

## **Describing the labor sectors in Jordan - the factors that attract employees from graduated students' perspectives**

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### **ABSTRACT**

This study aimed at exploring perceptions of Jordanian graduating students for the factors that attract them in the work environment based on porter's theory in motivation. A Questionnaire was distributed to a sample of 807 graduating students at three universities. Means, Frequencies, Percentage, Variance analysis and chi-square test were used to answer the study questions. The data analysis revealed that the factors that attract graduating students were respectively as follows in terms of their influence: appreciation and self esteem, autonomy, self-actualization, security factors, and affiliation factors. The private sector found to be attractive three-fold than the public one.

Keywords: Labor sector, work environment, motivations, graduated students, Employees

## INTRODUCTION

Universities are places for the production of knowledge. The main mission for these academic institutions is to develop, prepare, and train human capital for achieving comprehensive development. Working in the globalization environment, universities should be dynamic and operate in order to meet the constant changing variables in the world (Al-batesh 2003, 83).

Therefore, achieving community goals and maximizing community welfare require optimal utility of human and material capital and resources. Even though most of the universities in the Arab world have been established more than half a century, their main mission is still to graduate numerous numbers of administrators and technicians. Furthermore, community issues are still out of universities interest, and there is a weak in the relationship between them and communities (Abu sheikha, 1986, 16).

Although labor market in Jordan has been the subject of interest and concern of both economic and educational specialists, high rate of unemployment as well as a lack of skills for certain jobs considered big barriers Jordan. For instance, out of 274555 educated Jordanians (BA & Diploma holders) who have applied for jobs, only 3.06% (8411 candidates) were selected for appointments (Civil Service Bureau, 2013). In the meanwhile 280263 non-Jordanian citizens have been working in the country (Ministry of labor, 2013).

This situation reflects that Jordanians are selective in regard to employment, since they choose, prefer certain jobs, and refuse to work in others. Consequently, determining the various factors that motivate graduates in choosing their future careers is crucial to building policies and strategies for both educational and economic sectors. Developing a systematical framework that meets employees' needs and aspirations and challenges the high rate of turnover among workers is essential to any employment that aims to attract and retain qualified and highly competitive workers, who will insure organizational survival and successes.

Determine graduates' needs as bases for their motivation to work and improve their productivity are essential for both Universities and labor sectors. Universities may co-operate with other sectors in labor market to match graduate needs, which will be shown in their motives for work and employment stability. Further, following up with graduates should be one of the main missions of universities, which in turn will help them to obtain feedback and evaluate their performance. Consequently, this may help the universities to make positive changes in order to meet the demand of students, and address the new challenges and emerging issues in local communities.

This study aims at determining the perceptions of Jordanian universities graduates toward work environment, the factors that attract them to the work place, the desired work conditions suitable for them in the future work place, and what kind of environment match their needs and motivate them for working and improving their productivity. And this study aims also to determine the most attractive sector in the labor market from the point of view of the Jordanian universities graduated students.

### **The Study Variables:**

The study includes four independent variables:

1. Type of university (public, private)
2. The area of specialization (scientific, humanities)
3. Estimation of the cumulative average (i.e. GPA) (excellent, very good, good, fair)
4. Sex (male, female)

And two dependent variables:

1. The most attractive factors in work environment which are based on human motives.
2. The most attractive sector in the labor market (public or private sector)

### **The Study Questions:**

To achieve the aim of this study, the following questions need to be answered:

Question 1: What are the most factors that attract people in the work environment, from the graduated students' perspectives?

Question 2: Which is the most labor sector attracts Job seekers, from the graduated student's perspectives?

Question 3: Are the most attractive factors in the work environment differentiate according to the independent variables (university's type, specialization, GPA, sex)?

Question 4: Are the most attractive sector in the labor market differentiate according to the independent variables (university's type, specialization, GPA, sex)?

The findings of this study are limited to the chosen sample which consists of three universities (Jordan, Philadelphia, Jerash). However, these findings can be used as an indication of students' perceptions at other universities. The findings are identified in light of some independent variables that could be an indicator for studying some other variables such as the financial and social conditions, or other conditions that can be determined in the light of the study population.

