

## Factors Affecting Employee Job Satisfaction and Motivation of Public Sector: The case of (Erbil-Iraq)

Cuma Akbay and Amir khaleel Hassoo

KahramanmaraşSutcu Imam University,Department of Bioengineering and Sciences, Kahramanmaraş, Turkey

### Abstract

The main aim of this study is to investigate the effective factors that motivate employees in the public sector, in Erbil – Iraq. The sample of the study includes all the employees in the public sector. The targeted population size for the study is 250 employees who selected randomly. A questionnaire 40 has designed and used to record information based on a Likert scale (five scores) includes about the employees' characteristics and regarding the motivational factors. The obtained data were analyzed with SPSS program by using methods containing descriptive statistics, chi-square. The results show the effective factors that incentive the employees in the organizations are in line with the multidimensional structure of psychological and sociological issues and recognizing all these tasks and mastering them and proposing and submitting solutions makes the tasks and responsibilities of the managers more difficult. Research include "Promotion", "interesting work", "Work environment", "salary", "promotion", "reward", "job security", "workgroup" "responsibility" and lastly play a significant role in motivating employees.

**Keywords:** Employee motivation, job satisfaction, performance, chi-square.

### 1. Introduction

Human resource is the most important and valuable asset of any organization. The organization objectives can be reached by making a good use of the resources with others in the organization together. These resources consist of effective capabilities and abilities which they turn into workforce in workplace. To reach these purposes, it is vital to have a good understanding and acquaintance among members within the organization. It is also important to make all requirements available in order to have the job done. One of the things that need to receive a wide attention is employing the right person for the right job. The experience and capabilities of those who work in the organization should also be thoroughly considered (Norozani, 2011).

There are two motivating factors of job which were observed by some researchers (Mottaz, 1985; Wong et al., 1999; Mahaney and Lederer, 2006; Bakay and Huang, 2010), these two variables are, separate as an intrinsic variable and extrinsic variable.

Wong et al. (1999) says about the intrinsic variables contains feelings of involvement, interesting work, career development and promotion. And the extrinsic variables, they are job security, respectable salary, thoughtful discipline, and good working conditions (Curtis et al., 2009). Deci (1975) explains intrinsic motivation as action or behaviors that "a person involves in to feel capable and self-determining". And Extrinsic motivation is defined by (Mahaney and Lederer, 2006) according to them extrinsic motivation tools are includes such factors which are pay, job security, promotions, private office space and the social climate. Furthermore they include competitive salaries, pay raises, merit bonuses and such indirect forms of payment as vacation and compensatory time off and external to the job itself.

Human motivation, whether conscious or unconscious is due to his needs. The effectiveness of management actions depends heavily on the willingness of individuals within an organization. This process may cause to satisfaction. So the incentives lead to encourage and stimulate an individual to perform a task or behavior. At the same time motivation reflects overall demands. The result of blooming life standards, salient rise of wages and governmental supports in different levels such as welfare, social security, medical assistance and unemployment assurance lead to physiological and safety needs satisfaction. In such countries, when the people gained their physiological and safety needs satisfaction, they will pay more attention to social motivation, respect, and self-discovery. Nowadays, the managers should be aware of these facts and they should realize that the staff priorities have been changed, so they should prepare a workplace environment where the motives are beyond the safety and physiology needs (Alavi, 2012).

The role of human resources in nowadays era, the importance of human resources management and resource management, increased the attitude of the managers to employ experts and experienced forces. Obviously, there are several elements that involved in the establishment of any organization, human resources is one of the important element which has a decisive role in order to achieve the goals and demands of the organization and if any organization remove this element, the result will be useless, also the motivation is the only factor that empower human resources. The traditional management model where the manager controls and observes and staffs are being observed is inefficient. The role of management in order to make a powerful workplace environment must converse from the ability to control the mind frame, command, control the environment into a sense of responsibility and mutual respect to the staff. One of the major tasks of the managers

in organizations is to identify the staff talents and paving the way for growth and prosperity which leads to provide a sketch to achieve the ultimate goal and enhanced efficiency and productivity.

