship with their supervisors and co-workers irrespective of their different ethnic backgrounds and religions.	38.1	28.0	12.7	15.9	5.3
5	Limited and interrupted access to social media due to war reduces job satisfaction	53.4	38.6	6.3	1.6	0.0

f	Political interference into organizational policies, structure and communication system	1	2	3	4	5
1	War influence political interference into the management of organisations and reduces job satisfaction.	6.3	13.8	16.4	31.7	31.7
2	Political interference into organizational and national HRM policies reduces job satisfaction.	36.5	21.7	10.1	20.1	11.6
3	Political interference into organizational structures and communication system reduces job satisfaction.	4.8	3.2	6.3	45.5	40.2
4	Organisations' HRM vision, mission and values is shaped and influenced by war.	39.7	36.5	10.1	10.6	3.2
6	Limited training and development opportunities due to war adversely affect job satisfaction.	58.7	31.2	5.8	4.2	0.0
7	Lack or limited induction activities due to war reduces job satisfaction.	54.5	38.1	1.1	4.8	1.6
	Deteriorated health and education systems	1	2	3	4	5
1	Deteriorating health and education services due to war reduce job satisfaction.	60.8	32.8	1.6	4.8	0.0
2	The attack, looting and destruction of health and education infrastructure due to war lowers employees' satisfaction.	49.7	35.4	9.5	1.6	3.7
3	Exacerbated shortage of medicine reduces job satisfaction.	64.0	27.5	1.1	2.6	4.8
4	Outbreak of communicable diseases reduces workers' level of satisfaction.	51.9	22.8	13.2	9.0	3.2
5	Increased rate of school dropouts due to war negatively affects parents' level of satisfaction.	47.6	30.7	14.8	6.9	
	Economic depression	1	2	3	4	5
1	Economic depression due to war negatively affects job satisfaction	58.2	33.3	6.9	1.6	0.0
2	In an economically unstable country employees get low salaries and are not paid on time which affects their level of satisfaction.	58.2	34.4	0.0	1.1	6.3

3	Poor living standards caused by armed conflict affect job satisfaction.	61.9	28.6	7.9	.5	1.1
4	Limited salary increases and promotion opportunities due to war affects job satisfaction.	58.2	30.7	5.8	2.1	3.1
	Leadership, Supervision and Management style	**1**	**2**	**3**	**4**	**5**
1	Leadership, supervision and management systems in armed conflict society are polarized by the war.	21.2	13.2	3.2	40.2	3.2
2	In an armed conflict society feedback on worker performance is not given regularly which consequently reduces employee's level of satisfaction	12.2	9.0	6.3	40.2	32.3
3	Employee feedback is influenced by the war and consequently affects job satisfaction.	38.1	21.2	4.8	13.2	22.8
5	Failure to fully utilise employees' skills and competences due to war affects job satisfaction.	46.6	45.5	2.1	0.0	5.8
6	Role ambiguity and conflict are influenced by war and consequently propels low job satisfaction.	68.3	17.5	4.2	9.0	1.1
7	Clarity of roles increases employee satisfaction and performance.	65.6	23.8	5.3	2.1	3.2

Table 5.6: Effects of job satisfaction in armed conflict societies

		1	2	3	4	5
1	In armed conflict society employee performance declines due low job satisfaction	67.2	25.4	5.8	0.0	1.6
2	Low job satisfaction among employees in armed conflict society adversely affects organisational growth, productivity and profitability	74.1	20.1	4.2	1.6	0.0
3	Low job satisfaction among employee in armed conflict zones reduces loyalty	69.8	22.2	7.9	0.0	0.0
4	Low job satisfaction among employee in armed conflict zones propel psychological disorders such as stress increases	61.9	29.6	6.3	2.1	0.0

