Impact of employee CSF in job satisfaction among developed and developing countries. A case study of Austria and Morocco

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in

International Management

Submitted to Christian Weismayer

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Affidavit

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

The thesis was not submitted in the same or in a substantially similar version, not even partially, to another examination board and was not published elsewhere.

September 30, 2020

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List of Abbreviations

CSF   :   Critical Success Factor

GNI   :   Gross National Income

HDI   :   Human Development Index

UN   :   The United Nations

Abstract

The purpose of this study is to uncover whether employees are more satisfied in a mid-developed country rather than in a fully developed country within the same industry, by a comparison study between Austria (developed) and Morocco (mid-developed). This carries heavy importance due to the fact that, it may encourage migration to other mid-developing regions which could offer equal or more employee satisfaction. This is achieved by focusing on the experience of the employee through variables, such as; work situation, professional development, information and communication, company image and corporate culture. This is a comparative study, with a quantitative approach. Data was compiled with the help of an Austrian consulting firm that used questionnaires for data collection. The findings provide support for a most of the research hypotheses according to which four out of the five hypotheses were retained, and only one rejected. There were relations between the literature review and the empirical part (secondary data), with majority proven in the results section. As a result, the data concludes that working in Morocco a mid-developing country may offer a more positive experience (given the variables), than one can experience in a developed country such as Austria, specifically within the automotive industry.

Keywords: Migration, Employee satisfaction, Employee CSF (critical success factors), work situation, professional development, information and communication, company image and corporate culture

1 Background of Study

For centuries there has always been employee and employer relationships, especially after the period of slavery (Emmer, 1993), whereby individuals had to work against their will, with no pay, usually under abusive or degrading circumstances (Oshinsky, 1997).

Ideally during the 1800s, a good relationship between employee and employer reflected on the output produced by the employee (Towers, 2004), especially when firms were local and nowhere near as large as today (Towers, 2004), having to manage a few employees was much easier and straight forward.

Centuries later firms such as Apple, having a total of one hundred and thirty seven thousand employees have no choice but to place a structure and framework (Statista, 2020), in which employees can communicate effectively with a superior and discuss their needs and how they can be met.

Managing every employee equally and creating good relationships is not as simple as it may have been, every employee comes from different lifestyles, and globalization largely contributes to the diverse needs in the work environment (Klein & Tokman, 2000), thus shaping our social structure and much more (Klein & Tokman, 2000), creating good relationships, and ideal working environments is a lot more complex due to thE fact that you have to consider many more aspects than just the obvious (Klein & Tokman, 2000).

Therefor employment satisfaction is a fundamental area in human resource, according to Kinnie et al. (2005), in fact it is crucial to the success and image of a business, simply because a company's workforce is one of its success determinants (Kinnie et al., 2005), and expecting all employees to be motivated and satisfied by similar approaches is ill-advised (Kinnie et al., 2005), for "one size does not fit all" stated by Kinnie et al. (2005).

Large corporations and organizations depend on their employees for productivity, in order to achieve the company's objectives (Pfeffer & Veiga, 1999). Research aimed at contact centers of British telecom firmS have proven that happy/satisfied employees are 13% more productive with daily tasks (Bellet, De Neve & Ward,

2019), carrying out more calls per hour and producing more sales within a day (Bellet, De Neve & Ward, 2019).

Achieving optimum employment satisfaction consists of many crucial segments, not only the obvious; such a finances, but work environment, compensation system and corporate culture (Bellet, De Neve & Ward, 2019).

Therefore, an entire department is allocated to creating and optimum environment for their employees by making sure policies are instated (Kinnie et al., 2005), that satisfy both the employee and the company's goals (Kinnie et al., 2005), the end result is to enhance their productivity and attain overall organizations objectives (Bellet, De Neve & Ward, 2019).

It is absolutely important that firms maintain positive relationships with employees, not only because of employee productivity, but also employee loyalty, conflict reduction (internal and external), in order to communicate effectively, delegate tasks accordingly and set goals (Pfeffer & Veiga, 1999).

1.1   Problem Statement

Decades ago larger corporations such as McDermott, Seagate Technology, and Frigidaire based their larger corporations/headquarters, manufacturing and warehouses in highly developed countries (Chris Morris, 2020), this definitely assists with reducing unemployment rates in cities (Vojtovic, & Krajnakova, 2013), but lower developed countries have almost close to none when it comes to globally recognized corporations -foreign investments- (Patrick, 1966).

In the past five years we have seen larger corporations branch out to mid developed countries, for many reasons, some of which are lower taxes, benefits of foreign investments and an increase in educated individuals in desirable fields of study (Sleuwaegen & Pennings, 2006).

Instead in lower developed countries there tends to be more local, private or government owned/run firms (Patrick, 1966). On the other hand with the rise of internationally recognized firms present in mid-developed countries (Sleuwaegen & Pennings, 2006), this could be a trend that other under developed countries might strive towards.

This trend has proven successful so far, and brings about the question of, how they approach their employees.

This brings about the papers main focus, whether or not working in a mid-developed country is better than working in a high developed country, of course there are many contributing factors, such as; economic status, crime rate, family, distance and age, but this paper will narrow it down to employee satisfaction within similar industries in developed and mid-developed countries.

1.2   Purpose of Study

This paper will only focus on the experience of the employee by looking at the variables affecting an employee's satisfaction in Austria (developed) and Morocco (mid-developed) within the same firm present in both countries.

This paper aims to uncover differences in employment satisfaction between the two countries if there are any, for the reason that more firms may relocate to mid-developed countries, is it worth relocating as an employee or looking for another job within the same country. The results may assist the reader by making better and more informed decisions depending on the findings, allowing the individual to consider other options -that a couple of decades ago was unimaginable due to a country's economic status- due to new opportunities (with larger firms relocating) with a possibility of different experiences and outcomes.

1.3   Research Question

This research paper aims to uncover whether employees are more satisfied in a mid-developed country than in a fully developed country within the same industry, through a comparison study between Austria (developed) and Morocco (mid-developed).

Is there a significant difference in employee satisfaction between developed and mid-developed countries?

1.4   Research Area

This thesis aims to analyze and explore the different variables that affect employee satisfaction within companies, through a comparison approach between developed countries and mid developed countries, using variables such as business culture, compensation systems, information and communication.

The subject of employee satisfaction falls under the department of human resource management (Kinnie et al., 2005), as it daily revolves around staffing needs, performance appraisal and a few other variables.

1.5   Research Process

Employee satisfaction is a popular topic and is spoken of quite often in the world of business, and there are a decent amount of research/studies on employee satisfaction, observing and analyzing the many segments within employee satisfaction and factors affecting employees. It has been an in-house practice in some firms to also hand out questionnaires to employees (Spector, 1994), as more of a self-reflection, indirectly highlighting where the firm is doing well, on the other hand presenting issues and uncovering areas that can be improved on as well as other factors affecting employee satisfaction, overall reflecting the organizational behavior.

Thus this research paper will use a quantitative approach, using data from an Austrian consulting firm.

The data is derived from questionnaires carried out from firms within a similar industry -the automotive industry-, in both Morocco and Austria.

The questionnaire will be exactly the same, thus allowing an easier and precise comparison.

The results of the questionnaire will present whether or not there are significant differences within the following variables under employment satisfaction, such as; Work situation, Professional development, Information and communication, Company image and Corporate culture.

This research paper shall be structured as follows: Initially, with a review on literature within the field of employee satisfaction, work in developed countries/ mid-developed countries and how their culture may contribute to their work, what

differentiates a developed economy and a mid-developed economy specifically looking into Austria and Morocco, followed by the methodology, hypotheses and conceptual model, thus highlighting the best-fit research methods in order to formulate the data for this specific research paper. Subsequently, the data shall be analyzed and presented in a descriptive form and graphical statistics, summing up-to a conclusion, limitation met in the research and recommendations for future research.

2 Theoretical Aspects of Job Satisfaction

In this chapter, every concept that was briefly mentioned in the introduction will be explained by a thorough literature review. At the center of this study is the job satisfaction of employees and the differences that arise in developing and developed countries. As a result, it is essential to start the literature review by explaining job satisfaction in more detail.

2.1 Definition

Nowadays, the term job satisfaction is widely used and is considered a crucial aspect for employees and also for employers. But, even though this concept seems easy to understand, providing a clear and consistent definition has been pretty hard over the years.

One important definition is provided by Aziri (2011), he defines job satisfaction as a mix of positive and negative feelings that employees might possess, as a result of their work. However, according to their definition, job satisfaction can also be related to employee expectations. When employees exceed their expectations regarding their job, they would get satisfaction (Davis & Newstrom, 1989). Another definition is provided by Kaliski (2007). He defines job satisfaction about how the employee feels regarding the job. It is pretty similar in definition with Davis & Newstrom (1989) definition but this definition is mostly focused on the productivity of the employees and their work-life balance. If employees have higher productivity than what they set for themselves, if they get rewarded and enjoy their work, then

this would lead to good job satisfaction (Kaliski, 2007). Mullins (2010) emphasized the fact that job satisfaction is something that can be judged differently by different people, resulting in different ideas for different individuals. In that definition, he links job satisfaction with motivation to some degree. However, he also emphasized that satisfaction is not the same as motivation in the sense that satisfaction is dependent on the individual itself and the way it feels (Mullins, 2010). Despite all these definitions, there are many other definitions from many other scientists. Despite certain differences in definition, it can be agreed that job satisfaction is strongly related to how employees feel to certain stimuli in the workplace and these stimuli can have a positive or negative impact on their satisfaction.

This paper will define job satisfaction as "the positive and negative feelings that employees obtain as a result of one or many stimuli that they feel are important in the workplace" (Bhagyashree & Padmanabhan, 2017), these stimuli can be internal and external (Bhagyashree & Padmanabhan, 2017). One of the most important aspects of this paper is to find those variables that can act as stimuli for job satisfaction. These elements will be thoroughly explained later in the literature review.

2.2. Importance of Job Satisfaction

The importance of job satisfaction has heavily increased among the years, especially due to the increase in the importance of the service industry. It is important to understand that the service industry comprises 70% of the revenues generated in OECD countries (OECD, 2005). Following this trend, businesses in developed and developing countries are giving more importance to how satisfied employees are towards their work. The idea is that a satisfied employee will do the work with more passion, desire, and lead to better performance (Poggi, 2010). However, there are two sides to how employee satisfaction could be seen. The goal of human resources in every company is to create and maintain employee satisfaction. But, companies can deal with this issue in the short-term and long-term. For example, in the short term, the idea is related to the perceptions that employees have towards the company. The first impression matters for the employees, otherwise, they would not be interested to stay in the job for much longer (Davis & Newstrom, 1989). This would be very problematic for the firm in the short term, but the situation can be

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even worse. If an employee is not satisfied with the work since the beginning, it is very unlikely they will change their mind. It makes the problem worse because this dissatisfied employee will continue to work for the company, but it would search for other reasons to not like the company. It follows a spiral effect of an increased dissatisfaction and decreased productivity (Cassar, 2010) This does not only cause damage for the employee but even for the firm as productivity decreases. If the employee spreads this dissatisfaction through word of mouth, it would make the company look bad, destroy the brand image and reduce the prospects of other employees who may want to work for that organization (OECD, 2017).

