

Determinants of Job satisfaction and Employees Turnover Intentions

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Abstract

The present study was designed to find the relationship between pay, promotion, family work conflict, work family conflict, extended flight hours, co-workers support and supervision on job satisfaction, performance, absenteeism, and turnover intention of cabin crew of PIA Peshawar base. The target population of this study was the cabin crew of PIA Peshawar base, including both the male and female employees. The strength of total cabin crew at Peshawar base is 176. For the purpose of the present study a sample size of 132 employees was taken on random basis. The sample comprised male and female respondents in the ratio of 75% of both genders. The study was conducted through a self-administered questionnaire. The results of the study indicated that independent variables had varying relationship with the dependent variables. Pay, promotion, supervision and co-workers had a strong positive effect on job satisfaction, turnover intention, performance and absenteeism. Work family conflict, family work conflict, extended flight hours had a strong negative effect the job satisfaction, turnover intention, performance and absenteeism.

The phenomenon which can save an organization from backlashes or from facing a predicament is none other than job satisfaction. Locke (1976) defined job satisfaction as, “A pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. This definition accentuates that the satisfaction of an employee can be escalated through psychological satisfaction which can ultimately be made available at work place by ensuring the strength to strength movement of organizational operations.

Kamal and Hanif(2009) have concluded that the aftermath of organizational changes in their variables such as pay scales, employee input in policy development, and work environment can be increased organizational commitment and job satisfaction ultimately.

It has been assessed that the management of Colleges must focus on four facets of Job Satisfaction i.e. pay, promotion, contingent rewards

and fringe benefits to increase the satisfaction level of College lecturers and bring down turnover intention. Presently lecturers have high level of turnover intention means that likely to leave the organization. The analysis further reveals that the turn over intentions are significantly supported by low job satisfaction and more so by the lack of promotion opportunities. Thus besides other factors lack of promotion opportunities lead to a significant desire to leave a job. (Ali, 2005)

It has identified that Work Itself was most motivating factor while working condition was least motivating factor for faculty. The faculty was more satisfied with content of the job and least satisfied with context of job. All of the job motivator and hygiene characteristics were moderately or substantially related to overall job satisfaction. (Karimi, Saadi & Azami, 2007)

The study indicates that there is a positive relationship among all the factor attributes and the level of overall job satisfaction was the strongest predictor of the intention to continue working in the hotel business, followed by supervision, payment and co-workers. Promotion and work-itself were found to be insignificant. The measurement of job satisfaction is important in tourism and hospitality because this industry requires interaction between the contact personnel and the individual customer and due to the fact that quality perceptions are evaluated mostly by the performance of subjective (intangible) criteria. Thus, the extent to which employees are satisfied with what they are doing and what they obtain in return could directly influence the level of customer satisfaction with their services. (Tutuncu & Kozak, 2007)

This present study will help the Manager Services at the Peshawar Base and the top management of PIA to focus on these variables which have significant impact on the cabin crews.

Statement of the Problem

The study was designed to find the effect of Pay, Promotion, Family work conflict, Work family conflict, Security, Co-workers support, Transformational leadership, Transactional leadership, Supervision, Procedural justice, Distributive justice on job satisfaction, performance, absenteeism, Turnover intention of cabin crew of PIA Peshawar base. All these variables are not in control of the Manager Services at Peshawar, but it definitely points to those variables which are peculiar to the base and can be further investigated to improve performance of the cabin crew at Peshawar base.

Delimitations

The study was delimited to the Cabin crew of PIA Peshawar base only and as such, it does not reflect the views of the entire cabin crew of PIA located at other stations. The replies or responses are with particular reference to KPK, and affected by the particular circumstances, specific culture and environmental factors and the Supervision of the base manager at Peshawar. However some of the factors apply universally to the cabin crew in the country, such as pay, promotion, job security, extended flight hours, transactional and transformation leadership, procedural and distributive justice etc. thus some of the findings will be of help to the top management of PIA also.