5	Job satisfaction among employees in war zones affects worker aggression and regression	67.2	18.0	5.8	7.4	1.6
6	Job satisfaction in armed conflict zones reduces workers life satisfaction.	74.1	22.2	1.6	0.0	2.1
7	Employee morale, commitment, creativity and loyalty declines due to job satisfaction among workers in war zones.	58.2	36.5	5.3	0.0	0.0
8	Low job satisfaction among workers in armed conflict areas propels conflict between management and employees.	60.8	26.5	7.9	4.8	0.0
9	Customer satisfaction declines due to low job satisfaction among workers in armed conflict society.	45.0	30.2	6.9	16.4	1.6
10	Employees satisfaction in war zones results in an increase in workplace accidents and deterioration of workers health.	62.4	28.0	7.4	2.1	0.0
11	Due to low job satisfaction among workers in armed conflict societies the rate of absenteeism, brain drain and turnover increases	57.7	36.0	4.8	0.0	1.6
12	Due to job satisfaction among workers in armed conflict psychological withdrawal and destruction of company property is witnessed among employees	57.7	28.6	11.6	2.1	0.0

Table 2: Strategies

	Strategy	1	2	3	4	5
1	Flexible work organisation increases job satisfaction among workers in war areas.	59.8	28.0	10.1	2.1	0.0
2	Developing supportive and conducive physical and conceptual work environment increases satisfaction among workers in armed conflict areas.	64.6	28.0	3.7	2.1	1.6
3	Providing secure staff residence for displaced families increases satisfaction among workers in armed conflict	62.4	33.3	4.2	0.0	0.0

	areas.					
4	Compensating employees for war related deaths or major injuries at work or out of work increases job satisfaction among workers in armed conflict.	65.6	25.9	5.8	1.6	1.1
5	Giving workers valuable benefits for working in extremely hazardous environment is a strategy that increases worker satisfaction	62.4	29.6	5.3	2.1	.5
6	Providing counselling platforms in and outside the organization is a method that increases job satisfaction among workers in war torn areas.	50.8	42.9	4.8	1.1	.5
7	Job enrichment, enlargement and providing challenging but attainable work increases worker satisfaction among employees in war torn areas.	62.4	27.5	9.0	0.0	1.1
8	Job satisfaction among employees in war areas can be increased by providing better health and education services for employees and their nuclear families.	60.3	27.0	11.6	0.0	1.1
9	Building co-operative work teams and leisure activities help to improve job satisfaction among workers in war zones.	59.3	33.3	4.2	3.2	0.0
10	Developing work-life balance activities at the organization is a strategy of increases job satisfaction.	57.7	28.6	11.6	2.1	0.0
11	Supporting displaced workers in dealing with their social problems such as death and displacement of relatives help to improve worker satisfaction.	54.5	29.6	12.2	2.1	1.6
12	Organising get together functions such as Christmas party, valentine dinner so as to build unity among employees and create the spirit of tolerance help to increase worker satisfaction.	5.3	4.2	3.7	46.0	40.7
13	Providing periodical performance related incentives such as gain sharing, profit sharing, production bonus is a strategy of increasing employee satisfaction in war zones.	40.2	19.6	6.9	22.8	10.6
14	Open door policy is one of the strategies that can be used to increase job satisfaction among employees in armed	22.9	17.6	8.0	28.2	23.4

| | conflict areas. | | | | | | | |

| | conflict areas. | | | | | | | |

Table 3: Working in severely hazardous environment

	Variable	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	Work environment in armed conflict community severely affects workers satisfaction and organizational performance	1,43	0,637	1,00	1	5	1,706	4,553
2	Failure by organisations to provide secure work environment with adequate infrastructure and resources reduces job satisfaction.	4,03	1,056	4,00	1	5	-1,459	1,702
3	Working in dilapidated infrastructure reduces employee satisfaction.	1,51	0,719	1,00	1	5	1,558	3,092
4	The peaceful work environment promotes employee satisfaction and lead to high performance.	1,92	1,191	1,00	1	5	1,196	0,227
5	Unavailability of appropriate resources to use reduces job satisfaction	2,32	1,409	2,00	1	5	0,713	-0,806
6	Failure by organisations to provide adequate, safe and appropriate tools and resources to use at work reduces job satisfaction.	3,99	1,062	4,00	1	5	-1,245	1,185