Nevertheless, some papers have not found a significant impact on employee satisfaction/job satisfaction in productivity. For example, according to Davis & Newstrom (1989) job satisfaction can impact productivity to some extent, but this is not always the case. According to this paper, there can be many other factors that have a more important influence such as rewards and the level of loyalty built over the years. Loyalty is especially very important for businesses and they focus on increasing their employee loyalty (Aziri, 2011), regardless of the fact that loyalty from employees is essential, the level of job satisfaction depends on what kind of loyal relationship is created between the employer and the employee. Three important categories of loyalty are:

- Affective loyalty→ this type of loyalty is very important because it is based on the affection that the employee has for the company it is working for. These feelings get deeply enrooted in the mind of employees, but it is also the hardest to achieve. Affective loyalty is mostly related to individual emotions and satisfaction (Han et al., 2011).
- Normative loyalty→ it is quite different from affective loyalty in the sense that normative loyalty does not occur because the employee has affection for the company and his/her work. In normative loyalty, the employee has the feeling that he/she owes a debt to the company that needs to be fulfilled (Han et al., 2011).
- Continuity loyalty→ it is considered the weakest and most risky form of loyalty. It means that employees continue working for the company just because they cannot find a job anywhere else. It is considered the weakest

because the loyalty link between employer and employee is very small and can be broken up quite easily. On the other hand, it is risky for the company because this can be considered a false loyalty, and dissatisfaction of the employee is not that apparent (Han et al., 2011).

2.2.1. Job Satisfaction vs Job Engagement

The terms job satisfaction and job engagement are often used with the same meaning (BasuMallick, 2020). As mentioned previously, job satisfaction is related to the happiness of the employee while doing work. On the other hand, job engagement is something that goes a bit deeper. Job engagement is related to the level that an employee is involved in a company. It is a measure of the connection that the employee has regarding the firm (BasuMallick, 2020), nonetheless, the definitions are not exactly the same, both employee satisfaction and employee engagement are deeply connected. Employee engagement can not exist without having satisfaction as a cornerstone. This idea will be explained later in this thesis when speaking about the theoretical framework that this thesis will use to explain the conceptual model. This paper will use Maslow's hierarchy of needs to justify why this paper is considering employee satisfaction and engagement as interchangeable terms (Maslow, 1943).

Employee satisfaction, when used separately as a concept, creates a specific issue. The problem is that job satisfaction can be obtained by doing very simple tasks that may not be that important in the general scheme of things. Somebody who is doing very little and a meaningless job may be very satisfied with himself and the job. It creates a situation where the employee has no purpose and lack of leadership, which will negatively impact the firm in the long term (Bhagyashree & Padmanabhan, 2017). However, if the employee is engaged, he/she will find new ways to innovate and will have the prospect to get a new position. Employees who are engaged in the work they are doing will always extend the limits the employee has set and increased the value for the company. These are some of the reasons why customer engagement and satisfaction coexist in "employee satisfaction" that is central to this thesis. Below, several drivers for employee satisfaction and employee engagement will be briefly explained. The dependent variables of the conceptual

model have been chosen from this list as the most significant drivers of employee satisfaction.

2.2.2. Drivers of Job Satisfaction and Engagement

Drivers of employee engagement

When it comes to employee engagement, its drivers are mostly based on the personal development of the employee combined with needs and prospects that may arise in the future (Andreassi et al., 2012). These drivers are: professional development, information/communication, company image, and company culture.

Professional development→ it is crucial because it immediately deals with the future prospects of the employees that are essential for employee engagement. In certain cases, professional development is considered more important for employees than benefits (LinkedIn Learning, 2020). This study by LinkedIn Learning (2020) shows that the lack of prospects for professional development is the main reason why millennials tend to not be engaged with the job. It results in them quitting, based on this report.

Information/communication→ employees need information and communication to engage in their work. They need to be constantly informed and updated from the top management. The possibility to have information, makes these employees feel like they are truly a significant part of the organization and they feel empowered (Ferreira et al., 2014).

Brand image→ brand image and the strength of the brand are important elements of the company. However, brand image is also important in the eyes of the employee. When a company has a strong brand image, employees tend to invest themselves more in the work they do (Sok & O'Cass, 2011).

Company culture→ it includes the everyday routine of the company, their beliefs, code of conduct, etc (Craig, 2014). Having a healthy company culture is essential for businesses because it creates a certain spirit of morale that affects employees and how engaged they are with their work (Kratzer et al., 2017).

Drivers of Employee Satisfaction

As mentioned previously, the drivers of employee engagement are considered to be deeper in nature, where the employee really wants to put in the effort because of the connection with the employer (Diaz, 2018). However, drivers of employee satisfaction are more basic and it mostly comes up to the basic needs of the employee, such as a good compensation, a healthy work-life balance, getting recognized for the work (Andreassi et al., 2012).

An optimal compensation→ it is one of the most basic needs of the employee that very often leads to employee satisfaction. As a result, the employee will be further engaged with the job (Maslow & Frager, 1987). Even though in the beginning, this satisfaction is financial in nature, in the long run, it will not be only monetary.

A healthy work-life balance→ it means that the employee has the right balance between the time spent doing the work, and the time doing other activities. Keeping this balance helps to keep employees feel less stressed and be more productive (Andreassi et al., 2012).

Getting recognition→ employees get satisfaction when getting recognized for the effort put in the work. This can be done in two ways. First of all, the company can create a framework for employee appraisal where the employee can be reviewed for the work for a certain timeframe (Kalleberg, 1977). This type of recognition would be a formal one in nature. On the other hand, recognition can also be something that does not need formality and can be shown at a certain moment.

Drivers for employee engagement	Drivers for employee satisfaction
Professional development	Good compensation
Information and communication	Healthy work-life balance
Company image	Getting recognition
Company culture	

Table 1: A list of drivers of employee satisfaction and employee engagement (Self drawn)

Table 1 summarizes the drivers for employee engagement and drivers for employee satisfaction. This thesis considers job satisfaction as an dependant variable. The independent variables are five in total. The drivers for employee satisfaction will be all put into one group named "basic work conditions". As a result, the five variables will be: **basic work conditions, professional development, information/communication, company image, and company culture.**

However, in this paper, there will also be two moderating variables that are very important. Employee satisfaction has its own drivers but, these drivers can be largely impacted by the region or country. The focus of this thesis is to make a comparison between a developing country and a developed one. These two countries are Austria (developed) and Morocco (developing). The idea is how the drivers of employee satisfaction (independent variables) can change going through the moderating variables. These moderating variables serve as a filter, in this case, that may output different results.

A moderating variable can be defined as a variable that impacts the strength of the relationship between two other variables (Creswell, 2014). In this case, the moderating variable is the country variable including Austria and Morocco. Furthermore, several behavioral theories will be used to explain certain relationships.

So, it is important to make a general differentiation between a developed and a developing country. The next subchapter will explain the differences in general terms and not focusing on Austria or Morocco specifically at the moment. The idea is to get some literature for the general behavior in developed/developing countries so that it can be applied to the Austrian and Moroccan case studies in the empirical part.

2.2   Developed and Developing Countries

Based on the ranking of the United Nations, countries are separated into developed and developing countries. The main basis for this separation is mainly the economic condition and its indicators such as the GDP, income per capita, healthcare system etc (United Nations Development Programme, 2019). Human development index

also has a very huge importance. The reason is that it considers the individuals and their skills as the basis for ranking countries. This index can hugely affect policies because of the discrepancies that it can show. For example, two countries that have the same gross national income (GNI) but different HDI would show that something else may be wrong and may indicate needs for change in policy (2019). The United Nations explain in their website that the human development index (HDI) measures certain milestones and achievements regarding human development, hence its name. There are three of these achievements emphasized by the UN: living a healthy life, having a pleasant standard of living, and having a decent amount of knowledge.

2.2.1. Definitions

A <u>developed country</u> is a country that has reached its goals in terms of economic power, industrialization. As mentioned previously, these countries are ranked by the HDI. These countries have very good living conditions, modern healthcare, supporting infrastructure, technological developments, and major innovations (Surbhi, 2015). Some of these developed countries are: **Austria** (one of the case studies of the thesis at hand), France, Switzerland, the U.S, Australia, Canada, and many more.

A developing country is a country that has not yet had the industrial developments that what is considered as a developed country has. These developing countries are at the primary stages of industrial development. Another characteristic that defines developing countries is a very low amount of income per capita. These countries were previously known as third world countries (Surbhi, 2015). The name "developing countries" were later adopted more commonly. There is an interesting relationship between a developed and a developing country. Developing countries mainly depend on developed countries to be sustainable. Developed countries are supposed to assist developing countries in achieving later stages of industrialization and improve the conditions of living for the people (OECD, 2017). Developing countries fail in those areas that developed countries excel at. For example, the healthcare system is weak, infrastructure and technological innovations are not that advanced, government debt is very high, high illiteracy and death rate, etc (OECD, 2017).

For example, some of these developing countries are: **Morocco** (one of the case studies of the thesis at hand), India, Pakistan, Turkey, Brazil, Chile, etc.

2.2.2 Job Satisfaction in Developing Countries

In a developing country that has not reached the later stages of industrialization yet, the economic sector is dominated by agriculture. Agriculture represents a significant part of the workforce also. This means that a lot of resources have been spent in training the employees, increase the use of technology and the implementation of necessary policies for growth (Mulinge & Mueller, 1998). However, the direction of these resources in only one direction may pose other problems for the developing country. For example, if most of the resources are used on training and innovation in agriculture, that approach would be very linear in nature. The essential objective of developing countries is to develop their capabilities and transform them into a developed nation (Mulinge & Mueller, 1998). In this thesis, Morocco was chosen as a developing country to be studied. Morocco is situated in Africa and thus, shares most of the same features with other African nations that are at the same stage of development. The Garrity et al.'s (1995) book explains the basic ideas about the management methods of companies in Africa and employee satisfaction as a result. They conclude that the most dominant type of management methods in the African continent is related to a type of strong hand management, compared to an authoritarian one. Usually, companies in developing countries in Africa try to avoid risk as much as possible, giving the employee not much choice and opportunity to provide innovative ideas (Garrity et al., 1995). Furthermore, the objective of achieving a high employee performance and turnover is not that dominant. This type of management leadership will consequently have negative effects in the satisfaction and engagement level of the employees. As a result, this management style is considered very conservative and not in line with the development strategies of developed countries such as Austria. Employee satisfaction in developed countries is derived mostly from the characteristics of the worker itself (Bhagyashree & Padmanabhan, 2017).