## **THEORITICAL BACKGROUND**

### **Jordanian Labor Market**

Jordan, like other countries, adopted several policies to cope with a severe economic crisis. In the 1980s, the Middle East began to experience a recession. A reduction in demand for Jordanian exports, a drop in aid receipts from the Gulf countries, a decline in the number of jobs available to Jordanians in the Gulf countries, and a sudden devaluation leading to severe inflationary pressures, all contributed to put the Jordanian economy in a tailspin. Following the implementation of the first measures, unemployment reached 17.1% in 1991 (Shaban, 1995).

Unemployment is known to be the biggest challenges of Jordanian economy (CIA, 2008). Thus, it becomes the focus point of politicians, economists and the public. However, Jordan recognizes that the future growth of the economy depends primarily on the private sector playing a more proactive role, thus reducing the role of government in the economy. Therefore, Jordan is seeking to increase economic growth by emphasizing on sectors such as labor-intensive, export-oriented manufacturing and tourism that tend to hire women (Chincilla, 1977). This resulted in a decrease in public jobs, a change that disproportionately hurt educated workers where the public sector was their intention. Squeezed by a large external debt and high male unemployment, the Jordanian government adopted an implicit policy of discouraging educated people employment; especially, among women, and new labor legislation was stalled (Hijab, 1988, 114).

The Jordanian government policy of expanding the private sector have negatively impact workers specially women. Other studies indicate that the sexual divide of labor makes it more difficult for women to find work in the private sector in contrast to the public sector to the advantage of the men (Moser, 1996). The private sector's general preference for men over women employees has been evidence in Jordan. For instance, educated women were more likely to be unemployed than educated men (DoS & Fafo, 1998, 240). Moreover, in a survey

of 80 representative private sector establishments, children and home responsibilities were cited as the major constraints to employing more women, followed by their lack of suitable business experience, followed by religious and social factors (Ali, Mustafa, & Khouri, 1990, 48).

### **Factors May Attracting People in Work Environment**

Material motivations such as money and other benefits are not the only factors that increase production, but also nonmaterial motivations like human relations and group interactions. Even, these motivators might be more important in increasing productivity. Therefore, motivating people and satisfying their needs is essential to any institution to achieve its desired goals (Al-Tabeeb, 1999, 153).

The impact of social work environment and its relative importance on work satisfaction was the aim of a field study (Almajaly, 1999) that investigated the nature of relationship between human relations and work satisfaction. A stratified random sample of 221 workers at factories of Arab Potash Company was selected. The results showed that social factors such as friendship and loyalty to informal working groups lead to work satisfaction, overshadows material factors, such as, wages, financial incentives and physical conditions of work.

One may argue that something else would attract people to behave in a certain way to satisfy his/her needs. Motivators are defined as an entire power that motivate the worker energy and the way they use it (Al-Qaruti, 1993). The concept of motivation explains why employees do certain things, for example, some schools' principals just do a routine work, while others do a creative work, with a clear and coherent vision of the school and work to achieve school goals consistently over time.

There is a significant agreement among scholars that when there were variations in human behavior at the work place, at least three motivation patterns are evident (Owens, 1995, 25). One of these patterns is the pattern of choice that employees make when they face an array of alternatives. The second one is the persistency. Indeed, an employee's persistence may vary depending on the nature of tasks they are required to do. The third pattern of behavior that is related to motivation is intensity, concentrating intensely, while another worker might be found to have less intensity of concentration.

Motivations' patterns are important in terms of their affect in the work environment. In a study about job turnover and stability and their affect on motivations, a sample of 237 workers in feed institutions was surveyed (Probst & Brubaker, 2001). The results revealed that workers with a high perception for jobs' instability were found to have lower motivations. This low level of motivation has corresponded with high level of harmful accidents at the work place. Therefore, motivation is considered as an interior variable that can not be seen directly, but rather has a felt affect on the behavior of employees. Scientists agreed that each behavior is designed to achieve and satisfy a certain need (Sisk & Williams, 1981, 317; Steals, lowery & Glos, 1984, 104).

