

Employee Job Satisfaction in Health care Industry in A Private Multi-Speciality Organization: An Empirical Study



Management

KEYWORDS : Pay; Promotion Opportunities; Motivation; Growth and Development.

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ABSTRACT

Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. In the present era of globalization, the varied and changing demands of consumers are putting consistent pressure on the employers to satisfy their needs and to be competitive in the business. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance.

INTRODUCTION

Locke gave a comprehensive definition of job satisfaction as involving cognitive, affective, and evaluative reactions or attitudes and stated that it is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude.

1 LITERATURE REVIEW

Job satisfaction can simply be defined as the feelings people have about their jobs. It has been specifically defined as a pleasurable (or unpleasurable) emotional state resulting from the appraisal of one's job, an affective reaction to one's job, and an attitude towards one's job. These definitions suggest that job satisfaction takes into account feelings, beliefs, and behaviors.

0.1 MODELS OF JOB SATISFACTION

I. AFFECT THEORY

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

II. DISPOSITIONAL THEORY

Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997. Judge et al. argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism.

This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing that one has control over her/his own life, as opposed to outside forces having control) will lead to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

III. OPPONENT PROCESS THEORY

According to opponent process theory, emotional events, such as criticisms or rewards, elicits two sets of processes. Primary processes give way to emotions that are steady with the event in question. Events that seem negative in manner will give rise to the feelings of stress or anxiety. Events that are positive give rise to the feeling of content or relaxation. The other process is the opponent process, which induces feelings that contradict the feelings in the primary processes. Events that are negative give rise to feelings of relaxation while events that are positive give rise to feelings of anxiety. A variety of explanations have been suggested to explain the uniformity of mood or satisfaction. This theory shows that if you try to enhance the mood of individual it will more likely fail in doing so. The opponent process theory was formulated to explain these patterns of observations.

IV. EQUITY THEORY

Equity Theory shows how a person views fairness in regard to social relationships. During a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's puts forth. Equity Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal.

For example, consider two employees who work the same job and receive the same benefits. If one individual gets a pay raise for doing the same or less work than the other, then the less benefited individual will become distressed in his workplace. If, on the other hand, one individual gets a pay raise and new responsibilities, then the feeling of inequality is reduced.

V. DISCREPANCY THEORY

The concept of self-discrepancy theory explains the ultimate source of anxiety and dejection. An individual, who has not fulfilled his responsibility feels the sense of anxiety and regret for not performing well, they will also feel dejection due to not being able to achieve their hopes and aspirations. According to this theory, all individuals will learn what their obligations and responsibilities for a particular function, over a time period, and if they fail to fulfill those obligations then they are punished. Over time, these duties and obligations consolidate to form an abstracted set of principles, designated as a self-guide. Agitation and anxiety are the main responses when an individual fails to achieve the obligation or responsibility. This theory also explains that if achievement of the obligations is obtained then the

reward can be praise, approval, or love. These achievements and aspirations also form an abstracted set of principles, referred to as the ideal self guide. When the individual fails to obtain these rewards, they begin to have feelings of dejection, disappointment, or even depression.

VI. TWO-FACTOR THEORY (MOTIVATOR-HYGIENE THEORY)

Frederick Herzberg's Two-factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Herzberg's original formulation of the model may have been a methodological artifact. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, the model has been criticized in that it does not specify how motivating/hygiene factors are to be measured.

VII. JOB CHARACTERISTICS MODEL

Hackman & Oldham proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors. A meta-analysis of studies that assess the framework of the model provides some support for the validity of the JCM.

VIII. MOTIVATING POTENTIAL SCORE

The motivating potential score (MPS) can be calculated, using the core dimensions discussed above, as follows;

$$MPS = \frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

Jobs that are high in motivating potential must be high on at least one of the three factors that lead to experienced meaningfulness, and also must be high on both Autonomy and Feedback. If a job has a high MPS, the job characteristics model predicts that motivation, performance and job satisfaction will be positively affected and the likelihood of negative outcomes, such as absenteeism and turnover, will be reduced.

1.2 NEED FOR JOB SATISFACTION

1. Job satisfaction is the feeling with which employees view their work and it is very important because it represents the general human behavior.
2. Job is an important part of life; it influences one's general life satisfaction.
3. It is the result of an effective behavioral management and it is a measure of the progress being made to build a better human climate in an organization.
4. It is one of the important factors which influence not only the efficiency of workers but also the job behavior such as absenteeism, accidents, work stress and employee turnover.

1.3 SIGNS OF HIGH EMPLOYEE JOB SATISFACTION

When the following are available to the employees in an organization, then job satisfaction is at the expected level and productivity remains good.