Many developing countries are in that development situation because of the historical past. For example, colonialization was a huge factor in this regard. During colonialization, wages offered to workers were very low. As a result, not many

workers wanted to work for that compensation . To mitigate this issue, colonialists used more brutal mechanisms to make it happen. For example, compulsory taxation using cash was one method to make workers get a job. Also, the possession of land by colonialist powers did not leave the workers much choice (Winans, 1974). The main issue that arises from this lack of satisfaction is the lack of loyalty that the employee had towards the employer. As mentioned previously, loyalty in the workplace comes as a result of continuing job satisfaction. The predominant issue in many developing countries is the exploitation of the employee for profits in the short term while not focusing on employee satisfaction and engagement in the long term (Mulinge & Mueller, 1998).

2.2.3 Job Satisfaction in Developed Countries.

Developed countries have already passed the initial stages of industrialization and development. These countries have created the capability to be national and global economic powers. As a result, usually, there is a high standard of living predominantly with good infrastructure, healthcare system, schooling, political climate, etc. All these advantages that developed countries have, often trickle down to the employee and the benefits he/she enjoys from working at a company (Surbhi, 2015). In developed countries, especially the ones in the West, the same company structure based on the hierarchy is used. Since colonialization, developing nations have been dependent on developed ones and the opposite to some extent. During the era of colonialization, the values of the Western organizational structure have been implemented. However, the management style in developed nations is pretty different (Winans, 1974). It is more liberal in this aspect whereas employees get many benefits that the ones in developing countries cannot. Developed countries earn most of the revenues exploiting the industrial growth they have while developing countries are focused mostly on the service sector. Even though the service sector has been the predominant economic sector in the 21st century, the industry of developed nations generates more revenue for them (Surbhi, 2015).
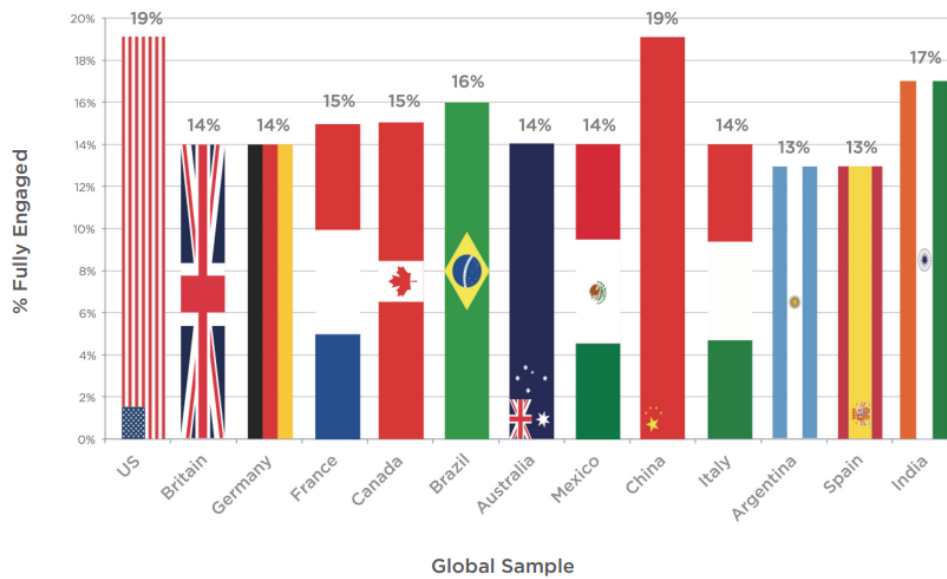
Figure 1: Top countries based on the study from Global Engagement Index 2018. Source: The Global Engagement Index (2018) p. 10

Figure 1 is taken out from a global study on employee engagement. This report took into account the developed and developing countries to assess the level of employee satisfaction, and consequently engagement in their work (The Global Engagement Index, 2018). China is considered a developing country while the U.S is a developed one. China has been able to have a huge economic boost since the early 1980s, which has intensified in the 21st century where China is considered an economic superpower. However, it remains in the category of developing countries because it has not yet reached the necessary industrialization rate (The Global Engagement Index, 2018). Nevertheless, the results of this study show that employee satisfaction and engagement are the same (19%) for both China and U.S. This idea may feel like a conflict to what was explained in this paper in this chapter. However, the Chinese strict political regime may force most employees to paint a better picture than what reality is. However, the economic capability of China and its importance in global trade cannot be understated. India (17%) is the third country with the largest employee engagement and it also belongs in the list of developing countries. The service industry is the most important one in India and it generates 61.5% of income (Chakraborty & Nunnenkamp, 2008). Despite these exceptions, most of the countries on the top employee satisfaction and engagement belong to

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the category of developed nations, also known as high-income nations. Cultural differences and the political atmosphere is also important when differentiating about employee satisfaction. Each country has its own dimensions of culture, politics, and lifestyle (Maslow & Frager, 1987). Employee satisfaction is also impacted by these differences and Hofstede's dimensions of power theory will be used to understand these differences even further.

After a general literature review on employee satisfaction and the core differences between developed and developing countries, there is a better understanding of the dependent variable (employee satisfaction), the moderating variables (developed and developing countries), and independent variables (five drivers of employee satisfaction). The next subchapter will explain the different relationships that exist between all the variables using important theoretical frameworks.

2.3   Theoretical Framework

The theoretical part of this thesis will explain three main theories that are related to employee satisfaction to explain the relationships between the variables. These three theories that will be explained in this chapter are: <u>Maslow's hierarchy of needs, Hofstede's dimensions of power, and social exchange theory</u>.

2.3.1   Maslow's Hierarchy of Needs

Maslow's hierarchy of needs has been an interesting theory that has existed for quite a while. This theory is based on the motivation of individuals and how it affects the level of satisfaction in a job (Maslow & Frager, 1987).

Maslow's theory is represented in the form of a pyramid where different categories of needs for the individual are laid out. The individual must be able to fulfill the basic needs at the bottom of the pyramid to then continue going up to the top.

As can be seen in Figure 2, the original model consisted of five steps starting from physiological needs and ending with the self-actualization needs at the top of the pyramid (Maslow, 1943).
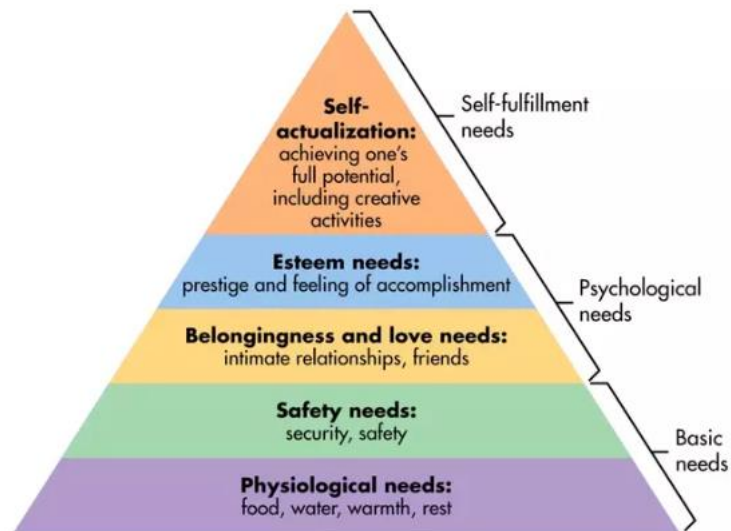
Self-actualization: achieving one's full potential, including creative activities — Self-fulfillment needs

Esteem needs: prestige and feeling of accomplishment

Belongingness and love needs: intimate relationships, friends — Psychological needs

Safety needs: security, safety

Physiological needs: food, water, warmth, rest — Basic needs

Figure 2: Maslow's hierarchy of needs. Source: Diaz (2018)

All the elements of this model can be divided into two main groups. Physiological needs, safety needs, belonging/love, and esteem needs are considered as "deficiency need" (Corporate Finance Institute, 2020). Deficiency needs are caused as a result of lacking something that an individual needs. For example, the basic needs of an individual are the physiological ones (food, water, warmth). The inability to fulfill these needs would lead to a larger desire for the employee/individual to want to have these needs (Maslow & Frager, 1987). If somebody would stay without water for a very long time, the motivation and desire for consumer water will increase. On the other hand, the top level of Maslow's pyramid (self-actualization needs) is considered to be growth needs. The main difference between growth needs and deficiency needs is that growth needs come from motivation and determination to grow. Growth needs are needs to fulfill something. Deficiency needs are needs that are created as a result of lacking some other needs.

Physiological needs→ these needs are the most basic and essential needs of an individual. Not fulfilling these needs, an individual would not be able to survive. Some examples are: drinking water, eating, having a home, clothes, etc. For those reasons, the fulfillment of physiological needs is primary for the motivation of each individual and employees also (Maslow & Frager, 1987). To fulfill most of these needs, a fair compensation package is crucial nowadays. It explains why

compensation is seen as a huge driver for employee satisfaction compared to other drivers. Compensation is the driver that helps employees move along the pyramid, starting with the base (Maslow, 1943).

Safety needs→ the need to feel safe and secure is of crucial importance for individuals in general, and especially for employees who work in diversified work environments with different levels of risk. In the general sense, people want to have control over how their lives go and how secure they feel. Safety needs can be fulfilled by the government (police). However, it can also be fulfilled by employers and the security structure created in the organization (Corporate Finance Institue, 2020).

Sense of belonging/love needs→ If the first two stages of the pyramid have been fulfilled, the third one is related to the sense of love and belonging that someone has. The basic concept here is that interactions with other people are very important in motivating an individual (Hofstede, 2011). Some examples of this dimension are related to creating and maintaining friendships, building trust, being accepted in a group, etc. Employees need this sense of belonging especially in the workplace. People want to be part of something bigger than themselves and they want to feel part of the organization they are working for. If this sense of belonging is achieved, the employee motivation to work and satisfaction will get higher.

Esteem needs→ are important needs that directly impact the satisfaction that the employee has. Esteem needs were split into two main categories according to Maslow: self-esteem and reputational esteem (Maslow, 1943). Self-esteem is the confidence that an individual shows in itself and possesses inside. Self-esteem is impacted by other factors in society and the workplace. However, Maslow's pyramid requires the previous categories of needs to be fulfilled. The assumption is that if the first three stages are fulfilled, the self-esteem usually derives as a result (Maslow & Frager, 1987).