Objectives

The objectives of the study were:

1. To study the relationship of Pay and promotion with job satisfaction, turnover intention, performance and absenteeism of PIA cabin crew at the Peshawar.
2. To examine the relationship of family work conflict and work family conflict with job satisfaction, turnover intention, performance and absenteeism of PIA cabin crew at Peshawar
3. To study the relationship of supervision and co-workers support with job satisfaction, turnover intention, performance and absenteeism of PIA cabin crew at Peshawar.
4. To study the relationship of extended flight hours, Social status and job security with job satisfaction, turnover intention, performance and absenteeism of PIA cabin crew at Peshawar.

Significance of the Study

The present study was somewhat restrictive in its implications as it was limited to the Peshawar base only and was thus of importance to the Manger Services at the Peshawar Base to improve the working of the crew at Peshawar. However since the cabin crew is part of the overall cabin crew working in PIA and is transferable to any other station of the organization, the study does assume global implications, to the organization and the top management. The senior management must focus on those characteristics that have shown more significant negative results and further improve on those with positive significance.

Another significant dimension of this study is to become aware of factors that are giving insignificant or low results in which the employees feel a little hesitant or dissatisfied. By focusing on those job characteristics and by improving these through remedial actions, the

employees can be motivated to contribute positively to improve their performances.

Literature Review

Job satisfaction is explained in different background by academic world. Things that can best define job satisfaction are feeling of achievement, independence, inventiveness, and initiative, challenging jobs, salary and benefits, opportunities for development, good working conditions, work pressure, job security, and good interpersonal relationship. All these are very critical and important for job satisfaction (Volkwein and Zhou, 2003).

According to Herzberg (1966) important factors that manipulate the job satisfaction are responsibility, possibility of advancement, recognition, work itself, salary, interpersonal relations, job security, supervision, and working condition.

Kalliath and Beck (2001) have researched to find an answer as to what determines an employee's intention to leave a job there are no uniform pattern or reasons which they could find and there are different and several reasons for employees to quit and move to another organization.

Van Dyke and Strick (1990) are of considered view that turnover has significant effects on an organization which can affect its market position, competition and cost of production etc.

Griffeth, Hom, and Gaertner (2000) noted pay and pay-related variables have a great effect on employee turnover. Management must compensate employees adequately.

There exists an extensive literature on the relation between job satisfaction and job performance. Two reviews of the early research (Brayfield & Crockett, 1955; Vroom, 1964), conducted with diverse samples (e.g., plumber apprentices, farmers, Air Force tower operators, and insurance agents), revealed a modest positive relation between the two constructs.

Absenteeism represents a significant cost to organizations. The direct cost of absenteeism to organizations has been estimated in terms of millions (Kellerl & Dansereaul, 1995; Dunn & Youngblood, 1986) and even billions (Dalton & Mesch, 1991) of dollars.

Kumara & Koichi (1989) studied employee satisfaction and job climate of Japanese manufacturing employees. In their study employees

indicated a high level of satisfaction when co-workers were socially supportive and when the coworkers exhibited high levels of cooperation, personal commitment, mutual trust and respect.

Stress has shown to be negatively related to the flex time and commute satisfaction has shown to be positively related to flex time. All these variables emphasize the importance of stress based conflict and its variables on job satisfaction.

The finding of Kunzi and Wensing(2009) have indicated that family conflicts have significant relationship with the working life of the employee at work place. If the work load of employee is high then the conflict has really disturbed that life of the individual.

Learning from the past is that we repeat it—in just another format. We do what we have always done, we think as we have always thought, and we feel what we have already felt. We continue to do and think and feel that which confirms what we know rather than disconfirms it.

Pay satisfaction has been shown to influence overall job satisfaction, motivation and performance, absenteeism and turnover intentions, and may be related to pay-related grievances and lawsuits.