In addition, Makhmreh and Al Farhan (1990) found that the supervisors and employees have different perceptions of what motivates employees. The study revealed that the ranking of these motivators is affected by the employee sector of employment, age group, annual income, sex, education level and type of job. The study concluded that the none monetary motivators and the need for flexible motivation system adaptable to employees needs are of important to increase employee effectiveness and productivity.

Moreover, Frag (1997) aimed to find out the affect of the organization culture on the organizational commitment and employees motivation. He finds a positive correlation between employee and organizational culture and motivation towards work. Another study

was conducted to study the relationship between burnout and turnover (Janssen & Jonge, 1999). The results indicated that self motivation was determined by the work itself, while workers turnover was determined by work conditions.

Motivation seems to be the main factor to improve productivity. Thus determining the factors that motivate people and satisfy their interest should be the main goal for any organization wishing for development (Hashem, 1979, 228; Mugrabi, 2000, 247). In a field study in United Arab Emirates, Yousef (1999) chooses a random sample of 567 employers from 25 institutions. He aimed at finding whether or not there is an existence of relationship between motivation and job performance as well as organizational commitment and personal characteristics. The researcher found that there was a positive relationship between motivation and job performance, organizational commitment and personal characteristics. He also found that there was a positive relationship between intrinsic motivation and organizational commitment and performance.

Another study, Wegge, (2006) aimed at finding the relationship between work conditions and motivations and their relation with organizational deterrents in communication centers. A sample of 372 employees in these centers was surveyed. Of those employees who have high motives towards work were having high organizational commitment and satisfaction and lower level of turnover rates. The study concluded that work conditions are strongly correlated with motivation.

Kuvaas (2006) conducted another study to test the interrelationship between performance and motivation through evaluating Job satisfaction and its relationship with employee's productivity. Self work report of performance was used with a sample of (593) employees from 64 banks in Norway. The results showed that performance was directly correlated with organizational commitment and turnover rates. Also, performance is correlated with motivation.

The various roles of the employee in any institution required a scientific and psychological preparation. The more satisfaction the employee has, the higher level of motivation and productivity he will have. It is expected that workers who are unsatisfied with their jobs are disproportionately unhappy in their lives as a result, and more likely to quit within a year than those who are very satisfied. (Mugrabi, 2000, 363). A study of Sabatini (1999) was conducted on a sample of 1098 air force members. The results showed that performance rates increased as ability and motivation increased. The performance also increased by the interaction between ability and task difficulty, while there were no affect on performance for both the interaction between motivation and experiences or of motivation and task difficulty.

In a study conducted by Ferenc, Akos, Balazs & Brigitta (2013) among Hungarian workers. The aim was to explore the domestic motivational relations and the key motivational factors of employees, According to the surveys, the main Hungarian motivating factors were competitive salary, cafeteria, career opportunities and advancement opportunities. The research has proved that rearrangement could be observed in the last period. Those factors have increasingly come to the forefronts which are related to safety, stability, appropriate work environment and appropriate employee relations. Evans (2001) tests the relationship between job satisfaction and motivation. The subjects were universities faculties and school teachers. The results showed that extrinsic variables like salary, education policy have less effect of job satisfaction than the intrinsic variables. Interestingly, the results revealed that universities faculties members were more satisfied in their job than school teachers.

In another study by Herman & Petricevic (2011) aimed to show how motivation of workers brings success and work satisfaction at their workplace. The research included 135 workers aged 25-65 years from the public administration. The results show that the motives which bring success at workplace and work satisfaction include better technical equipment of

work places in public services, as well as financial bonuses, desire for personal promotion, further professional training and pleasant working atmosphere.

To identify significant motivational factors according to the views of mental health professionals in two Greek psychiatric hospitals and to determine whether these differ among medical, nursing and administrative staff, in terms of improving work performance, Grammatikopoulos et al. (2013) conduct a study by using an instrument addressing four work-related motivators (job attributes, remuneration, co-workers and achievements). Results show that Achievements was ranked highest for the entire sample and by professional subgroup among the four main motivators, followed by remuneration, co-workers, and job attributes. Remuneration and salary in particular, was reported as a significant incentive only for professionals in managerial positions among the total study sample.

