

# A STUDY ON JOB SATISFACTION LEVEL AMONG STAFFS WORKING AT INTERNATIONAL AND LOCAL NON-PROFIT ORGANIZATIONS

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## ABSTRACT

This descriptive study was to determine the level of job satisfaction reported by the full-time staffs of non-government organization in Myanmar. The research method used an anonymous survey that was voluntarily completed and returned to the researcher. The UW Stout Employee Satisfaction Survey (ESS) structured questionnaire had been used to measure the level of job satisfaction. The descriptive study was done to show the general characteristics, job information and job satisfaction level.

There were 68 full time staffs participated in the study. Different age groups from 23 to 60 years, different level of positions from different departments have involved in the survey. Average age was 33.8 years and 61.8% are single. More than half of the respondents were female. Most of the respondents were from program management and capacity development departments with 32.4% and 39.7% respectively. Most of them are managers, supervisors, senior officers and officers. Average salary is 400 USD per month. Total working experience was 2.1 years in average. Average duration in current work is 7.8 years.

Most of the respondents (77.9%) agree for feeling motivated at work. This is followed by another perception of respondents that they felt working in a team environment with 75%. It is accompanied that 72.1% agree that they felt working in an environment where there is cooperation and respect. In overall, 70.6% agree that organization is a good place to work. 23.5% strongly agree that they provide a valuable service to clients and 22.1% strongly agree that they are responsible for planning work activities.

From the detailed response of the forty items of job satisfaction, it was found that staffs are satisfied more on self-motivation, perception on work and job autonomy while there was less satisfaction in relationship with supervisors, senior management, recognition, pay and benefits. At the same time, few percent of respondents disagree that supervisors care about personal needs and being satisfied with pay respectively with 17.6% each. Job satisfaction level showed 76.5% in moderate level while 14.7% showed low level of job satisfaction. Mean score was 144.57. The results indicate that mean job satisfaction score was 144.57 and 76.5% of respondents which revealed that they have moderate level of job satisfaction.

**Keywords:** *Job Satisfaction, Non-profit Organizations, Working Staff*

## INTRODUCTION

Job satisfaction is a general attitude towards one's job, there is the difference between the number of rewards workers receive and the amount they believe they should receive. It also has some relations with the mental health of the people. It can reduce the deviant behavior such as absenteeism, labour turnover and accidents. Job satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their jobs. When a person has high job satisfaction, it means that he really likes his job, feels good about it and values his job (Jain, Sharma & Jain, 2012).

As employee is a backbone of every organization,

employee's satisfaction is also important. There are sayings: 'A happy employee is a productive employee.' 'A happy employee must be satisfied with his job.' Since most people spend nearly half of their time at work, job satisfaction is very important (Conrad, Conrad & Parker, 1985). Job satisfaction also indicated or results in satisfaction in life in general, which is necessary for contentment and happiness (Kumari, 2011).

It has been established that highly satisfied workers have better physical and mental well-being. It is highly debatable as to which one is the cause, and which one is the effect, but they are known to be co-relational. On the other hand, serious job dissatisfaction results in stress and tension which is usually the cause of variety of physiological disorders.

In this study, though it is a small and descriptive one, it aims to explore and assess the level of job satisfaction in the non-profit organizations and their general characteristics, using the UW Stout Employee Satisfaction Survey (ESS) questionnaires (Judge, Thoresen, Bono & Patton, 2001).

## LITERATURE REVIEW

Job satisfaction is the way an employee feels about his/her job. Employee satisfaction is affected by several aspects of the job including pay, working conditions, supervision, co-workers, job content, job security and opportunity for advancement (Kristiawati & Risal, 2017). Job attitudes are determined jointly by job characteristics and employee characteristics. What an employee wants in a job will depend on the individual's needs, values and personality traits. Whether an employee will perceive current job conditions to be satisfactory will also depend on social comparisons, previous job conditions and reference-group influences (Abuelhassan *et al.*, 2017).

Major theories of job satisfaction include discrepancy theory, equity theory, social influence theory and two factor theories (Rajput, Singhal & Tiwari, 2016; Javed, Balouch & Hassan, 2014). Each of these theories is narrowly focused and none of them has been conclusively supported in research studies.

