

A Comparative Study of Employee Job Satisfaction in Public and Private Sector Manufacturing Units in Allahabad City

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Abstract: *In the competitive world where companies are struggling for the position in the market with their products and customer service, the employee satisfaction becomes one of the most important subject matter for the organizations. The human resource of an organization is the most important assets of the company as this is the only asset which mobilize all other assets whether its capital or technology .The employee satisfaction have been found to be converted into the performance engagement and employee commitment. So with this study we have tried to find out the comparison of employee job satisfaction with the different variables in private sector and public sector organization in Allahabad. For the study one Public sector organization BPCL i.e. Bharat Pumps and Compressor Ltd and one Private sector organization i.e. Alstom T&D Ltd is taken in Allahabad City. The variables of employee satisfaction have been found with the help of secondary data. Stratified Random samplings have been taken for the collection of primary data with the help of structured questionnaire. Data have been analyzed with the help of statistical techniques like frequency distribution percentage analysis and Independent T test. The number of employees taken for the study is 300 out of which 150 employees from each organization. The result indicates that the employees have been found to be satisfied with the various variables yet difference has been found in public sector and private sector organizations.*

Keywords: *Human Resource, Job Satisfaction, Private Sector Manufacturing Unit, Public Sector Manufacturing Unit..*

I. INTRODUCTION

Any organization in present time can only survive when it differentiates from other organizations, has some unique quality of survival. This can only be possible with the help of efficient and effective work force. But only effective and efficient workforce is not a guarantee for success but the work force should be engaged, motivated and committed to the organization. This can only happen when the workforce is satisfied with the different factors of organization whether it is job related factors the compensation or the working conditions or non monetary benefits like appreciation and promotion etc. So, for the success of any industry, it is very important to manage human resource effectively and ensure that its employees are satisfied. **Job satisfaction** is a measure of workers' contentedness with their job and its factors, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. It is an attitude or emotional response to work task as well as to the physical and social environment of the work place. **Farlyet. al., (1998)** states that job satisfaction is the sense of fulfillment and pride felt by people who enjoy their work and perform it well.. It is also a fact that job satisfaction is nothing but the favorable attitude or high industrial morale. **Line and Kinnell (1993)** defines job satisfaction as a “pleasurable emotional state resulting from the appraisal of one’s job” The higher the job satisfaction, the more likely workers will hold a positive attitude toward their jobs (**Wang &Feng 2003**), and are more likely to be committed to the organization. Low job satisfaction can affect the performance of employees. Low motivation, low engagement, low commitment and productivity can be the direct effect of

job dissatisfaction. It has been widely argued in management, total quality management, operational sciences and service literatures that improving job satisfaction and loyalty leads to higher productivity and profits (**Silvestro 2002**). It can also come out in the form of employee turnover where a company can lose its talented employees just because of the low satisfaction of employees. Similarly, workers with higher level of job satisfaction would display a decreased propensity to search for a job and decreased propensity to leave the organization (**Wright & Bonett, 2007**). Thus it's become important for the organizations to find out the satisfaction level of employees and take whatever the steps can be best possible. If a professional is not satisfied with his job, employer must take care of it to avoid weakness in output (**Chaudhary, 2000**).