The overall goal of this study is sociological factors influencing employee motivation. The success of an organization by the decisions of its employee's details of the research objectives can be stated as follows:

## 2.MATERIAL AND METHOD

To obtain the necessary data for the study, a questionnaire survey has been designed particularly for this purpose collected through the employees of province (Erbil in Iraq) during 2016. Therefore, the sample for the study consisted of 250 staff of the public. 250 copies of questionnaires were administered by the researcher personally to the respondent. Section A consisted of closed-ended questions. Sections B, and C used a structured 5-point modified Likert-scale battery of disagree (1), what some agree (2), agree (3) in line with (Atiku, Genty and Akinlabi 2011). The respondents were asked to indicate the extent to which they agree/disagree with various statements. Data collected by administering the research instrument were analyzed in line with each research question and hypothesis. Descriptive statistics (such as frequencies and percentages) were used to answer the research questions. The chi square Test was used to analyze the hypotheses. The SPSS version 18 for windows (a computer based statistical program) was used to run all the analyses for the study. The decision rule follows: at 0.05 level of significance, reject null hypotheses for tests with probability estimates lower than 5% (0.05) and conclude that they are statistically significant. Otherwise, we accept (when probability estimates are above 0.05) and conclude that there is no overall statistical significance.

## RESULT AND DISCUSSION

The aim of this chapter is to analyze the data that was collected through the questionnaire in order to investigate the impact of job enlargement as a technique of job design on motivation and job satisfaction of employees working in the (Erbil-Iraq). This chapter includes three main sections. The first one is about the descriptive analysis (the organizational and personal characteristics) which will be presented and discussed. The second is about Data analysis (Means and Test values for each field). The third section will handle the hypotheses testing. The findings that respond to these questions and objectives will be discussed and compared to other findings in previous studies.

According to that the results table 3.1 59% of the respondents are Males and 41% are Females. This result presents the adoption of the Erbil public policy of the gender equity in the opportunity of work between male and female. In the survey 52.2% of the samples are married, 44.8% are single, and this indicates the relative social stability of employee in Erbil of Iraq staff community. In addition, this result improves the sincerity of data since most employees are educated and they were extremely aware of the statements in the questionnaire. The table also reflected that about 28% of the samples are Casual Staff, 20% are Senior Staff, 52% Junior Staff. This indicates the relative social stability of employee in Erbil of Iraq staff community. That is, most of staff, with their salaries and work conditions, is able to raise families. In the present research, the employee 34% of the respondents have degrees of diploma and less and 66% have degrees of bachelor, master. This can be explained due to the post requirements of education, as some posts require a diploma degree, other higher posts require bachelor degree, while most top management posts require a postgraduate certificate. An illustration, this result improves the sincerity of data since most employees are educated and they were extremely aware of the statements in the questionnaire. Explain that table 60.8% of the respondents' age is less than 30 years old and 39.2% are more than 30 years old. This variety of the sample age serves the objectives of the study. More than, it shows the long history of the organization and the continual process of hiring new employees for certain posts. Also, the results showed the majority of employees are from 25 to 30 which indicates that the youth have a very good opportunity to work employee organization in Erbil which has positive results on performance since youth are more lively, technologically educated, multi-skilled and less resistant to change. Also, The table also showed that nearly 46.0% respondents had monthly salary less than 500000 dinars, the least number of respondents 16.8% had more than 800000 dinars, and 37.2% earned between 500000 to 800000 dinars.

Table 1.