- Opportunity for growth and development
- Exceptional Compensation packages
- Boss a mentor
- Company or organization is solid
- High employee morale
- Tools and resources availability
- Innovation
- Corporate values
- Ethics and Integrity

1.4 WAYS TO ENHANCE JOB SATISFACTION

The satisfaction of the employees within the organization can be improved and they can be motivated by taking the following positive steps.

- Positive work culture
- Appreciation, reward and recognition
- Employee participation
- Improve workers' skills and potential
- Assessment of job satisfaction
- Making jobs more fun and interesting
- Fair pay, benefits, and promotion opportunities
- Matching people with jobs that fit their interests and skills
- Designing jobs to more exciting and satisfying

1.5 NON-MONETARY WAYS TO ENHANCE EMPLOYEE JOB SATISFACTION

There are some non-monetary initiatives that positively influence employee satisfaction and are feasible for both large and small businesses.

- Reduce employee stressors
- Encourage flexible work schedule
- Give meaningful and consistent praise
- Make frequent and honest communication
- Provide onsite wellness opportunities

1.6 STRATEGIES TO ENHANCE EMPLOYEE JOB SATISFACTION

Considering the importance of employee job satisfaction in organizational development, it is essential to adopt suitable strategies by the organizations for building up their image on a sustainable basis. Following are some of the feasible and simplified strategies to improve employee satisfaction in the organization.

- Shared mission and vision
- Work itself
- Compensation and benefits
- Performance appraisal
- Relationship with supervisors
- Promotions and career development
- Build a corporate culture
- Working condition and environment
- Improvement programs of employee satisfaction
- Employers by themselves for employees

1.7 INFLUENCES ON JOB SATISFACTION

There are a number of factors that influence job satisfaction. They are,

1. **Work itself:** The extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility.
2. **Pay:** The amount of financial remuneration that is received and the degree to which this is viewed as equitable that of others in the organization.
3. **Promotion opportunities:** The chances for advancement in the organization.
4. **Supervision:** The abilities of the supervisor to provide technical assistance and behavioral support.
5. **Co-workers:** The degree to which fellow workers are technically proficient and socially supportive.

- Work group:** The nature of work group or team will have an effect on job satisfaction. The relationship in the work group affects positively or negatively on the job satisfaction.
- Working conditions:** Working conditions have a modest effect on job satisfaction. Good and poor conditions affect the job being carried out and in turn the satisfaction of employees.

2 OBJECTIVES OF THE STUDY

The objectives of the study include:

- To know the socio-economic profile of the respondents.
- To study the factors those contribute to job satisfaction.
- To know the job satisfaction level of the employees existing in the organization.

2.1 SAMPLE DEMOGRAPHY

It explains the socio-economic profile of the respondents.

Table 1 highlight on the gender of the respondents.
 Table 2 explains about the age of the respondents.
 Table 3 explains about the service period of the respondents.

TABLE 1: GENDER OF THE RESPONDENTS

PARTICULARS	MALE	FEMALE	TOTAL
GENDER	27	73	100

TABLE 2: AGE OF THE RESPONDENTS

PARTICULARS	18-20	21-30	31-40	41-50	51-80	TOTAL
AGE	6	58	24	7	5	100

TABLE 3: SERVICE PERIOD OF THE RESPONDENTS

PARTICULARS	0-5 Yrs	6-10 Yrs	11-15 Yrs	16-20 Yrs	21-25 Yrs	TOTAL
SERVICE PERIOD	85	7	5	2	1	100

2.2 RESEARCH METHODOLOGY

Research Design: Descriptive Research has been used in the research.

Data collection Method: Both Primary and Secondary data has been used to fulfill the objectives.

Research Instrument: Structured questionnaire was designed and used for primary data collection.

Sampling Technique: Proportionate Random Sampling.

2.3 STATISTICS EMPLOYED

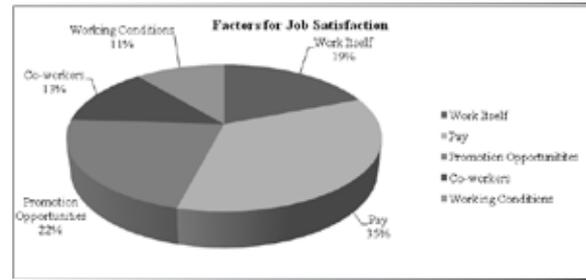
In order to test the influence of gender and age on job satisfaction level, t test and one way ANOVA were conducted. To test the influence of gender and age on factors of job satisfaction, Mann Whitney test and Kruskal Wallis test were conducted. SPSS package was employed to conduct these tests.