Self-actualization needs→ these needs stand at the top of Maslow's pyramid. These needs can be explained as the need for an individual to reach the maximum potential possible. Self-actualization needs can be very specific in nature. A person

may decide to devote everything to becoming a stockbroker for example (Maslow, 1943).

Maslow's hierarchy of needs can be implemented quite efficiently in the workplace (Diaz, 2018). As mentioned previously, the employees need to fulfill those needs to have an increase in their motivation to work and job satisfaction. Maslow's model is very important because it creates a stronger link between customer engagement and customer satisfaction. The idea is that the higher the employee goes through the levels, the higher satisfaction he will get from the work. A higher satisfaction would then lead to increased engagement with the employer (Diaz, 2018).

As mentioned previously in this paper, employee engagement and satisfaction are very often used interchangeably. The general consensus is that employee satisfaction is more basic, but it leads to the employee being more engaged in the work (physically and emotionally). These two concepts can be seen as two sides of the same coin. However, Maslow's model helps to create a more clear link regarding their relationship in this paper. Therefore, using Maslow's theory, this thesis can explain how an increase in employee satisfaction will consequently lead to an increase in employee engagement.

2.3.2   Social Exchange Theory

Social exchange theory is one of the most dominant theories used by scientists when studying employee satisfaction (Mulinge & Mueller, 1998). This theory also is completely based on a theoretical basis. However, it provides an interesting take between motivators that push an individual to interact with other individuals. Social exchange theory states that individuals have social interaction with one another in exchange for benefits or rewards that may come as a result of that relationship. Individuals want to get rewards for the effort and time in creating and maintaining these relationships (Mulinge & Mueller, 1998). However, they later added to this theory because he applied it to relationships in the workplace and hierarchical organizations. He emphasized that the behavior expressed by individuals in the society and the organization is almost the same because it is based on the same principles (Mulinge & Mueller, 1998).

To apply this theory from the perspective of the organization, the idea is basically the same. On one hand, employees contribute the work to the company with the idea that they will get something in return (Scholl, 1981). Employees agree to sell their labor, skills, and expertise in exchange for a portion of the resources that the company has. Initially, the employees sell their labor in order to get compensation/rewards and fulfill the basic needs the employee has. As explained previously using Maslow's hierarchy of needs, when employees go through each stage of fulfilling their needs, their satisfaction from the job will also increase together with engagement. In the short term, the initial satisfaction is taken from fulfilling basic needs, but in the long term, the engagement of the employee will increase (The Global Engagement Index, 2018). Maslow's hierarchy of needs and social exchange theory is very helpful in this study because they are mostly behavioral theories that usually apply universally (Leonard, 1987). This makes it possible to compare developed and developing countries on the same behavioral basis. The psychology of the society is usually the same no matter where in the world. However, what differs is different situations that countries are in, different policies that they use, and how people adapt or change the behavior. What remains important is that at the core of these theories human psychology is constant. It makes it possible for this thesis to mix quantitative data collected with behavioral theories and responses (Creswell, 2014).

According to Herzberg, the rewards (social exchange theory) that employees get can be distributed into two categories: intrinsic and extrinsic rewards (Bhagyashree & Padmanabhan, 2017).

Intrinsic Rewards

Intrinsic rewards are those rewards that are directly linked with the employee conducting the work (Hong & Waheed, 2011). These rewards have a significant impact on self-esteem and being fulfilled as a person. Some of these intrinsic rewards may include the ability to be free to choose how the employee will conduct the work, what skills to use, getting recognized for the work, the opportunity to use training and artistic skills to innovate and improve the workplace, etc (Bhagyashree

& Padmanabhan, 2017). These are only some of the intrinsic rewards. It is very comparable to the "self-actualization" stage of Maslow's hierarchy of needs.

When it comes to intrinsic rewards, the participation of the employee in making decisions has a huge role in increasing an employee's sense of self-fulfillment. However, participation in making decisions is an important achievement for employees but the freedom to make decisions is even more important. It has a positive impact on employee morale because the employee feels entrusted by the company with that decision (Hackman & Oldham, 1975). Furthermore, the level of importance of a task is also essential to employee self-fulfillment needs.

Information and communication is also another element that generates intrinsic rewards. It is related to the amount and importance of information that gets shared within an organization. An employee who wants to reach the stage of self-fulfillment needs to possess information about what is going on inside the organization (Hackman & Oldham, 1975). When **information** gets passed through the hierarchy of the organization, the employee would feel the importance and a sense of belonging within the group. It would boost morale and satisfaction. Furthermore, sharing of information within an organization efficiently would help employees make better and more informed decisions (Abraham H. Maslow & Frager, 1987).

Opportunities for professional growth are another crucial intrinsic reward for employees and their satisfaction and engagement. The extent of professional growth depends on the opportunities that the organization provides the employee (Garrity et al., 1995).

Extrinsic Rewards

The main difference between intrinsic and extrinsic rewards is the fact that extrinsic rewards are not directly an outcome of the work conducted. It comes as a consequence of the work. Intrinsic rewards are directly related to the outcome of the work (Hong & Waheed, 2011). The extrinsic rewards can be divided into three main categories: instrumental, social, and stressor extrinsic rewards.

Instrumental rewards are considered to be those rewards that are provided with the main purpose of increasing employee satisfaction by motivating them and creating relationships with the employee (Kalleberg, 1977). These rewards are tangible. Some examples include wages, bonuses, health benefits, optimal working environment, etc.

Social rewards are generated as a result of forming a relationship and maintaining interactions with other members of the organization. More specifically, social rewards are related to the workplace environment and whether it provides the necessary social needs of the employees (Kalleberg, 1977). Some examples are: having helpful colleagues, having a supervisor as a mentor, and a group objective-based approach.

Stressor (convenient) extrinsic rewards include those characteristics of the organization that may negatively affect the work of the employee, and consequently, his/her satisfaction and engagement (Kalleberg, 1977). For example, the distance from home to work, freedom to give priority to tasks, and convenience of working at a certain organization in general. All these elements create further pressure for the employee, which may negatively impact the satisfaction in the future. These stressor extrinsic rewards are not directly the most important rewards that workers want to get. However, the employee needs to have a good performance at work, otherwise, he/she would not get other compensations (money, bonus, health benefits). Reducing the above-mentioned pressures from the employee would help in doing the work better, be more satisfied, and engaged with the work.

2.3.3 Hofstede's Dimensions of Power

Hofstede's dimension of power is also another important theoretical perspective that focuses on identifying the differences between cultures in different countries. It is one of the most famous theories to identify these cultural disparities (Andreassi et al., 2012). Employee satisfaction and all the other independent variables in the model (5) may be affected by cultural differences that exist between the two countries. In this thesis, the moderating variables are Austria (developed country) and Morocco (developing country). Both countries can be analyzed and compared

using the five Hofstede's dimensions of power. By combining the cultural feedback and differences with employee behavioral theories and quantitative data, it will allow the research question to be analyzed in many different aspects, not only by descriptive quantitative data.

According to Hofstede (2011), different cultures can be judged and compared based on six core dimensions. These dimensions are: power distance, uncertainty avoidance (UA), masculinity vs femininity, long vs short term orientation, indulgence and satisfaction vs restraint. However, to implement this model in the organization, only the first five core dimensions mentioned will be explained and examined because they have the largest impact on how organizations operate.

Power distance→ is related to how power is distributed in a society. More specifically, it measures the level of acceptance among less powerful groups of the fact that there is not an equal distribution of power in society. Different cultures react differently to this idea (Ferreira et al., 2014). In regions such as South America, the existence of inequality is approved by all classes in society. They mostly attribute this approval with the culture that has existed for a long time and people learned to accept it. Countries that have a high power distance, have a higher degree of acceptance. On the other hand, in countries where there is low power distance, all individuals are considered to be treated equally in society no matter the inequality (Ferreira et al., 2014). This dimension can also be applied in the job environment because society in principle behaves in the same psychological manner in the workplace as they do in everyday life. In countries with high power distance, the employees in an organization learn to accept that the power is not distributed in an equal way regarding the hierarchy. In countries with low power cultures, no matter the position in an organization, the employee would most likely be treated the same as higher ranked colleagues (Andreassi et al., 2012)

Uncertainty avoidance (UA)→ is a parameter that identifies the level of tolerance that a particular culture has concerning the uncertainty that the future brings (Hofstede Insights, 2020). Those cultures that have a **high uncertainty avoidance** have a very big issue with the uncertainty in the future. As a result, these cultures tend to be more in line with following rules and having a rather strict lifestyle. These ideas transmit over to the organization where high uncertainty avoidance cultures

tend to behave very formally in the workplace (Shackleton & Ali, 1990). It has an impact on the way communication and information are shared along with the organization because everything needs to be formal. Individuals in high UV cultures enjoy stability in the workplace and are less open to training and learning new skills. This would not necessarily reduce employee satisfaction because, as mentioned previously, employees can get satisfaction even from a minimal job but are not fully engaged in the workplace (BasuMallick, 2020). However, those employees would not learn many new skills and innovate, which would be beneficial for the organization also. Those cultures that have **low UA** behave oppositely. People are more open to what the future brings and the uncertainty and risk that comes with it. These cultures tend to embrace change and like challenges. The communication in the workplace becomes more informal, however, a better team-work and cooperation are some important advantages. UA cultures do not enjoy stability and are constantly looking for new goals to target (Corporate Finance Institute, 2020).

Masculinity vs Femininity→ it indicates the roles of males and females in the culture and how they are seen and judged within the culture. Employees in masculine societies show different values and behavior compared to employees in feminine societies. Masculine and feminine cultures have a different perception of what success means and how it is seen. Those cultures that are predominantly masculine link the idea of success with material possessions and wealth. On the other hand, feminine cultures value the interactions between people and these relationships are crucial in these cultures (Ferreira et al., 2014). Feminine cultures value being recognized by others when it comes to their career. Furthermore, the help that every person gives to society is highly appreciated. As mentioned previously, feminine cultures value interaction and creating a relationship with other people. This makes people in these cultures be more careful in the relationship with the manager and would like to be recognized by their superior (Hofstede, 2011).

Individualism and collectivism→ An individualistic society is a society where a very huge importance is given to a single individual rather than the whole group or society. A collectivist society is a society that gives huge importance to the well being of the society as a whole and not only themselves. Individualism and collectivism are not that hard to immediately notice in another culture if one is used

to another mindset. It has a significant effect in the workplace also because employees in individualistic societies care more about their rewards and benefits rather than the well being of the whole organization or society (Hofstede, 2011). The organizations in individualistic cultures have very low teamwork efficiency because employees may be looking at their personal interests and not working towards the goals of the company. Usually, individualistic cultures have also high uncertainty avoidance which creates a more formal work environment (Corporate Finance Institute, 2020). Employees that are used to the individualistic culture would have it very hard to adapt to a collectivist culture. It stands true for the society and the workplace environment, however, at the workplace, it would be more easily noticed. Collectivist cultures favor working in groups and helping each other. It leads to a different atmosphere in the workplace where employees are working together towards a common goal. It would be very beneficial for the organization/business and also for employee satisfaction and engagement at work.