### (A) Discrepancy Theory

According to Locke (1969), satisfaction or dissatisfaction with some aspect of the job depends on the discrepancy between what a person perceives he/she is getting and what is desired. The 'desired' amount of a job characteristic is defined as the minimum amount necessary to fulfil the person's current needs. A person will be satisfied if there is no discrepancy between desired and actual considerations. A person will be dissatisfied if there is less than the desired amount of a job characteristics.

### (B) Equity Theory

Equity theory specifies the conditions under which an employee will perceive the benefits and inducements in the job to be fair and reasonable. The theory was developed by Adams (1965) and it is a variation of earlier theories of social comparison processes. The principal components in equity theory are 'inputs,' 'outcomes,' 'comparison person,' and 'equity-inequity.' According to the theory, an employee judges the equality of outcomes by comparing his/her outcome ratio to the input ratio of one or more persons. If an employee's ratio of outcomes to input is equal to the ratio for the comparison person(s), a state of equity is

perceived to exist by the employee.

### (C) Social Influence Theory

Salancik & Pfeffer (1978), Pfeffer (1997, 1998) have questioned the validity of such complicated social comparison notions as equity theory in explaining job satisfaction. They suggested that perhaps people decide how satisfied they are with their jobs by simply making observations about other employees' satisfaction levels. This implies that an employee infers a level of his or her own satisfaction by merely seeing how co-workers behave and by listening to what they are saying about their jobs. That is, satisfaction may be more of a result of how one's co-workers react to the job rather than of the job itself.

### (D) Two-Factor Theory

The two-factor theory of job attitudes states that job satisfaction is qualitatively different from job dissatisfaction (Herzberg, Mausner & Synderman, 1959). According to the theory, job characteristics can be grouped into two categories, one called dissatisfiers or hygiene factors and the other called satisfiers or motivators. The hygiene factors include the things such as pay, supervision, interpersonal relations, working conditions, job security and status. A certain amount of the hygiene factors is necessary to fulfill a person's biological drives and basic needs, such as safety and affiliation. When these needs are not fulfilled, the person will be dissatisfied.

### (E) Determinants of Job Attitudes

A person's job satisfaction depends jointly on the characteristics of the job situation and the characteristics of the person (Parvin & Kabir, 2011). A person's perception of what 'should be' in a job will be determined by employee characteristics and situational variables and perception of what 'is now' in a job will be determined mostly by actual job conditions.

Three kinds of employee characteristics that affect 'should be' perceptions are needs, values and personality traits. Needs are important because an employee will desire more of any job factor that is instrumental in fulfilling currently activated needs. Once enough of a job factor (e.g. recognition) is present in the job to fill needs to which it is relevant (e.g. esteem) additional amounts of the job factor will not be desired by the employee and will not increase job satisfaction (Iqbal, 2012). Values are relatively persistent beliefs of a person about what is 'right' and 'wrong' behavior and what desirable and undesirable life goals are. Values influence an employee's preferences for certain kinds of occupations and job content.

Finally, personality traits, such as self-esteem, modify a person's job aspirations and preferences. Self-esteem is the extent to which a person likes and values himself/herself and perceives him/her to be a competent, adequate human being. An employee with high self-esteem will prefer a job that is important or one that provides the opportunity for advancement and personal success. An employee with low self-esteem will prefer a low-prestige job that is consistent with an unfavorable self-image and is not very demanding (Korman, 1970).

The relationship between satisfaction and performance is complex and indirect. Early conception that satisfied employees will be more productive have been replaced by more sophisticated models which postulate that performance leads to satisfaction under certain conditions but not under other conditions. Employee dissatisfaction has been found in most studies to result in aggression or withdrawal behavior.

The first step in dealing with employee dissatisfaction is to discover the reasons for it. Remedial steps include changing job conditions, transferring employees to more compatible jobs, and altering expectations and perceptions. Several precautionary actions are recommended to avoid unnecessary employee dissatisfaction.

## **METHODOLOGY**

### **(A) Purpose**

To determine the level of job satisfaction reported by full time staffs of international and local non-profit organizations.

### **(B) Participants**

The participants were the full-time staff of three non-profit organizations (Non-Governmental Organizations, NGO) which are functioning in Myanmar. This consisted of four main departments including: Administration and Human Renouncement Department, Program Management Department, Technical Assistance Department, Monitoring and Evaluation Department and Finance Department. Questionnaires were delivered to the above departments through Admin and HR departments of the organizations.

There are altogether nearly 68 full time non-profit staff participated in the study.