Motivation theories can be classified into several groups in terms of their explanation of motivation. The first group emphasized on the human needs as determinants of behavior, while the second group focuses on equity and other incentives as determinants of behavior. Other theories emphasized on the employee expectations for his or her performance and the results of that performance. Whilst there are differences between the proposed theories, generally agreed that human behavior is a goal-directed toward fulfilling unsatisfied needs; an individual's need satisfaction should be related to his job performance (The Essentials of Alfred Adler's theory of personality. N. D). Indeed, Maslow's theory predict, higher-order needs should be more closely linked to job performance than lower-order needs that can be readily satisfied.

This study will utilize Porter's theory (Cited in Owens, 1995, 50-51) where he adapted Maslow's theory (1943) of hierarchy of needs to creating growth. Porter (1960s) added a new level of hierarchy to that one proposed by Maslow. In addition he suggested that the first level in Maslow's hierarchy is not important as the physiology's needs which are not strong motivators. The following are hierarchy of needs suggested by Porter.

1. Security needs ( pay, union, retirement plan, tenure, insurance plan, and negotiated contract).
2. Affiliation needs (belonging to formal and informal work groups, friendship, professional associations and unions).
3. Self-Esteem needs (titles, feeling self-respect, evidence of respect by others, recognition, promotions, awards).
4. Autonomy needs (control of work situation, participation in decision making).
5. Self-actualization needs (working at full potential, feeling successful at work, achieving significant goals).

Recently, a number of researchers emphasize that the achievements of the advanced position of the Japanese management in the administrative development, compared with other industrialized nations, is due to the adoption of individual motivation as an essential platform to change the status of behavioral patterns in the administrative bodies. It adopts a certain method in order to promote motivation based on linking the goal of the administrative body with workers' needs, and on individuals' active participation in decision-making and sharing the outcome of the administrative body itself (Al Araji, 1995, 156).

## **METHODOLOGY**

This study is descriptive in its nature. The researcher choose Jordanian students from three Jordanian universities who are expected to graduate in the academic year of 2013/2014. A stratified random sample of 10% of study population were chosen to participate in the study "as indicated in Table 1 (Appendix 2)".



## **Instrument**

The researcher have made some modifications on Zoubi's (2003) instrument to fit the aim of this study. The final copy of the questionnaire consists of two parts. The first one is asking a question about the dependent variable "The most attractive sector in the labor market (public or private sector)", and about the independent variables "university type, specialization, GPA, sex", while the second part consists of 59 questions (Appendix 1), seeking to explore the factors that might attract employees in the labor market. These factors have been categorized into five domains as follows:

1. Security factors: Q1-Q15
2. Affiliation factors: Q16-Q22
3. Self-esteem factors: Q23-Q37
4. Autonomy factors: Q38-Q49
5. Self-Actualization: Q50-Q59

Five Lickert quintuple Scale was used to answer the questionnaire. These are as follows: very low (1), low (2), moderate (3), high (4), very high (5).

## **Validity & Reliability**

To test the validity of the instrument, 10 expertises at the Jordanian universities have reviewed the questionnaire. The first draft of the questionnaire was modified in response to the feedback received from the expertise. Regarding the reliability, 30 individuals from outside the sample were used to test and retest process. Pearson correlation was calculated and it was found to be (.86). In addition, for internal consistency, Alfa was calculated and it was 0.89. Statistics Package for Social Sciences (SPSS) was used to analyze the data. Means and Standard Deviations were used to answer the first question. Frequencies and Percentage were used to answer the second question, while variance analysis and (chi square) were used to answer the questions three and four.

## **RESULTS & DISCUSSION**

The study aimed at exploring the factors that attract Jordanians at the work environment. Four questions were stated so that the principal aim of this study could be achieved. From the Jordanian universities graduating students' perspectives, the following paragraphs provide a more detailed description on how these four questions were answered: Question I: What are the most factors that attract people in the work environment from the graduated students' perspectives?