Long vs short term orientation→ Cultures, where long term orientation is dominant, have no problem with sacrificing success in the short term for success in the long term. This type of culture is focused on long term growth and achievements. In these cultures, employees are treated more carefully and their professional development is very important for their long term future, thus, the long term future of the company (Hofstede Insights, 2020). Cultures where short term orientation is dominant sacrifice the long term goals and success in order to enjoy success in the short term. As a result, employees in these cultures are more focused on maximizing their work efficiency to get short term rewards and bonuses (Corporate Finance Institute, 2020). It does not necessarily mean that the employee is satisfied in the work environment, however, this is a case of the concept of "normative loyalty", briefly explained in this thesis previously.

Different countries have different profiles based on Hofstede's dimensions of power. Each country is assigned a numerical ranking for each one of the five dimensions of Hofstede's model. Figure 3 shows a more concrete comparison that is very relevant for the purpose of this thesis. The comparison is between Austria as a developed country and Morocco as a developing country.
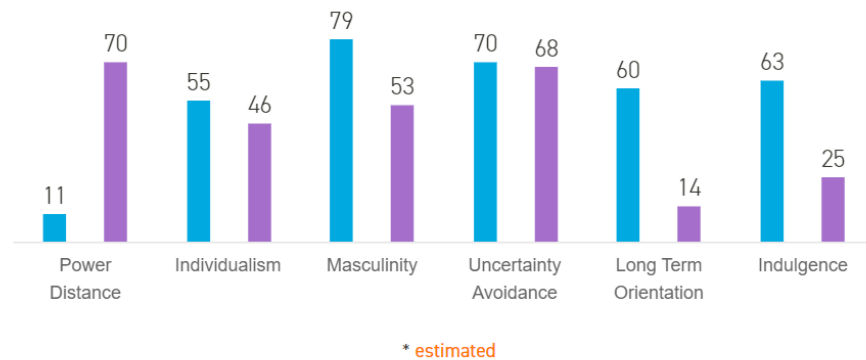
Figure 3: A comparison of Austria and Morocco based on Hofstede's dimensions of power. Source: Hofstede Insights (2020)

Figure 3 depicts a brief idea of the difference in culture between Austria and Morocco. All the theories mentioned above have a very important role to explain the issue of job satisfaction from a behavioral perspective. When combined with quantitative data, it may lead to a better understanding of the issue from different viewpoints.

3   Hypotheses Development and Mesurement Construct Operationalization

Drivers of employee job satisfaction and engagement were briefly explained in the previous chapter of this thesis. However, this chapter will look at these variables more carefully, also considering the theoretical frameworks mentioned. The idea is to extract a hypothesis that links each satisfaction driver with the moderating variables and reach to a conclusion.

3.1   Work Situation

The variable "work situation" is related to the first and second scale of Maslow's pyramid of needs. Work situation comprises the basic needs and the safety needs that employees have in the workplace. It is considered as a minimum threshold and it is comprised of three important elements namely: a fair compensation, a healthy work-life balance, and getting recognition for the efforts (A. H. Maslow, 1943).

Normally, people consider fair compensation the rewards that can get them to fulfill their basic needs. It is the most important element of job satisfaction. After compensation, a healthy life-balance is an essential requirement that strongly contributes to employee satisfaction and engagement with the firm. Getting recognized for the effort put in the third element. However, getting recognition for the work.

Based on Hofstede's comparison between Morocco and Austria, it can be noticed that Austria is a masculine society while Morocco gets an average grade and we cannot conclude on those results (Hofstede Insights, 2020). As a result, these cultures tend to favor personal possessions and financial wealth as measures to the success and consequently their satisfaction. Austrian cultures favor this prospect more than Morocco and they are more sensitive towards this issue. As a result, this thesis hypothesizes:

H1→ Austrian employees evaluate the work situation worse than Moroccan employees.

3.2   Professional Development

As explained previously in this paper, professional development is a key area in achieving employee satisfaction and engagement. However, the degree of importance given to professional development may vary depending on the culture. Based on the results depicted in Figure 3, Austria is a country with high uncertainty avoidance (70) which means that Austrians want to avoid uncertainty and have stability in their lives. This uncertainty avoidance is present also at the workplace which is usually very formal and this is the case for Austria also. Morocco has an uncertainty avoidance (68) almost equal to Austria. Based on Hofstede's model, professional development is more important in those countries with low uncertainty avoidance (Hofstede, 2011). As a result, this thesis expects Austrian and Morocco employees to not give a very high importance to professional development. However, long term orientation is very high in Austria and very low in Morocco. This

could mean that Morocco focuses on professional development but it is short term focused.

H2→ Austrian employees evaluate the professional development worse than Moroccan employees.

3.3   Information and Communication

When it comes to information and communication, the "power distance" dimension of Hofstede's model could best be used to explain it. As can be seen on the results of the comparison, there is a huge difference between Morocco and Austria. Austrian culture has a very low power distance (11). This would mean that hierarchy exists just for convenience purposes. Otherwise, people rely on team members and shared responsibility to complete tasks. This lack of hierarchy also causes equal distribution of information among the organizations (Shackleton & Ali, 1990). On the other hand, Morocco has a very high power distance (70) which means that inequality of roles in the society is more accepted. Organizations are focused on hierarchy and centralization. The information also is not distributed to the whole organizational chain.

H3→ Austrian employees evaluate the information and communication worse than Morocco employees.

3.4   Company Image

Company image or brand is not the most essential motivator of satisfaction for employees. However, working for a brand that stands for something the employees believe, would contribute to their overall satisfaction. Company image is considered more important in collective societies where cooperation to achieve a common goal is more relevant. In collectivist societies, employees work together as part of a brand to enhance that brand (Sok & O'Cass, 2011). Regarding Hofstede's dimensions, Austria has a score of 55, which means that it is an individualistic society where brand image may not be top priority for the satisfaction of the employees. Morocco

has a score of 46 and is regarded as a collectivist society. They tend to work together and improve company brand and image.

H4→ Moroccan employees evaluate the company image worse than Austrian employees

3.5 Corporate Culture

As defined previously in this paper, corporate culture is the general cultural beliefs, norms, ideas and routines that may distinguish one organization from another. When it comes to corporate culture, countries whose culture focuses on long term growth have better employee satisfaction and engagement than countries whose culture focuses on short term growth (Hofstede Insights, 2020). The reason is related to the fact that a healthy corporate culture needs a lot of time and long term sight in order to be successful. Employees need to associate with the corporation through the corporate culture and sometimes it takes a long time. In "long term orientation" dimension, Austria has a score of 60 which means that it is long-term oriented. As a result, employees tend to be more focused on maximizing their work efficiency to get long term rewards and bonuses. Morocco has a score of 14 which means that is short-term oriented as a culture. Corporate culture is not the most important area of focus in these cultures. As a result, the fifth hypothesis is:

H5→ Austrian employees evaluate company culture worse than Moroccan employees.

4 Methodology

This chapter will provide an explanation regarding the empirical part of this thesis and how this thesis will proceed in verifying whether the hypotheses are correct.

4.1 Conceptual Model

In the literature review, this thesis emphasized and explained the independent variable that is employee satisfaction. There is one moderating variable separating the countries Austria (developed) and Morocco (developing). Furthermore this thesis extracted five independent variables that may be considered as drivers of employee satisfaction. The conceptual model is shown in Figure 4.
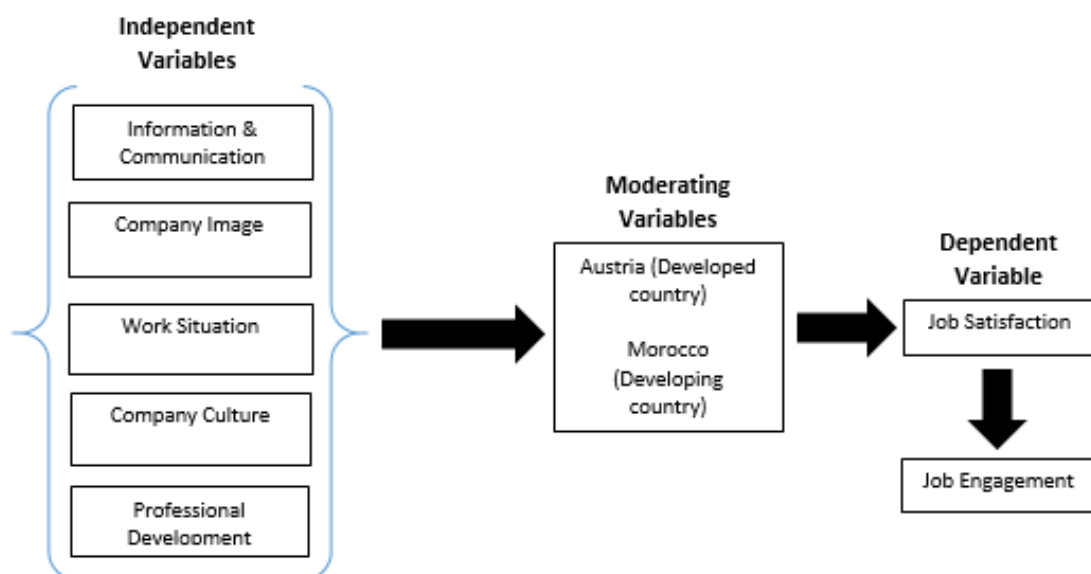

Figure 4: A conceptual model that links dependent variables with the independent variable through moderating variables. Source: Self drawn

Hofstede's dimensions of power as a theoretical framework was conducted to use moderating variables as predictors to how the independent variables will ultimately impact the dependent variable.

Maslow's pyramid of needs theoretical framework was used to explain that employees who continually get satisfaction with their job will -in the long term- increase their engagement and relationship with the organization.

The conceptual frameworks links all the insights from the literature review together. However, despite behavioral conclusions and hypothetical ones, this thesis will also consider quantitative data extracted from a questionnaire.

4.2   Data Collection

Information extracted from the literature review provides enough data to form some hypotheses, but nevertheless they must be tested with a quantitative appraoch. However, the thesis would be more credible if the quantitative data is backed up by qualitative data. Combining qualitative and quantitative data is conducted using philosophical assumptions and specific theoretical viewpoints (Ishtiaq, 2019). Quantitative data collection was conducted using a questionnaire.