### **(C) Instruments**

The study conducted by the structured questionnaires include the followings:

#### 1. General Characteristics

It included four items which are age, gender, marital status and number of children.

#### 2. Job status

It included four items such as duration of work experiences, duration at current work and name of department, position and estimated salary per month.

#### 3. Job satisfaction status

The instrument was based on the UW Stout Employee Satisfaction Survey (ESS) created by Mark Resheske (MSAP student), and Mitchel Sherman, PhD. It was designed to elicit information on communication, fairness of the compensation system, supervisor empowerment of the employees in the workplace (Resheske, 2001). The instrument takes about five to ten minutes to complete.

The instrument uses a five-point Likert scale to rank the items. The ranges are as follows: strongly disagree, disagree, neutral, agree and strongly agree. Scores were given as 1=Strongly Disagree, 2=Disagree, 3=Neither disagree nor agree, 4=Agree and 5=Strongly Agree.

Total scores are from 40 to 200 and they are divided into three levels: high as  $> \text{Mean} + \text{SD}$  ( $>160$  points), moderate as  $(\text{Mean} - \text{SD})$  to  $(\text{Mean} + \text{SD})$  with (130 to 160 points) and low as  $< \text{Mean} - \text{SD}$  ( $<130$  points).

### **(D) Procedure**

Self-administered questionnaires were used to complete the study. After getting the approval from Human Resource Department of respective organization, objectives and procedures of the survey was explained and then survey questionnaires were distributed on September 10, 2012. Employees were given one week to complete the questionnaires and all of them were collected again one week later.

SPSS 16.0 software (Statistical Packages for Social Scientist) was used both for data entry and analysis. For descriptive analysis, frequency and percentage was used to describe the distribution of each variable. Mean, standard deviation, minimum and maximum were used for the continuous variables.

## **RESULTS AND DISCUSSION**

The purpose of the study was to assess job satisfaction level among full time staff from non-profit organizations. The study was conducted with 68 full time non-profit staffs. The results were presented with the descriptive parts which showed the followings: (1) general characteristics (2) job status and (3) job satisfaction of the staff.

### **(1) Results**

**(A) General Characteristics of Non-Profit Staff**

**Table 1: General characteristics of non-profit staff (n=68)**

	Variable	Number	Percent
<b>Age (years)</b>	<25	5	7.4
	25-42	56	82.4
	>42	7	10.3
	Mean±SD	33.8±8.5	
	Min	23	
	Max	60	
<b>Gender</b>	Male	29	42.6
	Female	39	57.4
<b>Marital status</b>	Single	42	61.8
	Married	26	38.2
<b>Having children</b>	Yes	18	26.5
	No	50	73.5

Table 1 shows the general characteristics of participants. Majority of the participants were 25 to 42 years age group and it represented 82.4% of all the study population and only 7.4% were under 25 years of age. Females were more in number in terms of population which was 57.4% as compared to males which was 42.6%. More than half of the participants were single which was 61.8% of the total and the rest were married. Only 26.5% had children.

**(B) Job status of non-profit staff**

**Table 2: Job status of non-profit staff (n=68)**

	Variable	Number	Percent
<b>Department</b>	Admin and Finance	16	23.5
	M and E	3	4.4
	Program Management	22	32.4
	Technical Assistance	27	39.7
<b>Current Position</b>	Admin and Finance staff	11	16.1
	Coordinator	5	7.4
	Manager, Supervisor and Specialist	21	30.9
	Senior Officer	10	14.7
	Officer	21	30.9

<b>Total working experience</b>	< 5 years	30	44.1
	5 to 10 years	24	35.3
	> 10 years	14	20.6
	Mean±SD	2.1±2	
	Min	0.1	
	Max	9	
<b>Duration in current work</b>	< 1 year	62	91.2
	1 to 4 years	6	8.8
	Mean±SD	7.8±	
	Min	0.1	
	Max	35	
	<b>Salary per month (kyats)</b>	< 216,400	11
216,400 – 583,600		45	66.2
> 583,600		12	17.6
Mean±SD		400,000±183600	
Min		100,000 (approx. 100 USD)	
Max		1,000,000 (approx. 1,000 USD)	