Variables		Frequency	%	Mean	Standard division
Gender	Male	148	59.2	1.41	0.492
	Female	102	40.8		
Marital status	Single	112	44.8	1.55	0.498
	Married	138	55.2		
Job status	Senior Staff	50	20	2.08	0.690
	Junior Staff	130	52		
	Casual Staff	70	28		
Education	O'Leve	29	11.6	4.05	1.183
	NCE/OND	105	42.0		
	HND/BSc	116	46.4		
Age group	<25	9.6	24	2.30	0.634
	25-30	51.2	128		
	>30	39.2	98		
Salary group	<500000	115	46.0	1.70	0.725
	500000-800000	96	38.4		
	>800000	39	15.6		

Table 2. Classificatin table by motivational variabels factors

Variables		Frequency	%	Mean	S.D
the quality of the relationships in the informal workgroup is quite important to me	Disagree	18	7.2	1.35	0.611
	Somewhat agree	52	20.8		
	Agree	180	72.0		
Training and development has a positive and significant effect on employee	Disagree	36	14.4	1.66	0.717
	Somewhat agree	93	37.2		
	Agree	121	48.4		
Security has a positive and significant influence on employee motivation.	Disagree	43	17.2	2.43	0.721
	Somewhat agree	108	43.2		
	Agree	99	39.6		
I am satisfied with the responsibility and role that i have in my work	Disagree	58	23.2	1.90	0.748
	Somewhat agree	108	43.2		
	Agree	84	33.6		
Salary has a positive and significant effect on employee motivation	Disagree	111	44.4	2.26	0.746
	Somewhat agree	94	37.6		
	Agree	45	18.0		
Job satisfaction and motivatio	Disagree	54	21.6	1.87	0.741
	Somewhat agree	109	43.6		
	Agree	87	34.8		
Interesting work has a positive and significant influence on employee retention..	Disagree	44	17.6	1.57	0.709
	Somewhat agree	103	41.2		
	Agree	103	41.2		
Promotion has a positive and significant influence on employee motivation.	Disagree	49	19.6	1.75	0.762
	Somewhat agree	90	36.0		
	Agree	111	44.4		
Reward has a positive and significant influence on employee motivation.	Disagree	132	52.8	2.34	0.781
	Somewhat agree	70	28.0		
	Agree	48	19.2		
Working environment has a positive and significant effect on employee retention	Disagree	28	11.2	1.63	0.678
	Somewhat agree	101	40.4		
	Agree	121	48.4		

The results show that table 2 7.2% disagree and 20.8% somewhat agreed and 72.0% are agree for (the quality of the relationships in the informal workgroup is quite important to me).The employee's love group working and they believe that it's vital. In the survey 10.8% disagree and 44.4% somewhat agreed and 44.8% are agree (Training and development has a positive and significant effect on employee).Both, learning and making

progress help employees to do their jobs better. In the term the employee motivation that 17.2% disagree and 43.2% somewhat agreed and 39.6% are agree (Security has a positive and significant influence on employee motivation). Good workplace security has impact on employees and they totally agree on it. An illustrated 6.8% disagree and 32.4% somewhat agreed and 60.8 % agree about (I am satisfied with the responsibility and role that i have in my work). Employees are completely agreed with their roles and responsibilities. The table also showed that nearly, the employee motivation that 6.8% disagree and 12.0% somewhat agreed and 81.0% are agree (Salary has a positive and significant effect on employee motivation). Explain the, 44.4% disagree and 37.6% somewhat agreed and 18.0% are disagree the salary increments given to employees who do their jobs very well motivates them. The table reflected, 21.6% disagree and 43.6% somewhat agree and 34.8% are agree (Job Satisfaction and motivation). Employees agree with the jobs in workplace. Nearly, the employee motivation that 17.6% disagree and 41.2% somewhat agreed and 41.2% are agree (Interesting work has a positive and significant influence on employee retention). Employees love their jobs and agree with them. The highest percentage of respondents 27.2% disagree and 44.0% somewhat agree and 28.8% are (Promotion has a positive and significant influence on employee motivation). Employees' promotion is essential for employee motivation. Illustrated 52.8% disagree and 28.0% somewhat agree and 14.4% are agree the medical benefit provided in the organization are satisfactory.