7	Failure by organisations provide adequate human and job security to staff affects job satisfaction.	2,12	1,185	2,00	1	5	0,653	-0,910
8	Fear of being attacked at work by armed forces reduces employee satisfaction	2,15	3,171	1,00	1	42	10,713	133,922

t-value

	Factors	t-value	df	Prob.	Conclusion
1	Work environment in armed conflict community severely affects workers satisfaction and organizational performance	-33.914	188	.000	Agreed
2	Failure by organisations to provide secure work environment with adequate infrastructure and resources reduces job satisfaction.	13.427	188	.000	Disagreed
3	Working in dilapidated infrastructure reduces employee satisfaction.	-28.424	188	.000	Agreed
4	The peaceful work environment promotes employee satisfaction and lead to high performance.	-12.521	188	.000	Agreed
5	Unavailability of appropriate resources to use reduces job satisfaction	-6.607	188	.000	Agreed
6	Failure by organisations to provide adequate, safe and appropriate tools and resources to use at work reduces job satisfaction.	12.810	188	.000	Disagreed
7	Failure by organisations provide adequate human and job security to staff affects job satisfaction.	-10.186	188	.000	Agreed
8	Fear of being attacked at work by armed forces reduces employee satisfaction	-3.670	188	.000	Agreed

Table 4: Destruction of Interpersonal Relationships

	Variable	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	Destruction of interpersonal relationships due to war reduces job satisfaction.	2,16	1,386	2,00	1	5	0,850	-0,770
2	Relationship between workers and supervisors suffer because of war and consequently reduces job satisfaction among workers.	3,93	0,942	4,00	1	5	-1,046	1,006
3	War makes relationship among co-workers poor which in turn reduce employee satisfaction	3,23	1,331	4,00	1	5	-0,398	-1,136
4	Workers have good and mutual relationship with their supervisors and co-workers irrespective of their different ethnic backgrounds and religions.	2,22	1,256	2,00	1	5	0,711	-0,701
5	Limited and interrupted access to social media due to war reduces job satisfaction	1,56	0,686	1,00	1	4	1,125	1,169

t-value

		t-value	df	Prob.	Conclusion
1	Destruction of interpersonal relationships due to war reduces job satisfaction.	-8.344	188	.000	Agreed
2	Relationship between workers and supervisors suffer because of war and consequently reduces job satisfaction among workers.	13.508	188	.000	Disagreed

3	War makes relationship among co-workers poor which in turn reduce employee satisfaction	2.349	188	.020	Disagreed
4	Workers have good and mutual relationship with their supervisors and co-workers irrespective of their different ethnic backgrounds and religions.	-8.512	188	.000	Agreed
5	Limited and interrupted access to social media due to war reduces job satisfaction	-28.828	188	.000	Agreed

Table 5: Political interference into organizational policies, structure and communication system

	Variable	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	War influence political interference into the management of organisations and reduces job satisfaction.	3,69	1,230	4,00	1	5	-0,666	-0,597
2	Political interference into organizational and national HRM policies reduces job satisfaction.	2,49	1,446	2,00	1	5	0,448	-1,269
3	Political interference into organizational structures and communication system reduces job satisfaction.	4,13	1,004	4,00	1	5	-1,606	2,633
4	Organisations' HRM vision, mission and values is shaped and influenced by war.	2,01	1,101	2,00	1	5	1,042	0,271
5	Limited training and development opportunities due to war adversely affect job satisfaction.	1,56	0,788	1,00	1	4	1,497	1,891

6	Lack or limited induction activities due to war reduces job satisfaction.	1,61	0,860	1,00	1	5	1,916	4,128

t-value

		t-value	df	Prob.	Conclusion
1	War influence political interference into the management of organisations and reduces job satisfaction.	7.686	188	.000	Disagreed
2	Political interference into organizational and national HRM policies reduces job satisfaction.	-4.879	188	.000	Agreed
3	Political interference into organizational structures and communication system reduces job satisfaction.	15.497	188	.000	Disagreed
4	Organisations' HRM vision, mission and values is shaped and influenced by war.	-12.352	188	.000	Agreed
5	Limited training and development opportunities due to war adversely affect job satisfaction.	-25.208	188	.000	Agreed
6	Lack or limited induction activities due to war reduces job satisfaction.	-22.246	188	.000	Agreed