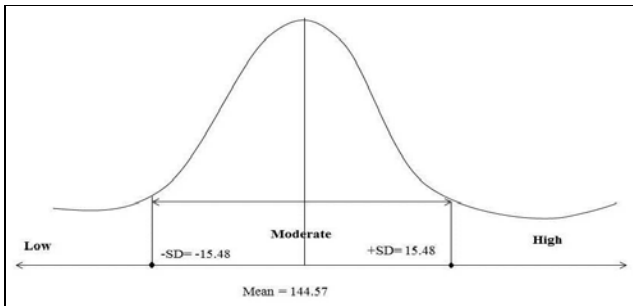
Table 2 shows job status of the participants. More than one third (39.7%) were from Technical Assistance department followed by 32.4% of staff were from Program Management. Only 4.4% were working in Monitoring and Evaluation department. Manager, Supervisor and Specialists contributed 30.9% of the total participants which was as same as officers. More than one third (44.1%) had total working experience of less than 5 years which was followed by those of 5 to 10 years with 35.3%. Majority (91.2%) had worked less than one year in current organization. More than half (66.2%) were with salary 216,400 to 583,600 kyats (approx. 200 USD to 500 USD) monthly.

**(C) Job satisfaction of non-profit staff**

**Table 3: Job satisfaction of non-profit staff (n=68)**

Satisfaction level	Frequency	Percent
Low	10	14.7
Moderate	52	76.5
High	6	8.8
Mean SD =144.57 15.48, Min=103, Max=193		

Overall, majority (76.5%) of the respondents showed for feeling of moderate job satisfaction while only 8.8% showed the high job satisfaction.



**Table 4: Number of percentage of respondents for job satisfaction (n=68)**

No.	Questionnaire (A)	Percentage				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I feel fairly compensated for my work.	0	10.3	17.6	67.6	4.4
2.	I feel motivated at work.	0	4.4	8.8	77.9	8.8
3.	I provide a valuable service to clients.	0	0	4.4	70.6	23.5
4.	I feel stressed at work	0	0	8.8	75	16.2
5.	I am responsible for planning my work activities.	0	0	14.7	63.2	22.1
6.	I deal with a manageable workload.	0	10.3	30.9	48.5	10.3
7.	Training for my position is clear and helpful.	0	5.9	19.1	57.4	17.6
8.	I can do a variety of tasks.	0	8.8	36.8	47.1	7.4
9.	I use my professional skills (education, training) regularly.	0	1.5	14.7	67.6	16.2
10.	If I put extra effort into my	0	14.7	36.8	47.1	1.5

11.	I work in a safe and comfortable environment.	0	4.4	32.4	54.4	8.8
12.	I work in a team environment	0	0	17.6	75	7.4
13.	Work assignments are delegated fairly.	0	10.3	13.2	66.2	10.3
14.	My fellow employees know how to get the job done.	0	1.5	27.9	69.1	1.5
15.	I work in an environment where there is cooperation and respect.	0	2.9	13.2	72.1	11.8
16.	There is open communication throughout the workplace.	2.9	4.4	26.5	61.8	4.4
17.	Supervisors are involved in the daily operations of my department.	0	16.2	32.4	51.5	0
	<b>Questionnaire (B)</b>	<b>Percentage</b>				
		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
18.	My supervisor cares about my personal needs.	1.5	17.6	41.2	38.2	1.5
19.	My supervisor praises employee suggestions that aid in solving organizational problems.	1.5	7.4	33.8	55.9	1.5
20.	Job performance evaluations done by my supervisor are fair and based on clear performance standards.	1.5	10.3	30.9	54.4	2.9

21.	My supervisor has an open-door policy and there is always a welcoming feeling present.	0	2.9	33.8	58.8	4.4
22.	I have a clear well written job description.	1.5	5.9	2.5	61.8	5.9
23.	The organization's mission and vision are realistic, clear and attainable.	0	5.9	32.4	57.4	4.4
24.	The Diversity/Affirmative Action Program adequately address the needs of the organization	1.5	7.4	51.5	39.7	0
25.	I feel comfortable talking to my supervisor about: Pay	0	8.8	57.4	33.8	0
26.	I feel comfortable talking to my supervisor about: Problem with a co-worker.	0	7.4	51.5	38.2	2.9
27.	I feel comfortable talking to my supervisor about: Senior management	0	2.9	61.8	33.8	1.5
28.	I feel comfortable talking to my supervisor about: Job content	0	4.4	27.9	66.2	1.5
	<b>Questionnaire (C)</b>	<b>Percentage</b>				
		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
29.	I feel comfortable talking to senior management about: Pay	0	11.8	61.8	26.5	0