To answer this question, means and standard deviation "as indicated in Table 2 (Appendix 2)" for the five domains of the factors that might attract graduated students in the work environment were calculated.

It can be seen in table (2) that the total mean of the scale of attractive factors in work environment tends to reflect a slightly higher degree of attraction than the high one. Likewise, all means of the scale areas reflect a slightly higher degree of attraction than the high one, with the exception of the affiliation factors which are slightly less than the high one. Similarly, the degree of attraction in the areas of autonomy and self-actualization is the same. This means that the importance demand on all humanity disciplines accounts for all factors of attraction in achieving the objectives of this study regarding the sample respondents; that is, individuals' work motivation, and job stability can be done through providing them with attractive work environment. This can be done by meeting their different needs regarding their relevancy to them.

As self-esteem reached the highest mean, it indicates that Jordanian university graduate students do not seek to work in order to gain only materialistic matters, but rather to get something more important. This refutes some common beliefs among employers. This is confirmed by the fact that autonomy factors and self-actualization equally come in second place, while security elements in third place. That is to say, the individuals primarily look for self satisfaction, autonomy, control over work, influence in the institution, participation in decision-making, the endeavor to use the maximum energy at work to get the feeling of success and achievement.

This finding confirmed Porter's (1960s) point of view; in the light of this context he amended Maslo's (1943) pyramid by adding the need for autonomy and deleting the physiological needs because he believes that individuals need of autonomy which they seek and exert effort to achieve.

Regarding the affiliation factors that are considered the less attractive factors in work environment in spite of reaching a mean which is close to the other ones. The explanation of this might be that the modern work environment in different institutions does not allow the making large social relations among workers as they rely very much on technology. This isolate workers from each other, whereas the official work relationship prevail.

The finding of this question (Q1) is strongly confirms the body of knowledge. For instance, Al-Majal (1999) found that social factors are essential and important for Job satisfaction and motivations. Evans (2001) affirmed that job satisfaction and motivation are less effected by extrinsic factors like pay, polices rather than intrinsic factors. Wegge (2006) stressed that work conditions correlated highly with internal motivation toward work and this high rates of motivation led to Job satisfaction & les rates of turnover.

The finding of the first question provid a strong indication of predicting the graduates' future work motivation. Therefore, it is expected that motivation will increase along with the increase of interest in their humanitarian needs and their endeavor to have them in work environment.

Question 2: Which is the most labor sector attracts Job seekers from the graduated student's perspectives?

To address this question, the researcher calculated the frequencies and percentages of the sample responses "as indicated in Table 3 (Appendix 2)".

Table 3 indicates that the private sector attracts graduating students much more than public sector in labor market. Interestingly, in the last decade graduating students preferred to work in the public sector because salaries were much higher than the private sector.

Particularly, for those individuals who had earned higher degrees, which allowed them to enjoy job and social security, this finding could be interpreted due to several reasons: First, the decline of job opportunities at public sector, and second, the government involvement that plays a major role in inviting investor in different economic activities in addition to the privatization of many governmental institutions. Such institutions as the communication and telecommunication, which resulted in creating a wide, range of job opportunities and availability. Furthermore, competition among the different private institutions leads to providing their potential employees with health insurance, higher paying rates, and job security than ever before.

Question 3: Is the most attractive factors in the work environment differentiate according to the independent variables (university type, specialization, GPA, sex)?

Means and Standard Deviations for the collected data according to the independent variables are calculated "as indicated in Table 4 (Appendix 2)".

Table 4 shows that there were differences in the means of the factors that attract graduating students with respect to the independent variables: university type, specialization, GPA, and sex.



To determine if these differences were significant at ( $P \leq 0.05$ ), the researchers calculated the variance analysis ( $2 \times 2 \times 4 \times 2$ ) for the factors that attract graduating students in job market according to the independent variables "as indicated in Table 5 (Appendix 2)".

Variance analysis in Table 5 shows that there were a significant difference at ( $P \leq 0.05$ ), between the means of the sample response referred to the sex variable. These differences were in favorite of females. Female's' mean were (4.11) while males were (4.01) (Table 4).