It is estimated that the effect of promotions on worker satisfaction, focusing on promotion satisfaction in a small sample of managers. Managers who receive a promotion are more satisfied with promotion opportunities and have greater promotion expectations for the future.

Research Methodology

The purpose of this research was to critically analyse the relationship between pay, promotion, family- work conflict, work - family conflict, supervision, co-workers support, job security, extended flight hours and social status with job satisfaction, performance, absenteeism, and turnover intention of cabin crew of PIA Peshawar base.

A survey questionnaire, based 1 to 5 Likert scale, was used to collect data from 132 cabin crew members working at Peshawar base of PIA. The 5 point Likert scale has been used to calculate the mean score of the respondents as under, 1. Strongly Disagree, 2.Strongly Disagree, 3. Strongly Disagree, 4. Agree Strongly, 5. Agree

Data Collection

The study was descriptive in nature. Data was collected from male and female both the cabin crew of PIA Peshawar base. Random sampling technique was adopted for the selection of sample. Questionnaires were used as data instrument. Pilot study was also conducted to check the validity of questionnaires and changes were made accordingly. The researcher obtained permission from the Management of Peshawar base of PIA, for conducting the research, which was graciously accorded. The cabin crew which participated in the survey was told that the study was being conducted as part of thesis for MS and that the replies given will not be disclosed to the PIA management. For this purpose the name of the participant in the survey was not included in the questionnaire

Research Design

Descriptive Research involves collecting data in order to test hypotheses or to answer questions concerning the current status of the subjects. According to Best and Kahn, descriptive research describes and interprets 'What is? It is with conditions or relationships that exist; practices that prevail; beliefs, points of view or attitudes that are held; processes that are going on; effects that are being felt or trends that are developing. Both descriptive and quantitative analyses will be used for the research findings. In social sciences some variables are difficult to measure creating measurement error in simple regression and correlation analysis. These unreliable measurements increase the measurement risks. To check how well these items are measuring the construct, reliability analysis has been performed. The reliability of a measure is established by testing both for consistency and stability

Cronbach Alpha has been used for this purpose. The test indicates how well the items in a set are positively correlated to one another. This is because of the fact that looking at the sample means of each group will not necessarily give a realistic picture of significant differences; the research must check the standard deviation to find the variance

Regression analysis will be used to find out the extent of dependence of dependent variables on the independent variables. The regression model is:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + B_6X_6 + B_7X_7 + B_8X_8 + B_9X_9$$

The interpretation of data collected through the responses to questionnaire was undertaken through SPSS.

Population.

The entire cabin crew, posted at PIA Peshawar base, totalling to 176 formed the population. The total crew comprised of 98 males and 78 females.

Sample size.

The total cabin crew at the Peshawar base of PIA is 176. A sample size of 75% of the total population was taken, which numbered 132 cabin crews. Of these 56 % (98) were males while the female were 44 %. The higher number of male crews was due to the fact that there was no 78 senior purses or Purse among the female crews.

The sample size was taken as 75 % of the total population including both female and male cabin crews. This % age was also applied to senior pursers as well as the pursers. Based on the above the following number of crew members was surveyed.

Hypotheses

Based on the objectives of the study a number of hypothesis were developed, which are explain given below;

H₁: is there any positive relation between Pay and promotion with Job Satisfaction, turnover intention, absenteeism and performance of cabin crew of PIA at Peshawar base.

H₂: is there any positive relation between Family to Work Conflict and Work to Family Conflict with Job Satisfaction, turnover intention, absenteeism and performance of cabin crew of PIA at Peshawar base.

H₃: is there any positive relation between Supervision and Co-workers support with Job Satisfaction, turnover intention, absenteeism and performance of cabin crew of PIA at Peshawar base.

H₄: is there any positive relation between extended flight hours, Job Security and Social status has a significant negative relation with job satisfaction Job Satisfaction, turnover intention, absenteeism and performance of cabin crew of PIA at Peshawar base.