II. REVIEW OF LITERATURE

A number of studies have been done in many industries worldwide to find the factors which effect job satisfaction of employees. **Mira Singh and Pestonjee (1990)**, hypothesized that Job Satisfaction is influenced by the levels of Occupation, Job involvement and Participation. The sample for the study consisted of 250 officers and 250 clerical cadres belonging to a nationalized bank in Western India. The study confirmed the hypothesis and it was found that Job Satisfaction of the Bank employees was positively affected by the Occupational level, Job involvement and participation. **O'Leary, Patrick, et.al (2008)** studied the relationship between job characteristics and job satisfaction amongst physicians in Russia. This research included rewards, other people, nature of work and organizational context. The study found that doctors were more likely to be satisfied if they maintained good compensation, autonomy and if they did not have excessive bureaucratic interference. **Hunjra et al., (2011)** Evaluated factors affecting job satisfaction of employees in banking sector to find the impact of various human resource management practices like job autonomy, team work environment and leadership behavior on job satisfaction in banking sector. Findings indicated that there was a positive relationship between autonomy, leadership behavior and team work. **Jehanzeb et al., (2012)** aimed to examine the impact of rewards and motivation on job satisfaction in banking sector of Saudi Arabia and it was found that rewards have positive significance on employee satisfaction. Satisfaction can be with overall organization but some factors can be dissatisfying. Employees were satisfied with their jobs and dissatisfied with pay and promotions policies (**Togia, koustelios, Tsigilis, 2004**) revealed in his study. Less pay as compared to work done is one of those extrinsic factors which is responsible for job dissatisfaction (**Robbins, 2003**). Recognition and promotional opportunities are considered to be the important factor for intrinsic job satisfaction (**Robbins, 2001**). **St Lifer (1994)** the study concluded that compensation and benefits, promotion opportunities and technological challenges were the prime factors of job satisfaction. **Murray, R. A (1999)** Study found that university Liberians in Ankara were not satisfied with physical working condition, job recognition, job security, promotion, benefits, social status and supervisory autonomy. These studies identified that there are different instruments for managing job satisfaction like pay, recognition and working environment (**Hart, 2010**). Pay and promotion are considered most important elements for the employee satisfaction (**Parvin and Kabir, 2001**). Further research has suggested that while intrinsic rewards will probably be more salient for involvement (**Danish. Q. D et. al., 2001**), satisfaction with extrinsic rewards will lead to continuance commitment with organization resulting in increased customer satisfaction and loyalty (**O'Reilly, et al. 1991**). **Gurusamy & Mahendran (2013)**, in their study found that **Salary occupy the First Rank** for determining job satisfaction compared with other major determinants. The study was conducted on 300 respondents and was limited to the automobile industries of India. **Rashid Saeed et al., (2014)**, in his study found **promotion, pay, fairness and working** condition to be the key factors that contribute to employee job satisfaction. The study was conducted on 200 telecom sector employees of Pakistan. It was concluded that **money and compensation** play an important role in the job satisfaction of the telecom employees of Pakistan. **Adeniji (2011)** in his study on **Organizational Climate** and Job Satisfaction among Academic Staff in Some Selected Private Universities in Southwest Nigeria. The study was based on the responses received from 293 respondents of five private Universities in the South-West Zone of Nigeria. The results showed a positive relationship between organizational climate and job satisfaction. **Schneider (2003)** studied the relationships between several facets of employee satisfaction and organizational financial (return on assets; ROA) and market performance (earnings per share; EPS). The study included 35 organizations over a period of eight years. Significant positive relationships were found between attitudes