30.	I feel comfortable talking to senior management about: Problem with supervisor	0	5.9	70.6	23.5	0
31.	I feel comfortable talking to senior management about: Company policies	1.5	7.4	51.5	39.7	0
32.	I feel comfortable talking to senior management about: Job Content	0	7.4	42.6	50	0
33.	Senior management are aware of activities in my department	1.5	5.9	39.7	50	2.9
34.	I am satisfied with: My Pay	0	17.6	33.8	47.1	1.5
35.	I am satisfied with My Benefit Package (Insurance etc.)	0	16.2	26.5	54.4	2.9
36.	I am satisfied with My Career Advancement	0	8.8	29.4	61.8	0
37.	I am satisfied with my Job Security	0	8.8	42.6	47.1	1.5
38.	I am satisfied with Time Off (vacation, sick leave)	1.5	1.5	23.5	67.6	5.9
39.	Problems in the workplace are addressed quickly and adequately	0	4.4	33.8	61.8	0
40.	Overall this organization is a good place to work.	0	1.5	2.5	70.6	2.9

**(D) Perception on job satisfaction of non-profit staff**

Table 4 shows detailed response for job satisfaction of the participants. Most of the respondents (77.9%) agree for feeling motivated at work. This is followed by another perception of respondents that they felt stressed working in a team environment with 75%. It is accompanied that 72.1% agree that they felt working in an environment where there is cooperation and respect. In overall, 70.6% agree that organization is a good place to work, 23.5% strongly agree that they provide a valuable service to clients which is followed by 22.1% strongly agree that they are responsible for planning work activities.

At the same time, few percent of respondents disagree that supervisors care about personal needs and being satisfied with pay respectively with 17.6% each.

**Discussion**

In general, it can be said that job satisfaction among the respondents who are non-profit staff with 76.5% had moderate level of satisfaction. On the other hand, only a few 8.8% revealed that they had high level of job satisfaction (Griffin, Patterson & West, 2001). This fact mentioned that though the salary is not bad, it cannot be the enough reason to make staffs in good level of job satisfaction. It can be noticeable that respondents show agree more than own perception and motivation about work and working environment while there is less agree status concerned with being recognized, relationship with supervisors, senior management team and salary and benefits (Shah & Reddy, 2017). Similarly, only few percent of respondents show strongly agree for the items such as relationship with supervisors, senior management team and being recognized and payment.

As staff feel motivated at work and feel that they are providing valuable services, it can be interpreted as they enjoy job autonomy. It also showed that organizations need to pay attention to staff's well-being which means not only physical but also psychological and emotional (Carless, 2004). In most organizations, the relationship between supervisors and senior management team are not strong enough to make the staffs feel that they are well recognized. Organizations also need to modify the reward and punishment system of the employees and promotions which should be based on performance. In fact, salary alone cannot solve the staff's motivation and performance. Working in an environment of cooperation and mutual respect was also important to the staffs to get the proper job satisfaction (Anitha, 2011; Bhatti & Qureshi, 2007). Issues such as talking with senior management teams about problems and open communication were also

found as crucial roles in job satisfaction (Kamal & Sengupta, 2008-09; Christen, Iyer & Soberman, 2006).

Though evaluation, performance appraisal and feedback system were used in organizational development in most of the organization, it should be considered again that these practices really help the staffs giving the chance to speak out their feeling and opinion. If it cannot, then organizations should find a way to get the better communication channel (Rashidi, 2018).

**CONCLUSION**

This study was conducted to assess the level of job satisfaction among full time staffs from non-profit organizations. General characteristics, job information and job satisfaction were assessed to explore in this study. This study was carried out among 68 respondents from non-profit organizations. Respondents were given the structured questionnaires. Descriptive study was done to show the general characteristics, job information and job satisfaction level.

Among 68 respondents in this study, average age was 33.8 years with 61.8% are single. More than half of the respondents were female. Most of the respondents were from program management and technical assistance departments with 32.4% and 39.7% respectively. Most of them are managers, supervisors, senior officers and officers. Average salary is 400,000 kyats (approx. 400 USD) per month. Total working experience was 2.1 years in average. Average duration in current work is 7.8 years.

Job satisfaction level showed 76.5% in moderate level while 14.7% showed low level of job satisfaction. Mean score was 144.57.

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