The questionnaire format included two types of ordinal scales not including a neutral alternative. Respondents indicated the extent to which they agree or disagree of belief statements on 6-point Likert scales, with 1 = strongly agree to 6 = strongly disagree. The response "strongly agree" relates with the smiling green emoji in the questionnaire while the response "strongly disagree" relates with the unhappy red emoji. Respondents can only mark one of the circles for their answer.

Regarding the type of survey research, a self-administered surveys was chosen to gather data. All respondents received a questionnaire from the consulting company and completed the statements by themselves.

Data was collected by an Austrian consulting firm, non-probability sampling reaching out for the overall employee population.

To analyze the collected data, SPSS was used for the statistical evaluation. Due to, two questionnaire groups (developed and mid-developed group), the group

comparison test, Mann Whitney U-test, was chosen to identify differences between both groups.

5   Data Analysis and Results

In this section the results from the consulting firm will be analyzed and defined using bar charts and tables with the aim of comparing results and testing the hypotheses.

5.1   Work Situation

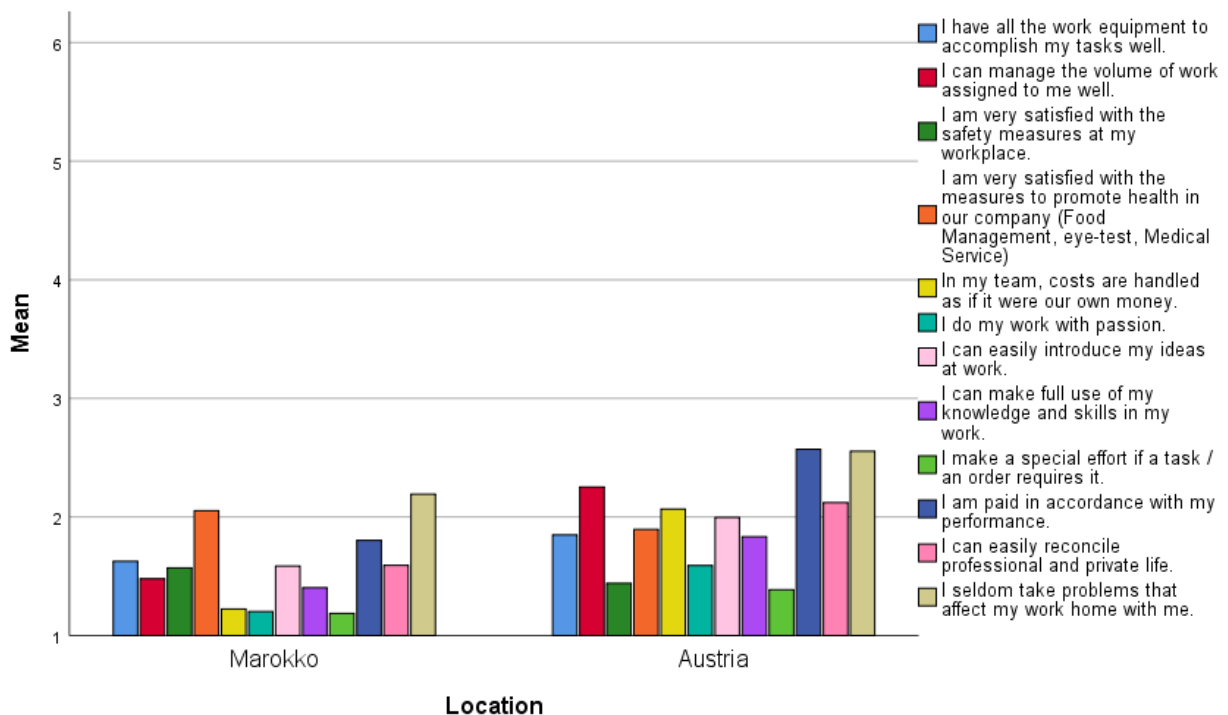### H1: Austrian employees evaluate the work situation worse than Moroccan employees

Figure 5: A Work Situation bar chart comparison of Austria and Morocco, Source: Self drawn

Figure 5 above displays a bar chart presenting the comparative results under the section of work situation from the questionnaires, using the mean average out of 6.

Visibly the yellow bar and dark blue bar have the largest differences, the yellow bar represents the statement "In my team, costs are handled as if it were our own money" with an average difference of .82, Austrian employees are less satisfied with how their teams handle money than Moroccan employees.

The dark blue bar represents the statement "I am paid in accordance with my performance" with an average difference of .78, Moroccan employees are more satisfied with their pay and feel as if it matches their work load compared to the Austrian employees that feel a lot less positive when it comes to their pay in accordance to their performance.

Under the section of work situation there are only two statements where the Moroccan employees were less satisfied then the Austrian employees shown by the difference in mean average, these statements are; "I am very satisfied with safety measures at my workplace" and "I am very satisfied with safety measures to promote health in our company (Food Management, eye-test, Medical Service)", represented by the green and orange bar.

Work situation	Mean Austria	Mean Morocco	p-value	Significance
I have all the work equipment to accomplish my tasks well.	1.85	1.63	<.001	YES
I can manage the volume of work assigned to me well.	2.23	1.49	<.001	YES
I am very satisfied with safety measures at my workplace.	1.45	1.57	>.340	NO
I am very satisfied with	1.90	2.05	>.145	NO

safety measures to promote health in our company (Food Management, eye-test, Medical Service).				
In my team, costs are handled as if it were our own money.	2.06	1.24	<.001	YES
I do my work with passion.	1.59	1.21	<.001	YES
I can easily introduce my ideas at work.	1.99	1.58	<.001	YES
I can make full use of my knowledge and skills in my work.	1.82	1.41	<.001	YES
I make a special effort if a task/ an order requires it.	1.39	1.20	<.001	YES
I am paid in accordance with my performance.	2.60	1.82	<.001	YES
I can easily reconcile professional and private life.	2.09	1.61	<.001	YES
I seldom take problems that affect my work home with me.	2.56	2.19	<.001	YES

Table 2: Mean values and significance values of Mann-Whitney U-tests of statements gathered under the section of work situation (Self drawn)

Table 2 above displays data collected under the section of work situation and presents p-values for each statement by defining the significance of each statement with respect to the hypotheses.

As can be seen from Table 2, two statements stand out, for there is no significance, which means p-value for the given statement is greater than or equal to .05 (p>.05). Differences between Austria and Morocco cannot be proven for these two statements.

"I am very satisfied with safety measures at my workplace" and "I am very satisfied with safety measures to promote health in our company (Food Management, eye-test, Medical Service)" are both statements that have no statistically significant difference. Both p-values are greater than .05 and the null hypotheses are retained these statements.

Consequently when it comes to safety measures and safety measures to promote health there is no difference in the level of satisfaction between Austria and Morocco.

The remaining statements under work situation support the alternative hypotheses for all the p-values are less than .05, implying that there is a difference in work situation between Austria and Morocco.

Over all Moroccan employees appear to be more satisfied with their work situation compared to Austrian employees.

By looking at the mean averages of each statement, every statement filled in by the Moroccan employees had a lower mean average in comparison to the data collected from the Austrian employees, except for the two statements mentioned above. A lower mean average (by the Moroccan employees) on ten of the statements out of twelve proves H1 therefor we accept "**Austrian employees evaluate the work situation worse than Moroccan employees**".

5.2 Professional Development

H2: Austrian employees evaluate the professional development worse than Moroccan employees
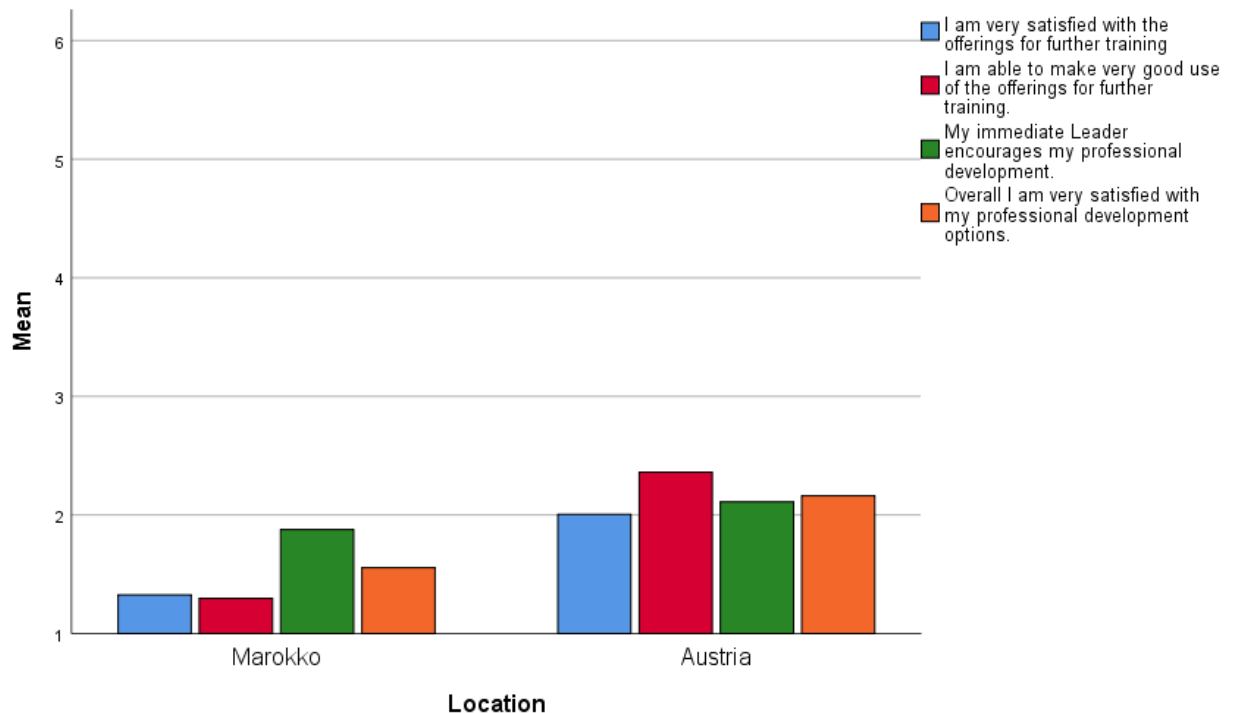

Figure 6: *A professional development bar chart comparison of Austria and Morocco, Source: Self drawn*

Figure 6 displays larger gaps between both the countries particularly the blue and red bars.

The blue bar represents the statement "I am very satisfied with the offerings for further training" there is a difference of .68 in mean average, with Austrian employees being a lot less satisfied with offerings for further training then the Moroccan employees.

The red bar represents the statement "I am able to make very good use of the offerings for further training", here we see a similar pattern, with a mean average difference of 1.06, and the gap is the largest in the entire questionnaire and proves that Moroccan employees are much more satisfied with the offerings for further training.