This result clearly indicates the importance of being male or female on the work environment in Jordan. This is possibly because Jordan is of a similar to other countries in the Middle East and therefore can be considered as a masculine society. As a result, the average answer of female is higher than that of male which means that women give work environment higher importance than male.

This could be explained by the urgent desire among Jordanian women to be financially independent, to practice their rights and not to remain dependent on man. This reliance educated, and be able to compete and prove herself. She also seeks to change the previous inherited social conventions that consider woman as incapable of thinking, giving correct opinions like men, making decisions without men's help. So, it is natural that women endeavor to have work environment that would provide her with security, protection where she is welcomed, communicate with others, help her to have has limited her decision-making ability regarding her life concerns.

Now, women are seeking to achieve this autonomy, so that they can be able to make decisions independent of men. This cannot be achieved unless work environment guarantees her security, protection and stability in work. She intends to obtain respect and appreciation of others based on her feeling concerning self-esteem and status as she has become more self-esteemed, respect her potentiality, appreciated and respected by others.

It is also natural that women seek to have an environment that provides them with a degree of autonomy in work by giving them responsibility and necessary power, assisting them to achieve self-esteem and bringing out potentiality. Of course, this will not be easy unless employers and officials adopt the idea of women support and empowerment in various positions. The Work environment that meets humanitarian needs will have the greatest impact on increasing female willingness to work. This increases job satisfaction, leading to increase in productivity.

As shown in table (5), it is obvious that there are no statistically significant differences between the levels of other variables (the university, specialization, GPA). Perhaps, the variance could be explained by the fact that all public and private Jordanian universities work under the same laws and regulations issued by the Ministry of Higher Education. Many of the specializations of these universities as well as their work environment, which graduates seek, are similar because they share the same environment. In addition, the graduates of scientific and humanity disciplines face similar difficulties and barriers during their search for work. This is due to the fact that some disciplines are highly demanded whereas some are not. This means that graduates' perceptions are similar with regard to work and proper environment regardless of their specialization.

The absence of grade differences might be related to the fact that many graduates whose grades are less than others find jobs before those having higher grades. This because favoritism plays a significant role in employment in both public and private sectors. Therefore, as indicated by many people, this factor might not be a determining factor of their perception about their future and environment in which they wish to work. Therefore, the results are similar. All job seekers look for a working environment that meets human needs and promises increase in work motivation.

Question (4): Is the most attractive sector in the labor market differentiating according to the independent variables (university type, specialization, GPA, and sex)?

To answer this question, the researcher calculated the frequencies for the two sectors (public & private) to see which one is more attractive in labor market with respect to the independent variables, "as indicated in Table 6 (Appendix 2)".

Table (6) Shows that the private sector is more attractive for graduating student than the public sector for all the independent variables. To test the significant of the differences between the two sectors, Chi-square was calculated "as indicated in Table 7(Appendix 2)".

Table (7) shows that there were significant differences in the public and private sectors according to the independent variables (university type, specialization, and sex). These findings show that private sector is more attractive for the students graduated from public universities than those graduated from the private ones. In addition, this sector is more attractive for both scientific specialists and females graduating students (Table 6).

These findings could be explained in the light of the fact that the students in public universities are better academically than the private universities. The public universities admit students with higher GPA's in high schools, which will be reflected in their study at the university. Moreover, the private sector recruits his employees through a competitive process. Therefore, the opportunity for students graduated from public universities to have jobs at the private sector will be more than those graduated from private universities; especially because private sector required more qualified workers.

According to the private sector attraction to the students with scientific specialists vs the humanity specialists, this may be understood in the light of the fact that most of the private institutions are in more need of the scientific specialists, and the sector depending on technology because the public sector includes different institutions where many of them require more humanity disciplines, such as the education sector which is one of the largest sectors, job opportunities for humanity disciplines are more than that of scientific ones.