concerning satisfaction with **security, satisfaction with pay, and overall job satisfaction with financial (ROA) and market performance (EPS).** Ali and Akhtar (1999) studied and explored the effect which **work culture** has on employee satisfaction and found that those who scored high on work culture also differed significantly on satisfaction scale. **National Center for Education Statistics, (1997)** in a report on job satisfaction among American teachers identified that more administrative support and leadership, good student behavior, a positive school atmosphere, and teacher autonomy as working conditions associated with higher job satisfaction. A weak relationship was found between faculty satisfaction and salary and benefits. Research also shows that demographic variable such as age and gender have little or no significant impact on job satisfaction. **Yankelovich Partners (1998)** in their study surveyed 10,339 workers across 10 European countries, Russia, Japan, and the United States. Researchers consistently identified the same top five key attributes in a job: ability to balance work and personal life, work that is truly enjoyable, security for the future, good pay or salary and enjoyable co-workers. Across the four major geographic regions studied, importance of potential advancement and the opportunity to build skills as a way to maintain employability and job security was emphasized by the workers. **Cardona (1996)** in a survey of members of the Association for Investment Management and Research found that 81% of the managers were satisfied or very satisfied with their job. Most managers named professional achievement, personal or professional growth, the work itself and their degree of responsibility more important than compensation as the factors that create positive feelings about their job. Factors like company policies, administration, relationships with supervisors, compensation and the negative impact of work on their personal lives were viewed as those which create negative feelings about the job. **Mudor and Tookson (2011)** discusses about the link between human resource management practices, job satisfaction and finally the turnover. **Supervision, training and pay practices** which are the three variables in HRM Practices are very adversely associated with job satisfaction. Effective jobs help in achieving job satisfaction with continuous training and good pay. Job satisfaction is directly related to turnover. **Ramayah (2011)** evaluates within the Malaysian context whether mentoring leads to job satisfaction. His findings reveal that career mentoring was related to all the dimensions of job satisfaction. The dimensions of job satisfaction studied here were: job itself, co-workers, supervisors, and promotion. Mentor plays an important role in higher level of learning always and it directly results in positive employee outcomes. But, psychological mentoring doesn't have a significant relationship with the three factors of job satisfaction (co-workers, job itself and promotion). It is also stated in the study that because psychological mentoring leads to non-monetary satisfaction, employees at maximum time don't value it. **Ingram (1992)** states that job satisfaction is related to work, co-workers, promotion, pay, supervision relates to customer orientation. In service industry front line people are the one who interact with the customers on a regular basis and influence the customer perception by their behaviors as well as the appearance of the product /service knowledge. Promotion is a key factor in job satisfaction. It is the duty of the manager to monitor and improve the employee satisfaction level related to supervision quality, working conditions, intrinsic compensations and benefits and company policies so that it helps in achieving the desired level of satisfaction within the employees. **Karl & Sutton (1998)** found that from an employee point of view, job satisfaction is a desirable outcome in itself. While from a managerial or organizational effectiveness point, job satisfaction is important due to its impact on absenteeism (1) turnover, (2) and pro-social "citizenship" behaviors such as helping coworkers, helping customers, and being more cooperative. Thus it becomes important for the managers to understand what employee's value in order to redesign jobs, reward systems, and human resource management policies that will result in optimum job satisfaction and productivity.

III. RESEARCH OBJECTIVES

On the basis of above literature, the present study is intended:

1. To study the job satisfaction of employees working in Alstom T&D and BPCL in Allahabad.
2. To find various factor that led to job satisfaction of employees.
3. To compare level of job satisfaction among the employees of Alstom T&D and BPCL in Allahabad

IV. HYPOTHESIS

For achieving the above set objectives, the following hypothesis is framed:

H0: There is no significant difference in job satisfaction level among employees of public and private sector manufacturing units.

H1: There is a significant difference in job satisfaction level among employees of public and private sector manufacturing units.

V. RESEARCH METHODOLOGY

The research designed is descriptive in nature. Two organizations are taken for the study The Public sector organization is BPCL i.e. Bharat Pumps and compressor Ltd and the private sector organization is Alstom T&D Ltd situated in Naini Industrial area Allahabad. Data collection is done with secondary and primary data. Primary data is gathered by developing structured questionnaire. Sampling is Stratified Random sampling. A total of 300 respondents, 150 from each organization were selected for the study. The target employees were from all the managerial level and non managerial level. Structured questionnaire consist questions related to demography and employee satisfaction. First part covers questions on demographical factors of respondents like age, marital status, and education, total service experience, designation, etc. The second part of the questionnaire consists of statements based on satisfaction of respondents towards their job and on the factors like: compensation, supervision, and job security, and promotional opportunity, contentment of work, communication, and work environment. Employees are asked to give their responses on five-point Likert Scale (1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree). For analyzing the data, frequency distribution and percentage analysis is used to analyze overall job satisfaction among public and private sector banks and Independent T Test is used to compare the satisfaction level of employees with different job factors.

VI. DATA ANALYSIS AND INTERPRETATION

The main findings of the study are discussed under the subheads.

6.1 Demographic profile of the respondents: Demographic profile of employees is given in Table 1.

Table 1: Demographic profile of the respondents.