The green bar representing the statement "My immediate Leader encourages my professional development", has the lowest gap of a difference with .25, majority of employees in both countries may have felt similarly towards this statement, for the gap is not as wide compared to the rest of the statements under professional development.

The figure above clearly shows that in every aspect (presented by the four statements) under professional development, the Moroccan employees prove to be a lot more satisfied with their professional development than Austrian employees.

Professional Development	Mean Austria	Mean Morocco	p-value	Significance
I am very satisfied with the offerings for further training.	2.01	1.33	<.001	YES
I am able to make very good use of the offerings for further training.	2.36	1.30	<.001	YES
My immediate Leader encourages my professional development.	2.12	1.87	<.001	YES
Overall I am very satisfied with my professional development options.	2.16	1.56	<.001	YES

Table 3: Mean values and significance values of Mann-Whitney U-tests of statements gathered under the section of professional development (Self drawn)

Table 3 displays data collected under the section of professional development, which has been organized to present all p-values for each statement by defining the significance of each statement in respect to the hypotheses.

As seen above all four statements under professional development support the alternative hypotheses for all the p-values are less than .05. Therefor we accept H2, implying that there is a significant difference in professional development between Austria and Morocco.

It is safe to say Moroccan employees appear to be more satisfied with their professional development compared to Austrian employees.

Looking at the total average satisfaction under the segment of professional development, the Austrian employees have a 2.2 average and the Moroccan employees have an average of 1.5, it is obvious that the Moroccan employees are more satisfied but not by a large difference, and a similar pattern occurs throughout the results.

5.3   Information and Communication

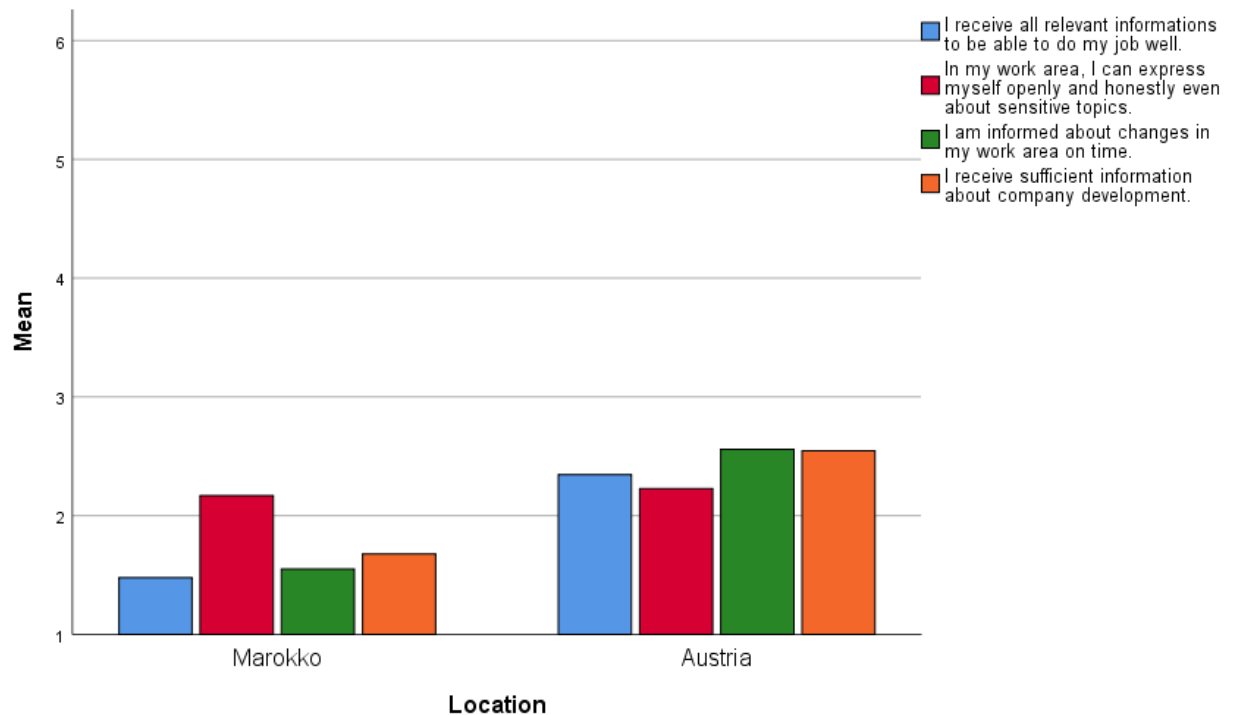**H3: Austrian employees evaluate information and communication worse than Moroccan employees.**

Figure 7: A information and communication bar chart comparison of Austria and Morocco, Source: Self drawn

Looking at figure 7, the bars visibly display larger gaps between both the countries particularly the green and orange bars.

The green bar represents the largest gap under information and communication, the statement "I am informed about changes in my work area on time" has a difference of 1 in mean average, with Austrian employees being a lot less satisfied with the way they are informed about changes in their work then the Moroccan employees.

The orange bar represents the statement "I receive sufficient information about company development", here we see a similar pattern, with a mean average difference of .87. It proves that Moroccan employees are more satisfied with the amount of information given to them about the company development.

The red bar representing the statement "In my work area, I can express myself openly and honestly even about sensitive topics", has the lowest gap of a difference

in the entire questionnaire with .05. The majority of employees in both countries may have felt similarly towards this statement, for the gap is not as wide compared to the rest of the statements under information and communication.

Information and Communication	Mean Austria	Mean Morocco	p-value	Significance
I receive all relevant information's to be able to do my job well.	2.34	1.48	<.001	YES
In my work area, I can express myself openly and honestly even about sensitive topics.	2.22	2.17	<.001	YES
I am informed about changes in my work area on time.	2.55	1.55	<.001	YES
I receive sufficient information about company development.	2.55	1.68	<.001	YES

Table 4: Mean values and significance values of Mann-Whitney U-tests of statements gathered under the section of information and communication (Self drawn)

As seen in table 4, all four statements under information and communication support the alternative hypothesis for all the p-values are less than .05, therefor we reject all null hypothesis, implying that there is a significant difference in information and communication between Austria and Morocco.

It is safe to say Moroccan employees appear to be more satisfied with their information and communication compared to Austrian employees.

Information and communication follows the same trend as professional development, all statements under information and communication support that

there is a difference. The data presents that the Moroccan employees were more satisfied with lower averages in comparison to the Austrian employees on all the statements. Therefor we accept H3 due to the results presenting **that information and communication has a greater impact on the satisfaction of Moroccan employees more than the Austrian employees**.

5.4   Company Image

H4: Moroccan employees evaluate the company image worse than Austria employees.
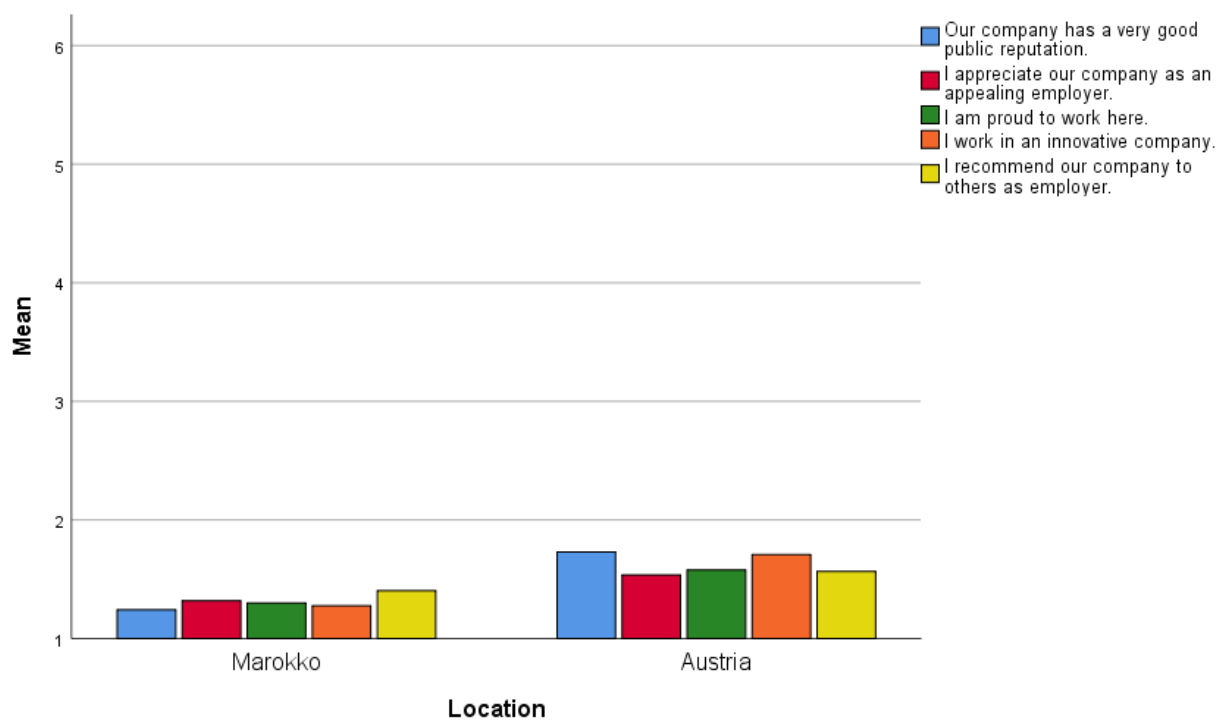

Figure 8: A company image bar chart comparison of Austria and Morocco, Source: Self drawn

Looking at figure 8, the bars visibly display larger gaps between both the countries particularly the blue and orange bars.

The blue bar represents the largest gap under company image, the statement "Our company has a very good public reputation" has a difference of .46 in mean average, with Austrian employees being a little less satisfied with the companies public reputation than the Moroccan employees.

The orange bar represents the statement "I work in an innovative company", here we see a similar pattern, with a mean average difference of .43 it proves that Moroccan employees as identify there company as innovative, a little more than Austrian employees.

However with these two bars representing the largest gap of a difference in mean average under company image, there are actually not so large of a gap compared to the segments in the questionnaire.

The yellow bar representing the statement "I recommend our company to others as employer", has the lowest gap of a difference in this segment with .16, majority of employees in both countries may have felt similarly towards this statement, for the gap is not as wide compared to the rest of the statements under company image.

It could be said that Moroccan and Austrian employees may have a similar perspective on company image with the slight difference for this segment has the lowest differences in mean average compared to the other segments, thus the Moroccan employees have a little more of a positive perspective when it comes to company image.