Table 6: Deteriorated health and education systems

	Variable	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	Deteriorating health and education services due to war reduce job satisfaction.	1,50	0,755	1,00	1	4	1,788	3,301
2	The attack, looting and destruction of health and education infrastructure due	1,74	0,963	2,00	1	5	1,661	2,970

	to war lowers employees' satisfaction.							
3	Exacerbated shortage of medicine reduces job satisfaction.	1,57	1,001	1,00	1	5	2,275	4,876
4	Outbreak of communicable diseases reduces workers' level of satisfaction.	1,89	1,136	1,00	1	5	1,122	0,245
5	Increased rate of school dropouts due to war negatively affects parents' level of satisfaction.	1,81	0,932	2,00	1	4	0,908	-0,173

t-value

		t-value	df	Prob.	Conclusion
1	Deteriorating health and education services due to war reduce job satisfaction.	-27.255	188	.000	Agreed
2	The attack, looting and destruction of health and education infrastructure due to war lowers employees' satisfaction.	-17.980	188	.000	Agreed
3	Exacerbated shortage of medicine reduces job satisfaction.	-19.690	188	.000	Agreed
4	Outbreak of communicable diseases reduces workers' level of satisfaction.	-13.445	188	.000	Agreed
5	Increased rate of school dropouts due to war negatively affects parents' level of satisfaction.	-17.569	188	.000	Agreed

Table 7: Leadership, Supervision and Management style

	Variable	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	Leadership, supervision and management systems in armed conflict society are polarized by the war.	3,50	3,310	4,00	1	44	9,771	120,217
2	In an armed conflict society feedback on worker performance is not given regularly which consequently reduces employee's level of satisfaction	3,71	1,330	4,00	1	5	-0,956	-0,301
3	Employee feedback is influenced by the war and consequently affects job satisfaction.	2,61	1,626	2,00	1	5	0,425	-1,491
4	Failure to fully utilise employees' skills and competences due to war affects job satisfaction.	1,73	0,971	2,00	1	5	2,115	4,943
5	Role ambiguity and conflict are influenced by war and consequently propels low job satisfaction.	1,57	1,001	1,00	1	5	1,748	1,966
6	Clarity of roles increases employee satisfaction and performance.	1,53	0,931	1,00	1	5	2,176	4,778

t-value

		t-value	df	Prob.	Conclusion
1	Leadership, supervision and management systems in armed conflict society are polarized by the war.	2.066	188	.040	Disagreed
2	In an armed conflict society feedback on worker performance is not given regularly which consequently reduces employee's level of satisfaction	7.383	188	.000	Disagreed
3	Employee feedback is influenced by the war and consequently affects job satisfaction.	-3.266	188	.001	Agreed
4	Failure to fully utilise employees' skills and competences due to war affects job satisfaction.	-17.980	188	.000	Agreed
5	Role ambiguity and conflict are influenced by war and consequently propels low job satisfaction.	-19.625	188	.000	Agreed
6	Clarity of roles increases employee satisfaction and performance.	-21.637	188	.000	Agreed

Table 8: Effects of job satisfaction

	Variable	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	In armed conflict society employee performance declines due low job satisfaction	1,43	0,745	1,00	1	5	2,294	6,934
2	Low job satisfaction among employees in armed conflict society adversely affects organisational growth, productivity and profitability	1,33	0,636	1,00	1	4	2,092	4,434
3	Low job satisfaction among	1,38	0,630	1,00	1	3	1,427	0,861

	employee in armed conflict zones reduces loyalty							
4	Low job satisfaction among employee in armed conflict zones propel psychological disorders such as stress increases	1,49	0,712	1,00	1	4	1,479	1,939
5	Job satisfaction among employees in war zones affects worker aggression and regression	1,58	1,000	1,00	1	5	1,756	2,159
6	Job satisfaction in armed conflict zones reduces workers life satisfaction.	1,34	0,716	1,00	1	5	3,178	12,673
7	Employee morale, commitment, creativity and loyalty declines due to job satisfaction among workers in war zones.	1,47	0,597	1,00	1	3	0,870	-0,225
8	Low job satisfaction among workers in armed conflict areas propels conflict between management and employees.	1,57	0,833	1,00	1	4	1,463	1,434
9	Customer satisfaction declines due to low job satisfaction among workers in armed conflict society.	1,99	1,151	2,00	1	5	0,920	-0,411
10	Employees satisfaction in war zones results in an increase in workplace accidents and deterioration of workers health.	1,49	0,727	1,00	1	4	1,458	1,703