Demographic Variables	Demographic Variables	Alstom T&D Ltd Percentage (%)	BPCL Percentage (%)
Age	18-25	15	0
	26-45	70	28
	46>	15	78
Gender	Male	96	99
	Female	4	1
Qualification	Degree Holder	47.5	36.3
	Diploma Holder	11.3	13.5
	ITI	30	45.9
	Others	11.3	5.3
Designations	Middle Management	7.5	4.1
	Lower Management	33.8	22.9
	Supervisor	25	26.5
	Operatives	32.5	46.5
Department	Production	75	80
	Finance	2.5	5.9
	Hr	5	5.9
	Marketing	17.5	2.4
	Others	10	5.9

Table 1. Shows the demography of the two organizations where maximum number of employees is of the age group of 26-45 in Alstom which is 70% but in BPCL 78% of employees is of age group 46 and above. Majority of the respondents are male with 96% in Alstom and 99% in BPCL. Similarity is found in the distribution of employees in their educational qualification i.e.

Degree Holder 47.5 % In Alstom 36.3% in BPCL, Most of the respondents are from Lower Management and Operatives ie 33.8% In Alstom and 22.9% In BPCL and Operatives are 32.5% in Alstom and 46.5% in BPCL. The number of respondent from Production department is maximum 75 % in Alstom and 80 % in BPCL.

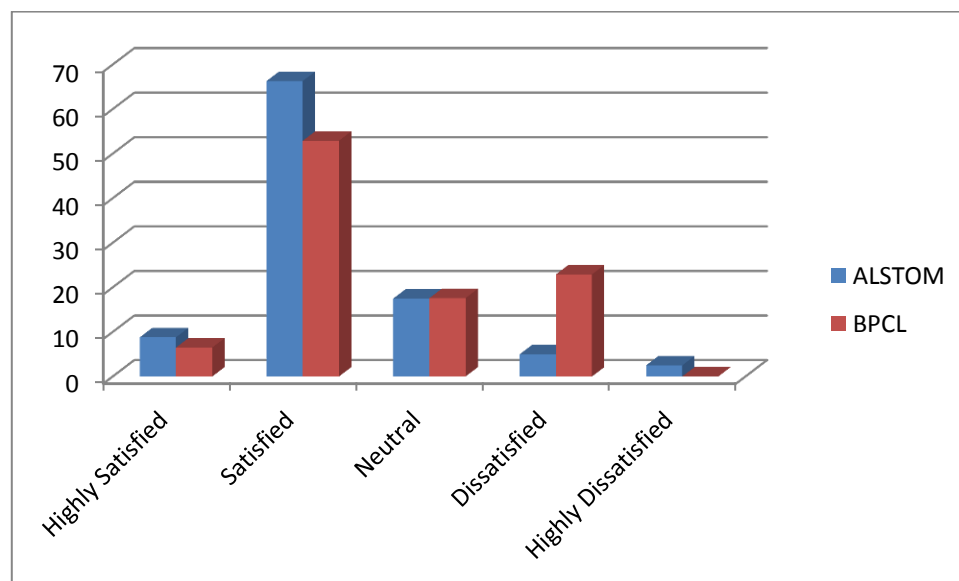
6.2 Overall Level of Job Satisfaction in Private and Public Sector manufacturing sector

Employee satisfaction is a measure of how happy workers are with their job and working environment. In this research various variables responsible for employee satisfaction has been identified and measured in survey. Results of all the factors when combined are presented in Table 2. The results of the individual factors are given after that. To measure job satisfaction level among employees of selected public and private sector manufacturing units.

Table no 2: A Comparison of Overall Employee Satisfaction with the Organization.

Type of industry		Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied
	Frequency	13	100	26	8	3
Alstom T&D (Private organization)	% Employees	8.8	66.30	17.50	5	2.5
	Frequency	10	79	27	34	
BPCL (Public Sector Organization)	% Employees	6.5	52.9	17.60	22.90	0

Chart 1: A Comparison of Overall Employee Satisfaction with the Organization.



Inference: From the above chart it has been found that overall Employee Satisfaction with different factors of job has been found to be more in Alstom T&D Ltd as compared with BPCL.