Regarding the sex, the private sector was more attractive for Females. This finding reflects the desire for women to expand their choices and work outside some traditional jobs as education. The education of women and the access to high positions stimulated females to work in various areas. Likewise, women's successful stories in different fields stimulated others to work in the private sector that requires qualification in addition to the ability of working hard for long hours. Perhaps, the advantages available in this sector and the equality to get hired for both male and female are probably among work-attracting elements in the private sector.

## **Recommendation**

- Much coordination between Universities and labor Sectors should be exist, to provide suitable work environment
- Public and private sectors should pay more attention to their employee's self esteem, autonomy, and self-actualization needs.
- The necessity for more coordinating between universities and private sector as the findings showed that this sector is the most sector attract graduating students
- The necessity for more concern in public sector for employee's needs as high turnover rates could be expected according to the results.
- The researcher suggest that other research and studies are necessary in this field.

## CONCLUSION

This study deals with perceptions of graduates from the three Jordanian universities students concerning the most attractive factors in work environment. To identify these factors, the researchers utilized Porter's (60s of 21 century) theory which is an amended version of Maslo's (1943) one. This is because these needs are so important in shaping individuals motivation to work. In other words, the researcher assume that work environment which meets the individual's humanitarian needs is the attractive environment, and it will increase their motivation to work. This will eventually lead to work satisfaction and stability, which they are doing. This will positively reflect on the individual and institution interest, and increase productivity.

The study discusses the impact of a number of variables on students' perception of the most attractive factors in work environment. This shows a difference in their perceptions depending on sex. It also discusses the attractiveness of both the public and private sectors on the selected graduated students from three universities, and the impact of a number of variables of this attractiveness. Based on these findings it is clear that attractiveness of the private sector is nearly three-fold to that of the public sector.

The conclusion of this study implied that the identified factors of attraction in work environment have a significant importance for graduate students. These factors might help us to predict the future motivation of graduate students towards work. Accordingly, the more the environment in the public and private sectors meets graduate students humanitarian needs the more the motivation is expected to increase. The results of this study call for further studies on this issue, especially in Jordanian universities to make sure whether or not there is agreement on the most attractive factors in the work environment in Jordan from the graduates' students' point of view.

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## APPENDIX (1)

"Describing the Labor Sectors in Jordan- the Factors That Attract Employees from Graduated Students' Perspectives".

The questionnaire paragraphs responses are classified according to Leckert quintuple scale: (5) very high (4) high (3) ambivalent (2) low (1) very low

### Security Factors

1. Feeling reassured resulting from the general atmosphere prevailing in the work place.
2. Feeling free from anxiety about the future.
3. Feeling of happiness at my workplace.
4. Receiving high salary increases regardless of the quality of work.
5. Receiving a high salary that meets my needs with attention to the quality of work.
6. Providing health insurance system and provide incentive.
7. Provides opportunities in the enterprise to work overtime to be able to save money.
8. Sense of psychological stability in the work environment.
9. Good relation with colleagues.
10. Reassurances from my work within the group.
11. Provide a system of compensation to cover accidents during the service.
12. Administrative policies, which preserves all the rights of employees.
13. Objectivity in assessing achievements.
14. Tenured at work.
15. Provide a retirement / social security and satisfaction.

### Affiliation Factors

16. Relations of love and warmth between colleagues and myself.
17. Form of many friendships at work.
18. Form friendships with the clients of the institution.
19. Be able to discuss the problems facing me, particularly with my manager.
20. Sense of the desire of others to cooperate with me in the collective work.
21. Prevail trust between me and my supervisors at work.
22. Giving me the opportunity to participate in group activities.

### Self-Esteem Factors

23. Sense of pride in what I am doing.
24. Sense of pride and privilege to work in this institution because of their social prestige.
25. Satisfaction of the appropriate allocation of the nature of work in this institution.
26. Sense of confidence resulting from the good relations with the clients of the institution.

27. Sense of self-confidence of being able to do my work to my fullest potential.
28. Be able to perform my work in light of high standards.
29. Giving me the opportunity to perform tasks that are difficult.
30. Appreciate the confidence of my supervisors to carry out various tasks.
31. My colleagues respect me at work.
32. Appreciation of my supervisors at work of my views and suggestions.
33. The opportunity to obtain a remarkable status in the work place.
34. My supervisors appreciation of my performance at work.
35. Clients satisfaction of my performance.
36. Ethical reputation that I possess the kind of fellows and the dealers.
37. Benefit from my position at work in facilitating a deal of things.