Results and Data analysis

The present study aims to investigate the relationship between the independent variable Promotion, Job security, Pay, Family to work relations. Work to family relations, extended flight hours, Social status,

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 and Supervision, Co-workers support with the dependent variables, Job Satisfaction, Absenteeism, Performance in the cabin crew of PIA base at Peshawar. This study would enable to understand the working of the cabin crew better by trying to meet the deficiencies in her control, for better job satisfaction and performance. The data has been shown in two manners as under

The data collected through the Questionnaire was first coded in SPSS, then analysed by applying correlation and then Regression. Co-relation and regression was used to find the extent of relationships among the dependent and independent variables.

The reliability measure was established through, both for consistency and stability. The reliability coefficient indicates how well the items in a set are positively co related to one another. It is computed in terms of inter correlation among the items being measuring the concept. The closer the Cronbach Alpha is to 1, the higher is the internal consistency reliability (Sekaran, 2003). The figures of Cronbach Alpha above 0.7 are acceptable.

Table 1. Reliability of Research Instrument

Variable	Cronbach's Alpha	No. of Items
Job Performance (Prf)	0.72	3
Job Satisfaction (JS)	0.73	4
Job Absenteeism (Abs)	0.68	3
Turnover Intentions (Toi)	0.67	3
Promotion (Pro)	0.80	4
Supervision (Sup)	0.90	4
Pay	0.69	6
Social Status (Sos)	0.89	3
Co-workers Support (Cws)	0.98	4
Security	0.88	2
Work-family Conflict (Wfc)	0.76	3
Family-work Conflict (Fwc)	0.71	3
Extended Flight Hours (Efh)	0.83	3

The above table 1 shows the reliability values of the variables. The reliability analysis is conducted to observe whether the items of the respective variable are actually measuring the variable or do not measure it reliably or in other words how much reliance can be placed on the data.

The variable Job Performance measures three items. As the reliability value is 0.71, it indicates that the 3 items are measuring the

variable reliably, as the value is within the accepted limits of 0.7 the variable Job Satisfaction measured 4 items and the reliability value is 0.73, which is within the acceptable range and is as such reliable. Job Absenteeism was measured with 3 items and the reliability 0.7 which is acceptable. The Turn over intentions was measured with 3 questions and the reliability is 0.7 which is acceptable. Promotion, an independent variable was measured with 4 items and the reliability turns out to be 0.8 which is considered good The variable Supervision was measured with 4 items and the reliability is 0.90 which is considered very good The variable Pay was measured with the help of 6 questions and the reliability is 0.7, though low it is still within the acceptable range of 0.70.

Social status a significant variable from the point of view of culture o in KPK, was measured with 3 variables and indicates a reliability of 0.89 which is considered good. The variable Co Workers support was measured with the help of 4 questions and indicates a reliability of 0.98 which is very good. Security an independent variable was measured with the help of 2 questions and indicates a reliability of 0.88 which is considered good

The variable Work family conflict indicates a reliability of 0.76, which is satisfactory. The independent variable Family to work conflict had a reliability of 0.71 which is satisfactory. The independent variable Extended Flight hours were measured with the help of 3 questions and the reliability comes out to be 0.83, which is considered good.

A perusal of the reliability indicates that all the reliabilities are within the acceptable range. These are however varying in range from 0.7 to 0.98. These variations may be due to a number of reasons such as respondents failing to understand the questions and thus not responding adequately or in a proper way or due to lesser number of questions. These have however not been investigated as all the reliabilities were in range and investigating the variations was not part of this study.