The highest participation in the 17.6% disagree and 48.4% somewhat agreed and 34.0% are agree (Reward has a positive and significant influence on employee motivation). Using rewards drives employees' motivation. In the present research, the employee motivation that 11.2% disagree and 40.4% somewhat agreed and 48.4% are agree (working environment has a positive and significant effect on employee retention). Employees feel satisfied with services and environment in workplace.

In the present research, the employee motivation that 7.2% disagree and 37.6% somewhat agreed and 55.2% are agree about (Financial incentives motivates me more than non-financial incentives). Finance motivation is more effective than spiritual motivation. The table reflected 23.2% disagree and 43.2% somewhat agreed and 33.6 % agree about (satisfied with the lunch break, rest breaks and leaves given in the organization). To some degree, employees are agreeing on breaks, holidays, and working hours. In the survey 8.4% disagree and 35.2% somewhat agreed and 56.4% are agree for (Good physical working conditions are provided in the organization). Employees are satisfied with their jobs, both mentally and physically. Explain the 52.8% disagree and 28.0% somewhat agree and 19.2% are agree (the medical benefit provided in the organization are satisfactory). Employees criticize health services and workplace. In the survey 9.2% disagree and 30.8% somewhat agree and 30.8% are agree (Putting information in the hands of employees). Having information about workplace is extremely important for employees. According to these results 2.4% disagree and 30.8% somewhat agreed and 66.8% are disagree for (Visibility with top management is important to me). Employees attempt and want to build a good and direct relationship with their managers.

**Table 3. Classification table by job satisfaction variables factors**

Variable		Frequency	%	Mean	S.D
Financial incentives motivates me more than non-financial incentives	Disagree	18	7.2	1.52	0.629
	somewhat agree	94	37.6		
	Agree	138	55.2		
I'm satisfied with the lunch break, rest breaks and leaves given in the organization	Disagree	58	23.2	1.90	0.748
	somewhat agree	108	43.2		
	Agree	84	33.6		
Good physical working conditions are provided in the organization	Disagree	21	8.4	1.52	0.648
	somewhat agree	88	35.2		
	Agree	141	56.4		
The medical benefit provided in the organization are satisfactory	Disagree	132	52.8	2.34	0.781
	somewhat agree	70	28.0		
	Agree	48	19.2		
Putting information in the hands of employees	Disagree	23	9.2	1.49	0.660
	somewhat agree	77	30.8		
	Agree	150	60.0		
Visibility with top management is important to me	Disagree	6	2.4	1.36	0.528
	somewhat agree	77	30.8		
	Agree	167	66.8		

In this study it tested whether socio demographic factor differs from motivation employee. From Table 3.4 it can see that the relationship between socio demographic factor and motivation employee is specified using the

independent sample chi-square test results.

To test whether there is any association between ‘job satisfaction and motivation’ and Independent variable. The decision rule follows: at 0.05 level of significance, reject null hypotheses for tests with probability estimates lower than 5% (0.05) and conclude that they are statistically significant. Otherwise, we accept (when probability estimates are above 0.05) and conclude that there is no overall statistically significance. The conclusion indicated that there were no statistically significant differences in job satisfaction and preference between (Education, Gender, Marital status, Job status, AGE Group, Salary group).