Table 3: Job Satisfaction Comparison in Alstom T&D Ltd and BPCL

Group Statistics					
	ORG	N	Mean	Std. Deviation	Std. Error Mean
ES1	ALSTOM	150	2.2600	1.10174	.08996
	BPCL	150	3.5800	.94315	.07701
ES2	ALSTOM	150	2.0467	1.02543	.08373
	BPCL	150	3.2733	.84263	.06880
ES3	ALSTOM	150	3.6400	.89202	.07283
	BPCL	150	3.4000	.91959	.07508
ES4	ALSTOM	150	4.1333	.69192	.05649
	BPCL	150	4.0533	.80923	.06607
ES5	ALSTOM	150	4.0733	.81180	.06628
	BPCL	150	4.0000	.75972	.06203
ES6	ALSTOM	150	4.280	.6963	.0569

	BPCL	150	3.933	.8566	.0699
ES7	ALSTOM	150	3.7733	.92792	.07576
	BPCL	150	4.0467	.67889	.05543
ES8	ALSTOM	150	3.9467	.83374	.06807
	BPCL	150	3.7000	.97451	.07957
ES9	ALSTOM	150	3.8800	.77650	.06340
	BPCL	150	3.7333	.87980	.07184
ES10	ALSTOM	150	4.0533	.75784	.06188
	BPCL	150	3.5800	.93601	.07642

Table 4: Independent Sample T test for Comparison of satisfaction Levels among Alstom T&D Ltd and BPCL with respect to different Job Factors.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
ES1	Equal variances assumed	9.150	.003	-11.147	298	.000	-1.32000	.11842	-1.55304	-1.08696
	Equal variances not assumed			-11.147	291.081	.000	-1.32000	.11842	-1.55306	-1.08694
ES2	Equal variances assumed	15.010	.000	-11.320	298	.000	-1.22667	.10837	-1.43993	-1.01340
	Equal variances not assumed			-11.320	287.207	.000	-1.22667	.10837	-1.43996	-1.01337
ES3	Equal variances assumed	4.502	.035	2.294	298	.022	.24000	.10461	.03414	.44586
	Equal variances not assumed			2.294	297.724	.022	.24000	.10461	.03414	.44586
ES4	Equal variances assumed	.656	.419	.920	298	.358	.08000	.08693	-.09108	.25108
	Equal variances not assumed			.920	290.977	.358	.08000	.08693	-.09110	.25110
ES5	Equal variances assumed	3.451	.064	.808	298	.420	.07333	.09078	-.10532	.25199
	Equal variances not assumed			.808	296.700	.420	.07333	.09078	-.10532	.25199
ES6	Equal variances assumed	.252	.616	3.846	298	.000	.3467	.0901	.1693	.5240
	Equal variances not assumed			3.846	286.062	.000	.3467	.0901	.1693	.5241
ES7	Equal variances assumed	22.044	.000	-2.912	298	.004	-.27333	.09388	-.45808	-.08859
	Equal variances not assumed			-2.912	272.988	.004	-.27333	.09388	-.45815	-.08852
ES8	Equal variances assumed	12.637	.000	2.356	298	.019	.24667	.10472	.04059	.45274
	Equal variances not assumed			2.356	291.030	.019	.24667	.10472	.04057	.45276
ES9	Equal variances assumed	4.333	.038	1.531	298	.127	.14667	.09581	-.04189	.33522
	Equal variances not assumed			1.531	293.469	.127	.14667	.09581	-.04190	.33523
ES10	Equal variances assumed	25.142	.000	4.814	298	.000	.47333	.09833	.27982	.66685
	Equal variances not assumed			4.814	285.634	.000	.47333	.09833	.27978	.66688

VII. JOB SATISFACTION INFERENCE

Employee job satisfaction with the job (ES1): From the above table 4 it is interpreted that the difference in Employee satisfaction with job is significant between private sector and public sector manufacturing units i.e Alstom T&D Ltd and BPCL in Naini Allahabad as the value of $p < 0.05$ at 95 % confidence level .