Table 2. Descriptive Statistics

Variable	Mean	Standard Deviation
Job Performance (Prf)	4.4	0.6
Job Satisfaction (JS)	4.1	0.9
Job Absenteeism (Abs)	3.6	0.6
Turnover Intentions (Toi)	2.4	1.0
Promotion (Pro)	2.4	1.1
Supervision (Sup)	2.1	1.0
Pay	2.8	0.8
Social Status (Sos)	3.0	1.3

Co-workers Support (Cws)	4.4	1.0
Security	3.9	1.3
Work-family Conflict (Wfc)	3.9	1.2
Family-work Conflict (Fwc)	2.6	1.1
Extended Flight Hours (Efh)	2.3	1.1

The above table 2 indicates the various descriptive statistics of the independent and dependent variable used in the study. The mean value of Job Performances 4.4 with a standard deviation 0 .6 representing that the average value is above mean and not far away from the mean. It indicates that the respondents agree with the items which were mentioned in questionnaire and there is a small deviation from the mean. Job Satisfaction has a mean valve of 4.1 with a standard deviation of 0.9, indicating that the average value is closer to the mean and the respondents agree with the items mentioned in the questionnaire. The mean value of Absenteeism is 3.6 with standard deviation 0.6representing that the average value is above mean and the respondents agree with the items which were mentioned in questionnaire and there is little deviation from the mean.. The mean value of Turnover intentions is 2.4 and the standard deviation is 1.1 which is high and requires that the variable be watched carefully as the deviation may be too large to control with a resultant adverse effects Promotion has a mean valve ofb2.4 while the standard deviation is widely dispersed at 1.1 indicating substantially divergent views among the respondents. This aspect needs to be carefully watched. Supervision has a mean value of 2.1 while the standard deviation is 1.0 which is a substantial spread and requires that the supervision be carefully watched. Pay has mean value of 2.8 with a standard deviation of 0.8, representing that the average value of the respondents is above mean and the respondents agree with the items mentioned in the questionnaire. The Social status has a mean of 3.0 and the standard deviation stands at1.3, indicating lesser reliance of the responses. The co-workers support has a mean of 4.4 with a standard variation of 1.0 indicating wide spread responses. Security has a mean of 3.9 with a standard deviation of 1.3 .This again a volatile item and requires serious attention

Family Work Conflict is 3.9 with standard deviation 1.2 representing that the average value and the respondents e is above mean and that the respondents agree with the items mentioned in questionnaire. The mean value of Work Family Conflict is 2.6 with standard deviation 1.1representing that the average value is above mean and the respondents agreeing with the items in questionnaire and there is substantial deviation from the mean of Work Family Conflict. Extended flight hours have a mean of 2.3 with a standard deviation of 1.1 indicating a very wide

The table 3 represents the correlation analysis; it is conducted to observe the strength of linear association of the variables in the study with each other.

Promotion had a 67% relation with Supervision and 75% with Pay. Social status and promotion had 32% relation while promotion and co-workers support had 9% relationship. Promotion had negative co relation of 10% with security and 24% with Work to family conflict; while work to family conflict had to work conflict had 24% and family to work had 23% c relationship with promotion. Promotion had 48% linear relation with turnover intentions and 41% with extended flight hours. Absenteeism and promotion had 9% relationship while .Job satisfaction and promotion had co-relation of 33%

The relationships are indicative of the fact that Promotion had a weak relationship with co-workers support and absenteeism and it had significantly negative relations with Performance and security. This does indicate that if promotions are not made properly it may adversely affect Performance or as well as a reason for loss of faith in job security

Supervision had a 55% relation with Pay and 75% with Pay and 38% with Social status It had 10% negatively co relation with co-workers support and 13% negative co relation with Job Security. The relations with of Supervision with Work to family conflict were, 14% while with family to work had 10 %Negative relationship with Supervision had 27% linear relation with turnover intentions and 35% with extended flight hours. Absenteeism and supervision had 13% relationship while performance had a 7% negative co relation with supervision while its co relation with job satisfaction was 24 %