**Table 4. The association of job satisfaction and motivation by socio-demographic factors**

		Job satisfaction and motivation				$\chi^2$	P-value
		Disagree	Somewhat agree	Agree	Total		
Education	0=primary, secondary, high school	19.5	41.5	39.0	100.0%	1.000	0.607
	1=diploma, bachelor, master	22.6	44.6	32.7	100.0%		
Gender	0=Male	22.3	44.6	33.1	100.0%	0.462	0.794
	1=Female	20.6	42.2	37.3	100.0%		
Marital status	0=Single	20.5	47.3	32.1	100.0%	11.163	0.559
	1=Married	22.5	40.6	37.0	100.0%		
Job status	0= unimportant	19.5	42.5	38.0	100.0%	5.262	0.72
	1=important	30.0	48.0	22.0	100.0%		
AGE Group	Less than 25	25.0	41.7	33.3	100.0%	1.975	0.740
	25-30	22.7	46.1	31.3	100.0%		
	More than 30	19.4	40.8	39.8	100.0%		
Salary Group	<500000	21.7	40.0	38.3	100.0%	1.772	0.778
	500000-800000	22.9	45.8	31.3	100.0%		
	>800000	17.9	48.7	33.3	100.0%		

From Table 3.5. It can see that the relationship between socio demographic factor and motivation employee is specified using the independent sample chi-square test results. The results Chi square test is 15.400 (P. < 0.05), 12.460 (P. < 0.05), 14.634 (P. < 0.05), 16.645 (P. < 0.05), 14.938 (P. < 0.05), 16.405 (P. < 0.05), 12.632 (P. < 0.05), 18.575 (P. < 0.05) 15.909 (P. < 0.05). The decision rule is that we reject the null hypothesis when the calculated significance value (probability of the Chi-square value) is less than the chosen level of significance (5%) and to accept the calculated significance value is greater than 5%. Since the significance level (probability) is less than the 5% level of significance, we reject the null hypothesis and then conclude that the motivation strategy given to the employees do significantly lead to higher performance and productivity. In this research, socio-demographic factors included Training and development, Job Security, Salary, Reward, Working environment, Interesting work, Promotion, Responsibility, and work group are examined to show the association of those variables with motivation employee. The study indicated that there is a significant association between the socio-demographic factor variables and motivation employee, Pearson's chi-square used to find the association between the categorical variables.

**Table 5. The association of variabls by job satisfaction and motivation**

		Job satisfaction and motivation				$\chi^2$	P-value
		Disagree	Somewhat agree	Agree	Total		
Salary	Disagree	30.6	39.6	29.7	100.0	15.400	0.004
	Somewhat agree	13.8	53.2	33.0	100.0		
	Agree	15.6	33.3	51.1	100.0		
Work group	Disagree	50.0	11.1	38.9	100.0	12.460	0.014
	Somewhat agree	17.3	50.0	32.7	100.0		
	Agree	20.0	45.0	35.0	100.0		
Job security	Disagree	32.6	23.3	44.2	100.0	14.634	0.006
	Somewhat agree	16.7	55.6	27.8	100.0		
	Agree	22.2	39.9	38.4	100.0		
Training and development	Disagree	51.9	25.9	22.2	100.0	16.645	0.002
	Somewhat agree	18.0	44.1	37.8	100.0		
	Agree	17.9	47.3	34.8	100.0		
Working environment	Disagree	39.3	46.4	14.3	100.0	14.938	0.005
	Somewhat agree	26.7	41.6	31.7	100.0		
	Agree	13.2	44.6	42.1	100.0		
Interesting work	Disagree	38.6	45.5	15.9	100.0	16.405	0.003
	Somewhat agree	23.3	41.7	35.0	100.0		
	Agree	12.6	44.7	42.7	100.0		
Promotion	Disagree	32.4	33.8	33.8	100.0	12.632	0.013
	Somewhat agree	17.3	53.6	29.1	100.0		
	Agree	18.1	37.5	44.4	100.0		
Responsibilit	Disagree	58.8	23.5	17.6	100.0	18.575	0.001
	Some what agree	25.9	40.7	33.3	100.0		
	Agree	15.1	47.4	37.5	100.0		
Reward	Disagree	40.9	34.1	25.0	100.0	15.909	0.003
	Some what agree	14.0	51.2	24.7	100.0		
	Agree	22.4	37.6	40.0	100.0		