11	Due to low job satisfaction among workers in armed conflict societies the rate of absenteeism, brain drain and turnover increases	1,52	0,734	1,00	1	5	2,018	6,347
12	Due to job satisfaction among workers in armed conflict psychological withdrawal and destruction of company property is witnessed among employees	1,58	0,779	1,00	1	4	1,159	0,535

t-value

		t-value	df	Prob.	Conclusion
1	In armed conflict society employee performance declines due low job satisfaction	-28.890	188	.000	Agreed
2	Low job satisfaction among employees in armed conflict society adversely affects organisational growth, productivity and profitability	-36.037	188	.000	Agreed
3	Low job satisfaction among employee in armed conflict zones reduces loyalty	-35.341	188	.000	Agreed
4	Low job satisfaction among employee in armed conflict zones propel psychological disorders such as stress increases	-29.232	188	.000	Agreed
5	Job satisfaction among employees in war zones affects worker aggression and regression	-19.495	188	.000	Agreed
6	Job satisfaction in armed conflict zones reduces workers life satisfaction.	-31.908	188	.000	Agreed
7	Employee morale, commitment, creativity and loyalty declines due to job satisfaction among workers in war zones.	-35.190	188	.000	Agreed
8	Low job satisfaction among workers in armed conflict areas propels conflict between management and employees.	-23.667	188	.000	Agreed
9	Customer satisfaction declines due to low job satisfaction among workers in armed conflict	-12.009	188	.000	Agreed

	society.		188	.000		Agreed
10	Employees satisfaction in war zones results in an increase in workplace accidents and deterioration of workers health.	-28.533	188	.000		Agreed
11	Due to low job satisfaction among workers in armed conflict societies the rate of absenteeism, brain drain and turnover increases	-27.762	188	.000		Agreed
12	Due to job satisfaction among workers in armed conflict psychological withdrawal and destruction of company property is witnessed among employees	-25.036	188	.000		Agreed

Table 9: Strategies

	Variable	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	Flexible work organisation increases job satisfaction among workers in war areas.	1,54	0,761	1,00	1	4	1,274	0,926
2	Developing supportive and conducive physical and conceptual work environment increases satisfaction among workers in armed conflict areas.	1,48	0,803	1,00	1	5	2,211	5,785
3	Providing secure staff residence for displaced families increases satisfaction among workers in armed conflict areas.	1,42	0,574	1,00	1	3	1,008	0,031
4	Compensating employees for war related deaths or major injuries at work or out of work increases job satisfaction among workers in armed conflict.	1,47	0,768	1,00	s1	5	2,036	4,929

5	Giving workers valuable benefits for working in extremely hazardous environment is a strategy that increases worker satisfaction	1,49	0,741	1,00	1	5	1,790	3,781
6	Providing counselling platforms in and outside the organization is a method that increases job satisfaction among workers in war torn areas.	1,58	0,685	1,00	1	5	1,378	3,359
7	Job enrichment, enlargement and providing challenging but attainable work increases worker satisfaction among employees in war torn areas.	1,50	0,748	1,00	1	5	1,742	3,930
8	Job satisfaction among employees in war areas can be increased by providing better health and education services for employees and their nuclear families.	1,54	0,782	1,00	1	5	1,538	2,775
9	Building co-operative work teams and leisure activities help to improve job satisfaction among workers in war zones.	1,51	0,726	1,00	1	4	1,552	2,469
10	Developing work-life balance activities at the organization is a strategy of increases job satisfaction.	1,58	0,779	1,00	1	4	1,159	0,535