The relationships are indicative of the fact that Supervision has a negative correlation with Co Workers support, security, and family to work relations and performance. Pay had a 51% correlation with Social status and the co relation with co-workers support was 23 %, while the co relation with job security was 10%. Pay had a co relation of 10% with security and 32% with Work to family conflict, and a correlation of 16% with family to work. Promotion had 14% c linear relation with turnover intentions and 18% with extended flight hours. Absenteeism and PAY had negative 13% relationship while .performance had 3% negative co relation Pay had 43% co relation with Job satisfaction

The correlation are indicative of the fact that Pay has a negative co-relation with, Absenteeism and performance or it indicates that in the

absence of adequate offer let us say reasonable pay the employees will tend to be absent or their performance may deteriorate

Social Status had a 52% co relation with co-workers support and 42 % with Security. The work to family and family to work had 41% and 15% co relation. The co relation between turn over and social status was 2 % and that with Extended flight hours was 14%.absenteeism and performance had negative co-relation of 18 % and 12 %. While the Job satisfaction had a positive co relation of 28 %

The correlation are indicative of the fact that Social status has weak relationship with turnover intentions or it may be said that one of the reason of leaving may be not a good social status. Absenteeism and performance both have negative co relation which indicates that due to low social status (assumed) the employees may not be interested in the job and remain absent or not perform as

Co-Workers support has a positive co-relation of 64% with security, 39 % with work to family conflict, 31% with family to work conflict and 3% with turnover intentions. The co relation between co-workers support and extended flight hours is 2 %Co-workers support has 21% and 34 % negative co relation with absenteeism and performance while it has 15 % co relation with job satisfaction.

Table 3 indicates that co-workers support is adversely affected by absenteeism and performance that is if the co-workers remain absent or do not perform well in the team the co-worker support declines. Even in the extended flight hours the coworkers support is lees 2 % due probably to tiredness

Security had a positive co relation of 46 % with Work to family conflict, and12 % with family to work conflict. It had negative co relation of 17 %, 31%, 21% and 19 % with Turnover intention, extended flight hours Absenteeism and Performance. Co-relation between Security and job satisfaction was 2%

The relationships indicates that there is a negative co relation with turnover intentions extended flight hours absenteeism and performance meaning thereby that in absence of adequate job security the employees will look for other jobs , may avoid attending o duties or going on long flights and all these will have an adverse effect on the performance

Work to family conflict had 31 % co relation with Family to work conflict and it had negative co relation of 2% and 3% with Turn Over intentions, extended flight hours the co-relation with Absenteeism, Performance and job satisfaction was 24 %, 2 % and 28 %

The relationships indicate a negative co-relation with turnover intentions and extended flight hours. It means that due to a conflict of duties with family matters employees will look for alternate positions and avoid extended flight hours. The 2 % co relation with performance is indicative of the fact that the performance will not be good in presence of a work to family conflicts

Family to work had a 7% relation with Turnover intentions and negative co relation of 5 %, 5 % and 21 % with extended flight hours, Absenteeism and performance. There is 1 % positive co-relation with job satisfaction

The results indicate that in presence of family to work conflict performance will be affected, there will be more absenteeism, and crew will avoid extended flight hours and per job satisfaction will be low

Turn over intentions had 62 % co relation Extended flight hours, 38 % with absenteeism 12 % with performance and 16 % with job satisfaction. This indicates that due to extended flight hours an employee has greater intentions to look for another job and due to low co relation of 16% with job satisfaction he will not be satisfied employee

Extended flight hours had 27% co relation with absenteeism only 6 % with performance and 16 %5 with job satisfaction. These are though positive but not high specially the performance, indicating that the performance declines and so does job satisfaction

Absenteeism had a 27% relation with performance ad 22 % with job satisfaction indicating that it affect the performance and the employee is not much satisfied with the job Performance has a 36 % co relation with job satisfaction which is indicative of the fact that the satisfied employee will perform reasonably better