The decision rule follows: at 0.05 level of significance, reject null hypotheses for tests with probability estimates lower than 5 (0.05) and conclude that they are statistically significant. Otherwise, we accept (when probability estimates are above 0.05) and conclude that there is no overall statistically significance. As output of the chi-square shown in the table 3.5 reveals, the most influential factor that significantly affect the employee motivation is Reward with a chi square (15.909), at 95 confidence level ( $p < 0.05$ ). Therefore, the first hypothesis that is "Reward has a positive and significant effect on employee motivation" is accepted and it is consistent with previous studies of Michael S. (2008). The results of chi-square, as presented in table 3.5 above, shows that states "working environment has a positive and significant effect on employee motivation." with a chi square (14.938), at 95 confidence level ( $p > 0.05$ ). As a result the second hypothesis which is accepted. Tavakoli S (2012)

As shown in table 3.5 P-value is significant ( $p < 0.05$ ), at 95 confidence level and the chi-square of security (14.634). Thus, the third hypothesis in this case "security has a positive and significant influence on employee motivation" is accepted and is consistent with Samuel and Chipunza (2009).

The finding of chi-square, as presented in table 3 above, reveals that salary has positive and significant effect on employee motivation with a chi-square (15.400), at 95 confidence level ( $p > 0.05$ ). Therefore, the fourth hypothesis which states "salary has a positive and significant effect on employee motivation" are accepted.

The finding of chi-square, as presented in table 3.5 above, reveals "Promotion has a positive and significant influence on employee motivation" with a chi-square 12.632, at 95 confidence level ( $p > 0.05$ ). Therefore, the fifth hypothesis which states are accepted.

The finding of chi-square, as presented in table 3 above, reveals that "Interesting work has a positive and significant influence on employee retention" with a chi-square (16.405), at 95 confidence level ( $p > 0.05$ ). Therefore, the sixth hypothesis which states "salary has a positive and significant effect on employee motivation" are accepted

The finding of chi-square, as presented in table 3 above, reveals that "Training and development has a positive and significant effect on employee with" a chi-square (16.645), at 95 confidence level ( $p > 0.05$ ). Therefore, the seventh hypothesis which states "salary has a positive and significant effect on employee motivation" are accepted

The finding of chi-square, as presented in table 3 above, reveals that I am satisfied with the responsibility



and role that i have in my work with a chi-square (18.575) , at 95 confidence level ( $p>0.05$ ) . Therefore, the eighth hypothesis which states “responsibility has a positive and significant effect on employee motivation” are accepted

#### 4. Conclusion

At first it can be concluded that it is indeed possible to motivate employees to perform well for an organization and that is a critical task for managers. It seems that there exists a self-reinforcing circular relationship between the performance, satisfaction and motivation of an employee; an employee achieves a high performance, therefore internal satisfaction arises and the employee is motivated to perform well in the future. It is stated that a high performance can be reached when the organization provides certain job characteristics.

Secondly, it is stated that employees can be both intrinsically and extrinsically motivated to perform well. Most jobs are even both intrinsically and extrinsically motivated (Amabile, 1993). It can also be concluded that intrinsic factors can contribute in a greater extent to employee motivation than extrinsic factors. Some researchers even argue that an increase in extrinsic factors solely does not lead to an increase in performance. The statistical analysis had been used for categorical variables to indicate frequencies and percentages. Pearson's chi-square used to find the association between the categorical variables. Based on the empirical results, the variables of (Salary, Responsibility, Workgroup, Job security, Training and development, Reward, working environment, Interesting work, and promotion) are the significant association with the involved motivation employees.

These job characteristics together with the ability of the employee provide the opportunity for a high performance, which is the start of the self-reinforcing circle (Hackman & Oldham, 1976). It is important that managers provide all job characteristics, since that will lead to the highest employee performance. However, it must be argued that this relationship is not infinite; it could be that the employee does not longer derive satisfaction from his performance or that one of the three psychological stages is no longer present. Therefore organizations must make sure that performances can be continuously improved.

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