11	Supporting displaced workers in dealing with their social problems such as death and displacement of relatives help to improve worker satisfaction.	1,65	0,855	1,00	1	5	1,367	1,801
12	Organizing get together functions such as Christmas party, valentine dinner so as to build unity among employees and create the spirit of tolerance help to increase worker satisfaction.	4,13	1,039	4,00	1	5	-1,638	2,493
13	Providing periodical performance related incentives such as gain sharing, profit sharing, production bonus is a strategy of increasing employee satisfaction in war zones.	2,44	1,467	2,00	1	5	0,463	-1,336
14	Open door policy is one of the strategies that can be used to increase job satisfaction among employees in armed conflict areas.	3,12	1,519	4,00	1	5	-0,191	-1,492

t-test

	Strategy	t-value	df	Prob.	Conclusion
1	Flexible work organisation increases job satisfaction among workers in war areas.	-26.286	188	.000	Agreed
2	Developing supportive and conducive physical and conceptual work environment increases satisfaction among workers in armed conflict areas.	-26.002	188	.000	Agreed
3	Providing secure staff residence for displaced families increases satisfaction among workers in armed conflict areas.	-37.879	188	.000	Agreed
4	Compensating employees for war related deaths or major injuries at work or out of work increases job satisfaction among workers in armed conflict.	-27.449	188	.000	Agreed
5	Giving workers valuable benefits for working in extremely hazardous environment is a strategy that increases worker satisfaction	-28.076	188	.000	Agreed
6	Providing counselling platforms in and outside the organization is a method that increases job satisfaction among workers in war torn areas.	-28.577	188	.000	Agreed
7	Job enrichment, enlargement and providing challenging but attainable work increases worker satisfaction among employees in war torn areas.	-27.609	188	.000	Agreed
8	Job satisfaction among employees in war areas can be increased by providing better health and education services for employees and their nuclear families.	-25.591	188	.000	Agreed
9	Building co-operative work teams and leisure activities help to improve job satisfaction among workers in war zones.	-28.136	188	.000	Agreed

10	Developing work-life balance activities at the organization is a strategy of increases job satisfaction.	-25.036	188	.000	Agreed
11	Supporting displaced workers in dealing with their social problems such as death and displacement of relatives help to improve worker satisfaction.	-21.656	187	.000	Agreed
12	Organizing get together functions such as Christmas party, valentine dinner so as to build unity among employees and create the spirit of tolerance help to increase worker satisfaction.	14.912	188	.000	Disagreed
13	Providing periodical performance related incentives such as gain sharing, profit sharing, production bonus is a strategy of increasing employee satisfaction in war zones.	-5.256	188	.000	Agreed
14	Open door policy is one of the strategies that can be used to increase job satisfaction among employees in armed conflict areas.	1.056	187	.292	Neutral

Table 10: Constructs

	Variable	Obs.	mean	Std.dev.	median	Min.	Max.	Skew.	Kurt.
1	Satisfaction	189	3,1376	0,73651	3,3333	1,00	5,00	-0,295	0,352
2	Displacement	187	2,2580	0,64022	2,2500	1,00	4,25	0,838	0,916
3	Violence	189	2,7513	0,52561	2,7500	1,25	4,25	0,083	0,301
4	Hazardous	189	2,4345	0,62388	2,3750	1,38	7,38	3,062	20,570
5	Workload	189	2,4215	0,67843	2,3333	1,00	4,33	0,561	0,558
6	Destruction	189	2,6190	0,61164	2,6000	1,40	4,40	0,227	-0,557
7	Politics	189	2,5802	0,51531	2,6667	1,00	4,17	0,110	1,045
8	Health	189	1,7016	0,69577	1,6000	1,00	4,40	2,135	5,064
9	Economics	189	1,5423	0,58077	1,5000	1,00	4,00	1,951	4,203

10	Leadership	189	2,4436	0,84358	2,3333	1,33	8,50	2,591	13,722
11	Conflicts	189	1,5150	0,44884	1,4167	1,00	3,58	1,978	5,335
12	Strategies	187	1,8927	0,42487	1,8571	1,00	3,14	1,018	1,213

t-test

	Variable	t-value	df	Prob.	Conclusion
1	Satisfaction	2.568	188	.011	Disagreed
2	Displacement	-15.848	186	.000	Agreed
3	Violence	-6.504	188	.000	Agreed
4	Hazardous	-12.461	188	.000	Agreed
5	Work load	-11.722	188	.000	Agreed
6	Destruction	-8.563	188	.000	Agreed
7	Politics	-11.198	188	.000	Agreed
8	Health	-25.655	188	.000	Agreed
9	Economics	-34.505	188	.000	Agreed
10	Leadership	-9.068	188	.000	Agreed
11	Conflicts	-45.485	188	.000	Agreed
12	Strategies	-35.641	186	.000	Agreed