Employee Job satisfaction with organization leadership and planning (ES2): From the above table 4 it is interpreted that the difference in Employee satisfaction with respect to organization leadership and planning is significant between private sector and public sector manufacturing units i.e. Alstom T&D Ltd and BPCL in Naini Allahabad as the value of $p < 0.05$ at 95 % confidence level .

Employee job satisfaction with corporate culture and communication (ES3): From the above table 4 it is interpreted that the difference in employee satisfaction with respect to corporate culture and communication is significant between private sector and public sector manufacturing units i.e. Alstom T&D Ltd and BPCL in Naini Allahabad as the value of $p < 0.05$ at 95 % confidence level .

Employee job satisfaction with their role in the organization (ES4): From the above table 4 it is interpreted that the difference in employee satisfaction with respect to their role in the organization not significant between private sector and public sector manufacturing unit's i.e. Alstom T&D Ltd and BPCL in Naini Allahabad as the value of p is 0.358 which is more than level of significance 0.05 at 95 % confidence level.

Employee job satisfaction with work environment (ES5): From the above table 4 it is interpreted that the difference in employee satisfaction with respect to work environment not significant between private sector and public sector manufacturing unit's i.e. Alstom T&D Ltd and BPCL in Naini Allahabad as the value of p is 0.420 which is more than level of significance 0.05. 95 % confidence level.

Employee job satisfactions with supervisor (ES6): From the above table 4 it is interpreted that the difference in Employee satisfaction with respect to supervisor is significant between private sector and public sector manufacturing units i.e. Alstom T&D Ltd and BPCL in Naini Allahabad as the value of $p < 0.05$ at 95 % confidence level .

Employee job satisfaction with pay and benefits (ES7): From the above table 4 it is interpreted that the difference in employee satisfaction with respect to pay and benefits is significant between private sector and public sector manufacturing units i.e. Alstom T&D Ltd and BPCL in Naini Allahabad as the value of p is 0.004 which is less than 0.05 at 95 % confidence level.

Employee job satisfaction with training and development practices (ES8): From the above table 4 it is interpreted that the difference in employee satisfaction with respect to training and development practices is significant between private sector and public sector manufacturing units i.e. Alstom T&D Ltd and BPCL in Naini Allahabad as the value of p is 0.019 which is less than 0.05 at 95 % confidence level.

Employee Satisfactions with Career in Organization (ES9): From the above table 4 it is interpreted that the difference in Employee satisfaction with respect to Career in Organization not significant between private sector and public sector manufacturing unit's i.e. Alstom T&D Ltd and BPCL in Naini Allahabad as the value of p is 0.127 which is more than level of significance 0.05. 95 % confidence level.

Employee satisfaction with job security (ES10): From the above table 4 it is interpreted that the difference in employee satisfaction with respect to job security is significant between private sector and public sector manufacturing units i.e. Alstom T&D Ltd and BPCL in Naini Allahabad as the value of p is 0.000 which is less than 0.05 at 95 % confidence level.

VIII. FINDINGS

From the above analysis it can be concluded that the job satisfaction level of employees of selected public and Private sector manufacturing units i.e. Alstom T&D Ltd and BPCL does not differ for **factors like role in the organization, work environment, Career in Organization**. Whereas leadership, corporate culture and communication, Satisfaction with supervisor, pay and benefits, and job security are proved to be the important factors which creates significant difference in their job satisfaction level. Public sector employees are more satisfied with their job, Leadership and planning, and pay and benefits. Whereas the employees of Alstom are more satisfied with corporate culture, Supervision, Training and Development, and Job Security. BPCL is public Ltd Company but less job security is seen may be due company has gone through turnaround in just few years where before that it was at the verge of sick industry.

IX. CONCLUSIONS

The human resource of an organization is the most important assets of the company as this is the only asset which mobilize all other assets whether its capital or technology .The employee satisfaction have been found to be converted into the performance engagement and employee commitment. So it is suggested that the employee satisfaction should be given the utmost priority in both private and public sector organization.

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