#### Autonomy Factors

38. Gain the necessary authority to perform my job.
39. Feeling of power for working properly.
40. Giving me enough freedom to choose the way I work.
41. Giving me enough freedom to express my views and discuss them at meetings.
42. Ability to control the variables related to my work.
43. Solve the problems with the clients without referring to formal proceedings.
44. Justice in dealing with the clients.
45. To operate as dictated by my conscience and duty.
46. Self-assessment of my performance.
47. Take full responsibility for my work.
48. Giving me the opportunity to do some work that requires great responsibility.
49. My colleagues adoption of my views.

#### Self-Actualization Factors

50. Ability to balance personal needs and work requirements.
51. Cooperation instead of competition with others.
52. Feeling good about my work.
53. Achieving my ambitions through performing my work to the fullest potential.
54. Accomplishing my goals on time.
55. Reaching successful outcomes when starting a task.
56. Great opportunities to be a winner at work.
57. Achieving my goals consistently.
58. Receive assistance from colleagues in achieving work objectives.
59. Great value of performance that should be achieved



**APPENDIX (2)**

Table 1  
Sample and Returned Questionnaires

University	Expected Graduates	Sample	Questionnaires return	%
Jordanian Philadelphia Jarash	7050	705	529	75
	23000	230	147	64
	2100	210	131	62
Total	11450	1145	807	70.5

Table 2  
Means & Standard deviation for factors attractive in the work environment (N=807).

Factors	Mean	St.d
Self esteem	4.16	0.51
Autonomy	4.08	0.56
Self actualization	4.08	0.59
Security	4.03	0.52
Affiliation	3.87	0.65
Total	4.06	0.46

Table 3  
Percentage of the sector most attractive in Job Market

Sector	Frequency	Percentage
Public	213	26.4%
Private	594	73.6%
Total	807	100%

Table 4  
Means and standard deviations for the sample (Independent variables)

Main variables	Sub-variable	N	Mean	Std.d
University type	Public	523	4.06	0.465
	Private	284	4.07	0.453
Specialization	Scientific	452	4.03	0.480
	humanity	355	4.11	0.430
GPA	Excellent	194	4.06	0.488
	Very good	302	4.09	0.466
	Good	265	4.04	0.467
	acceptable	46	4.06	0.399
Gender	Male	366	4.01	0.495
	Female	441	4.11	0.425

Table 5  
Variance analysis for the factors according to the independent variables

Source	Sum of squares	df	Mean square	F	Sig
University type	0.730	1	0.730	3.491	0.062
Major	0.494	1	0.494	2.360	0.125
GPA	0.155	3	0.052	0.247	0.864
Sex	1.637	1	1.637	7.829	0.005*
Error	167.302	800	0.209		
Corrected total	170.809	806			

P ≤ 0.05

Table 6  
Frequencies of the most attractive sector in labor market according to the independent variables

<i>Sector</i>		<i>Public Sector</i>	<i>Private Sector</i>	<i>Sub-Total</i>	<i>Total</i>
<i>Independent Variable</i>					
University Type	Public	126	397	523	807
	Private	87	197	284	
Specialization	Scientific	96	356	452	807
	Humanity	117	238	355	
GPA	Excellent	43	151	194	807
	Very Good	79	223	302	
	Good	81	184	265	
	Acceptable	10	36	46	
Gender	Male	82	284	366	807

Table 7  
Chi – square Test

variables	University			Specialization			GPA			Gender		
	Value	d f	Sig	Value	d f	Sig	Value	d f	Sig	Value	d f	Sig
Person Chi-Square	4.055	1	.04*	14.055	1	.00*	4.682	3	.197	5.487	1	.01*
Minimum Expected Frequency	74.96			93.70			12.14			96.60		
No of Valid Cases	807			807			807			807		

P ≤ 0.05