Table 3. Correlation Analysis

JS	Prf	Abs	Efh	Toi	Fwc	Wfc	Sec	Cws	Sos	Pay	Sup	PRO
.53**				.48**					.32**	.73**	.07**	1
* .24**	-.13	.09	.41**	* .27**	.23*	.24**	-.10	.09	* .38**	* .53**	*	1
* .43**	-.07	.13	.35**	* .27**	-.10	.14	-.13	-.10	* .38**	* .53**	1	SUP
* .28**	-.03	-.13	.18*	.14	.16	.32**	.10	.23*	* .51**	1		PAY
* .28**	-.12	-.18	.14	.02	.15	* .415**	* .42**	*	1			SOS
.15	.34**	.217*	.02	.03	* .51**	.39**	* .04**	1				CWS
.02	-.19*	.213*	.312**	-.17	.12	.46**	1					SEC
* .28**	.02	* .242**		* .51**	* .31**	1						WFC
.01	-.21*	-.05	-.05	.07	1							FWC
.16	.12	.38**	.62**	1								TOI
.16	.06	.27**	1									EFH
.22*	.27**	1										ABS
* .30**												PRF
* .30**												JS

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

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

Table 4. Model Summary

Independent Variables	Model 1	Model 2	Model 3	Model 4
Constant	5.21	1.25	4.51	2.56
t-value	-10.14	2.86	14.54	7.45
p-value	0.00	0.01	0.00	0.00
Promotion	-0.24	0.59	0.08	0.01
t-value	-1.72	4.869**	0.98	0.11
p-value	0.09	0.00	0.33	0.91
Supervision	-0.24	-0.07	0.07	-0.05
t-value	-1.94	-0.68	0.87	-0.56
p-value	0.06	0.50	0.38	0.58
Pay	0.37	-0.44	-0.29	0.28
t-value	2.142*	-2.961**	-2.716*	2.447*
p-value	0.03	0.00	0.01	0.02
Social Status	0.05	-0.07	-0.09	0.04
t-value	0.58	-0.95	-1.74	0.65
p-value	0.56	0.34	0.08	0.52
Co-workers Support	-0.45	0.03	-0.08	0.07
t-value	-3.764**	0.32	-1.13	0.85
p-value	0.00	0.75	0.26	0.40
Security	-0.04	0.09	-0.07	-0.10
t-value	-0.38	1.12	-1.26	-1.63
p-value	0.70	0.27	0.21	0.11
Work-family Conflict	0.21	-0.06	0.29	0.13
t-value	2.504*	-0.81	5.776**	2.386*
p-value	0.01	0.42	0.00	0.02
Family-work Conflict	-0.12	0.00	-0.05	-0.09
t-value	-1.43	0.02	-0.93	-1.55
p-value	0.16	0.99	0.35	0.12
Extended Flight Hours	0.17	0.47	0.14	0.02
t-value	1.84	6.069**	2.451*	0.32
p-value	0.07	0.00	0.02	0.75
R Square	0.26	0.52	0.36	0.25
Adjusted R Square	0.20	0.48	0.31	0.19
F-value	4.35	13.72	7.19	4.08
Sig F	0.00	0.00	0.00	0.00

* Significant at 0.05 level of significance

** Significant at 0.01 level of significance

Discussion

On the basis of the above results of the study that was conducted on effect of pay, promotion, family work conflict, work family conflict, distributive justice, procedural justice, transactional leadership, transformational leadership, security, social status, co-workers support and supervision on job satisfaction, turnover intention, performance and

absenteeism. All the results are highly significant that reflects that the employees of cabin crew of PIA Peshawar base are highly satisfied with their jobs.

The results of pay states that pay had significant effect on job satisfaction, turnover intention, performance and supervision. So hypothesis H1 is accepted in this case. It means that the PIA is offering handsome amount of pay to its employees that is reflected in the high satisfaction level of employees at Peshawar base. The findings of variable promotion reflect that promotion had significant impact on job satisfaction, turnover intention, performance and supervision. Employees getting on time promotion are encouraging their satisfaction level to boost up and hence their turnover ratio is on the downside. So hypothesis H2 is accepted in this case.