Company Image	Mean Austria	Mean Morocco	p-value	Significance
Our company has a very good public reputation.	1.72	1.26	<.001	YES
I appreciate our company as an appealing employer.	1.55	1.32	<.001	YES
I am proud to work here.	1.58	1.31	<.001	YES
I work in an innovative company.	1.71	1.28	<.001	YES
I recommend our company to others as employer.	1.57	1.41	<.001	YES

Table 5: Mean values and significance values of Mann-Whitney U-tests of statements gathered under the section of company image (Self drawn)

As seen on table 5, all five statements under company image support the alternative hypotheses for all the p-values are less than .05, therefor we reject all null hypotheses, implying that there is a significant difference in company image between Austria and Morocco.

All statements under company image support that there is a difference, therefor retaining all alternative hypotheses. Whether or not this difference supports H4 is questionable, the data presents that on all statement the Moroccan employees were more satisfied with lower averages in comparison to Austrian employees. Therefor we cannot accept H4 due to the fact that the data collected presents that **Austrian employees evaluate the company image worse than Moroccan employees.**

5.5   Corporate Culture

H5→ Austrian employees evaluate the corporate culture worse than Morocco.
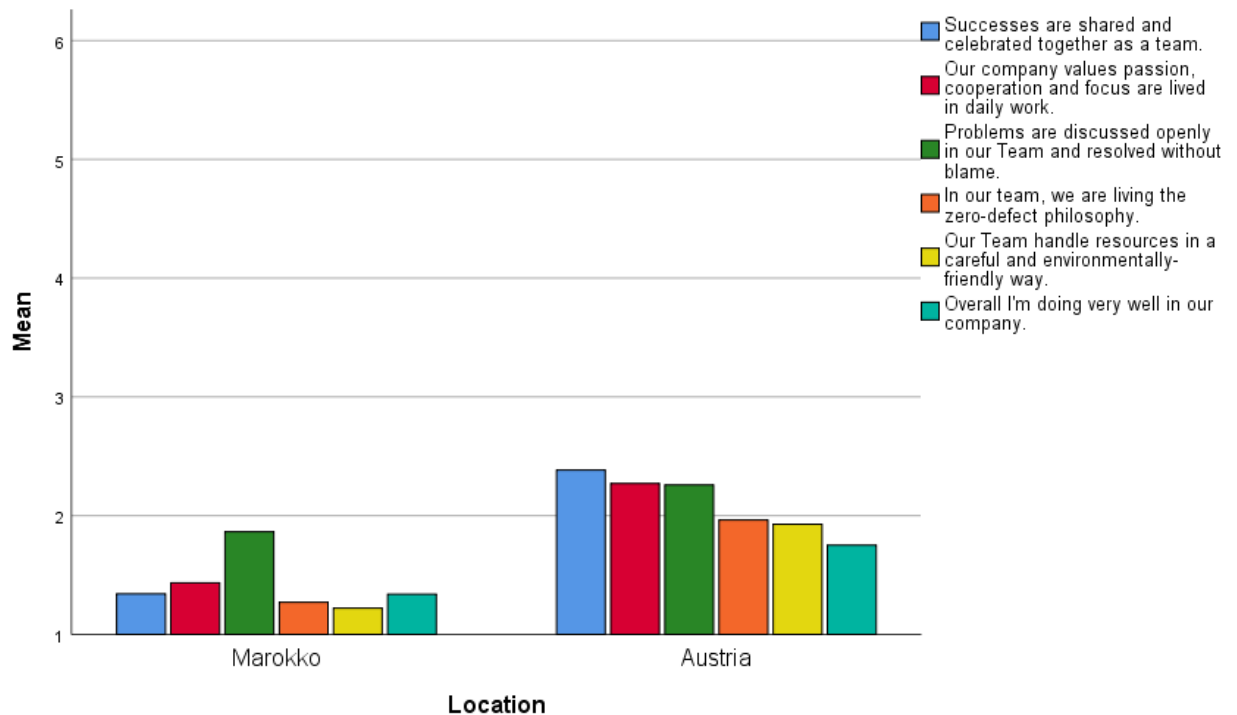

Figure 9: A corporate culture bar chart comparison of Austria and Morocco, Source: Self drawn

Looking at figure 9, the bars visibly display larger gaps between both the countries particularly the blue and red bars.

The blue bar represents the largest gap under corporate culture, the statement "Successes are shared and celebrated together as a team" has a difference of 1.04 in mean average, with Austrian employees being a little less satisfied with how successes are shared and celebrated than the Moroccan employees.

The red bar represents the statement "Our company values passion cooperation and focus are lived in daily work", with a mean average difference of .82, and the gap is the large and proves that Moroccan employees are much more satisfied with the how their company values passion cooperation and focus.

The turquoise (last) bar presents the statement with the smallest gap of a difference of .40 "Overall I'm doing very well in our company", this last statement is more of a self-reflective statement but still we observe the same, Moroccan employees appear to be a little more satisfied with how well they are performing in their company compared to Austrian employees.

Corporate Culture	Mean Austria	Mean Morocco	p-value	Significance
Successes are shared and celebrated together as a team.	2.39	1.35	<.001	YES
Our company values passion cooperation and focus are lived in daily work.	2.26	1.44	<.001	YES
Problems are discussed openly in our team and resolved without blame.	2.27	1.87	<.001	YES
In our team, we are living the zero-defect philosophy.	1.94	1.28	<.001	YES
Our team handle resources in a careful and environmentally-friendly way.	1.92	1.22	<.001	YES
Overall I'm doing very well in our company.	1.74	1.34	<.001	YES

Table 6: Mean values and significance values of Mann-Whitney U-tests of statements gathered under the section of corporate culture (Self drawn)

As seen on table 6, all six statements under corporate culture support the alternative hypotheses for all the p-values are less than .05, therefor we reject all null hypotheses, implying that there is a significant difference in company image between Austria and Morocco.

Given the data presented it is clear that Moroccan employees are definitely more satisfied with their corporate culture compared to Austrian employees.

Therefor we accept H5 due to the fact that the data collected presents **that Austrian employees evaluate the corporate culture worse than Moroccan employees.**

6 Conclusion

This study was carried out in order to add some percepective to the main topic question, which is; **"Is there a significant difference in employee satisfaction between developed and mid-developed countries?"** this was achieved by exploring the options an individual might have regarding employment around the world, by comparing the impact of employee CSF in job satisfaction among developed and developing countries. The aim of this study is (depending on the results) to encourage migration to other countries, other then the usual "North America, the European Union and Australia" (Moving for Prosperity, 2018).

 Austria and Morocco are both suitable represetations of developed and developing countries (meeting the criteria), with the assistance of an Austrian data collection firm, a pool of data (questionnaires) was provided for both countries from the same firm (in the automativie industry) present in Austria and Morocco.

The variables derived from the literature review after having narrowed down all the information followed by hypothesis formation, the questions on the questionnaire matched the hypotheses, generating suitable statements relating to the hypotheses.

After having analyzed the results, it is fair to say that Morocco may offer some favorable attributes when it comes to work situation, professional development, information and communication, company image and corporate culture.

H1 states "**Austrian employees evaluate the work situation worse than Moroccan employees**" and is accepted. Referring back to Hofstede's comparison between Morocco and Austria, displayed in figure 3, Austria is very much a masculine society (Hofstede Insights, 2020), and as a result, the Austrian employees prefers possessions and financial gain as a measure of success and consequently their satisfaction unlike Moroccan employees that are more sensitive to their work situation.

H2 states "**Austrian employees evaluate the professional development worse than Moroccan employees"** and is accepted. Looking at figure 3, Austria had a higher uncertainty avoidance (70) than Morocco (68) but not by a large gap and it is directly reflected in the results. The Moroccan employees are more satisfied but not by a

large difference, for both countries had an average answer between one and two out of six on the scale, with Morocco displaying the lower averages (higher satisfaction) in terms of professional development**.**

H3 states "**Austrian employees evaluate the information communication worse than Moroccan employees"** and is accepted. Referring back to figure 3, Austrian culture has a very low power distance (11) unlike Morocco, which has a very high power distance (70). Austrian culture has a centralized approach, with a hierarchy of positions therefor Austrian employees evaluate information and communication worse than Moroccan employees. Whilst Moroccan employees are more satisfied with the information and communication due to a high power distance with a lack of hierarchy presenting an inequality of roles.

H4 states "**Moroccan employees evaluate the company image worse than Austrian employees"** and cannot be accepted. Referring back to figure 3, Morocco has low individualism (46) which is regarded as a collectivist society and in collectivist societies, employees work together as part of a brand to enhance their image (Sok & O'Cass, 2011). Austria has a higher individualism (55) where brand image is not a priority.

H5 states "**Austrian employees evaluate the corporate culture worse than Moroccan employees"** and is accepted. In terms of corporate culture, this reflects on the countries culture, norms, ideas and routines of its employees, whether or not they are long-term oriented or short-term oriented and how it is reflected in the corporate scene. It is reflected even in the previous hypotheses, Austrian employees generally have higher expectations due to the status of a developed country and satisfaction is not achieved as often as that of a developing country with lower expectations.

Looking at the all information gathered, analyzed and presented it is clear within the given variables working in Morocco a mid-developing country may offer a more positive experience, than one can experience in a developed country such as Austria, specifically within the automative industry.

6.1 Limitations

Of course the study focused on just five variables within one industry, and one might argue that this is just a minor perspective to a larger reality, thus I would recommend more research be done with a larger number of countries in the mid-developing category through various industries and more variables, such as; finances, compensation, corporate social responsibility, sustainable practices and many more.

More forms of testing should be carried out, other than just the mean values and significance values of Mann-Whitney U-tests, for the results, this could introduce a different perspective with the same results.

Including a variety of moderating variables, such as age/sex of employees, and duration of employment in current firm.

Comparing findings to similar studies, in order to identify trends, similarities as well as differences, unfortunately there is not many similar studies.

6.2 Recommendations

Management control is applicable, through questionnaires it is easier to target problematic areas and improve these areas with sufficient feedback in order to avoid negative implications, such as; employees quitting, suppliers leaving and owners selling.

Human resource managers need to consider the culture of their employees and the economic status of the country. Employee expectations vary according to the state of their country and developing appropriate frameworks.

A take-home message for the reader would be to consider work in other countries, rather than the usual western regions, for the mid-developing countries are growing and offering more than they were 20 years ago.

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8 Appendix

Migration- Term that describes the journey from on place to another/ an act of movement ("migration - Dictionary Definition", 2020)

Employee satisfaction- happiness experience by a worker due to their job and working conditions ("EMPLOYEE SATISFACTION | meaning in the Cambridge English Dictionary", 2020)

Employee CSF- critical success factor: something that is necessary in order for a company or organization to achieve its aims ("CSF | meaning in the Cambridge English Dictionary", 2020)

Job satisfaction- a sense of contentment or accomplishment, that an employee derives from his/her job ("What is Job Satisfaction? definition, facets and causes - Business Jargons", 2020)