The hypothesis related to family work conflict is also accepted that family work conflict had significant impact on job satisfaction, turnover intention, performance and absenteeism. Higher the family work conflict lesser will be the job satisfaction and performance while absenteeism and turnover intention will be on higher side. The hypothesis of work family conflict is also accepted that work family conflict had significant impact on job satisfaction, turnover intention, performance and absenteeism. Higher the work family conflict lesser will be the job satisfaction and performance while absenteeism and turnover intention will be on higher side. So whether the conflict is family oriented still has its impact on the working life of an employee despite the nature of job and industry that particular employee is working in.

Similarly if the three is high work load then it also affects the family life of that particular employee. The employee is unable to give proper time to its family due to high workload. Work of flight crew adversely affects the family relationships since it enhances Conflict on the job and that results in dissatisfaction of worker.

The fifth hypothesis was related to the supervision. The result of the study states that supervision had significant impact on job satisfaction, turnover intention, performance and absenteeism. The hypothesis H5 is accepted. Good supervisor (manger) relationship results in more job satisfaction. The supervisor (manager) is good towards the subordinates and there is positive transformational leadership but mild.

Recommendations

The recommendations given below are based on the conclusions drawn on the basis of replies given by the cabin crew to the questionnaire at the Peshawar base only.

- It is most desirable that flights leave must be on time for the designated destination.
- One of the major grievances of the cabin crew relates to extended flight hours. The flight hours of crew must be reduced to get rest and a fresh crew manages the flight on return in a better way.
- The crew considered their pay lower than the type of work they perform and were not happy with it. The pay raises are not regular. There is need to revise the pays upward on regular basis, to keep them interested in their jobs.
- An increase in slip allowance can create substantial interest among the crew, which will improve the efficiency.
- There is need for making a merit based, clear promotion policy, so that the cabin crew know where they stand and what are their chances of promotion.

Conclusion

In order to make the work force as operational whiz; job satisfaction is the tool that must be utilized for gaining this aftermath.

The present study conducted at the Peshawar base of the PIA indicates that the cabin crew at the base is satisfied with their jobs as a whole and do not wish to leave their jobs. No turn over tendencies have been indicated, which is one of the factor indicative of the Job satisfaction this is further supported by the fact that no single cabin crews has left PIA at Peshawar base in the past 5 years. Absenteeism though it exists is not of any alarm and is attributable not to the disinterest of the employee but rather to the needs of the family , social set up or other essentials of life.

The cabin crew is unhappy with a number of matters, the important being pay, promotion policy, extended flight hours. They consider that the pay is not commensurate with the amount of work they put in on a flight specially the odd and extended hours of flights.

Another irritant relates to the very nature of duty where the weekly rest is dependent on the duty roaster and not on the routine weekends, this in turn adversely affects their social life as many cabin crews are not able to attend to their social obligations. The cabin crews are very unhappy about the promotion policies, which are not based on merit and are rather skewed towards influences not related to performance. There has been severe criticism of promotions by the crew

One of the points of dissatisfaction or no satisfaction (Herzberg) is related to extended flight hours. It was found that cabin crew did not like the extended flight hours, which adversely affected their performance towards the end of the flight. It was also a cause of absenteeism as they avoid such flights, causing disruption in the roster. This needs to be rectified for better motivation.

A very phenomenal observation related to co-operation among the co-workers. The study indicated a very positive significant relation on this account. The crew supports each other on the flights and there were negligible in fighting. Resultantly the crew enjoys the flight duration and works with motivation.

The responses to the social status enjoyed by the cabin crew were not significant. The study, as per general perception, indicated that the crew does not enjoy a better social status in society. The replies indicated that they do not get the respect or recognition that they expect in their profession.

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