2.4 ANALYSIS AND INTERPRETATION

TABLE 4: FACTORS FOR JOB SATISFACTION

Particulars	Factors for Job Satisfaction					Total
	Work Itself	Pay	Promotion Opportunities	Co-workers	Working Conditions	
Ranked No.1 by Respondents	19	35	22	13	11	100
Total	19	35	22	13	11	100
Percentage	19%	35%	22%	13%	11%	100%

FIGURE 1: FACTORS FOR JOB SATISFACTION



INTERPRETATION

From the above figure we infer that pay of employees has got a majority of influence over employee's job satisfaction which stands at 35%. Promotion opportunities contribute for 22%, Work at 19%, Co-workers at 13% and working conditions at 11%.

TABLE 5: LEVEL OF JOB SATISFACTION

Particulars	Level of Job Satisfaction					Total
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	
No. of respondents	24	39	9	17	11	100
Total	24	39	9	17	11	100
Percentage	24%	39%	9%	17%	11%	100%

FIGURE 2: LEVEL OF JOB SATISFACTION



INTERPRETATION

From the above figure it is clear that 39% of the employees are satisfied with their job, 24% are highly satisfied, 9% are of neutral opinion, 17% are dissatisfied and 11% are highly dissatisfied. The overall job satisfaction of the employees remains reasonable in the organization.

TEST OF INFLUENCE OF GENDER ON JOB SATISFACTION LEVEL - T TEST

TABLE 6: TEST OF INFLUENCE OF GENDER ON JOB SATISFACTION LEVEL

T-Test Group Statistics

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
JOB SATISFACTION LEVEL	MALE	27	2.41	1.338	.257
	FEMALE	73	2.56	1.323	.155

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
JOB SATISFACTION LEVEL	Equal variances assumed	.111	.739	-.516	98	.607	-.15	.299	-.747	.439
	Equal variances not assumed			-.513	46.034	.610	-.15	.300	-.759	.450

INFERENCE

Since the significance value is not less than 0.05 (<0.05), gender has no influence on the job satisfaction level.

TEST OF INFLUENCE OF AGE ON JOB SATISFACTION LEVEL - ONE WAY ANOVA

TABLE 7: TEST OF INFLUENCE OF AGE ON JOB SATISFACTION LEVEL

One Way ANOVA

Descriptives

JOB SATISFACTION LEVEL

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-20	6	2.67	1.366	.558	1.23	4.10	1	5
21-30	58	2.57	1.365	.179	2.21	2.93	1	5
31-40	24	2.58	1.349	.275	2.01	3.15	1	5
41-50	7	2.14	1.345	.508	.90	3.39	1	4
51-80	5	2.00	.707	.316	1.12	2.88	1	3
Total	100	2.52	1.322	.132	2.26	2.78	1	5

ANOVA

JOB SATISFACTION LEVEL

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.712	4	.678	.378	.824
Within Groups	170.248	95	1.792		
Total	172.960	99			

INFERENCE

From the above table, we infer that since the significance value is not less than 0.05 (<0.05), age has no influence on the job satisfaction level.

TEST OF INFLUENCE OF GENDER ON FACTORS OF JOB SATISFACTION - MANN WHITNEY TEST

TABLE 8: TEST OF INFLUENCE OF GENDER ON FACTORS OF JOB SATISFACTION

Non-Parametric Test

Mann-Whitney Test

Ranks

	GENDER	N	Mean Rank	Sum of Ranks
WORK	MALE	27	56.02	1512.50
	FEMALE	73	48.46	3537.50
	Total	100		
PAY	MALE	27	47.37	1279.00
	FEMALE	73	51.66	3771.00
	Total	100		
PROMOTION OPPORTUNITIES	MALE	27	52.15	1408.00
	FEMALE	73	49.89	3642.00
	Total	100		
CO-WORKERS	MALE	27	48.00	1296.00
	FEMALE	73	51.42	3754.00
	Total	100		
WORKING CONDITIONS	MALE	27	48.94	1321.50
	FEMALE	73	51.08	3728.50
	Total	100		

Test Statistics(a)

	WORK	PAY	PROMOTION OPPORTUNITIES	CO-WORKERS	WORKING CONDITIONS
Mann-Whitney U	836.500	901.000	941.000	918.000	943.500
Wilcoxon W	3537.500	1279.000	3642.000	1296.000	1321.500
Z	-1.183	-.692	-.363	-.541	-.353
Asymp. Sig. (2-tailed)	.237	.489	.717	.589	.724

INFERENCE

From the above table we infer that since the significance value is not less than 0.05 (<0.05), gender has no influence on factors of job satisfaction.

TEST OF INFLUENCE OF AGE ON FACTORS OF JOB SATISFACTION - KRUSKAL WALLIS TEST

TABLE 9: TEST OF INFLUENCE OF AGE ON FACTORS OF JOB SATISFACTION

Non-Parametric Test

Kruskal Wallis Test

Ranks

	AGE	N	Mean Rank
WORK	18-20	6	41.75
	21-30	58	53.99
	31-40	24	46.10
	41-50	7	44.43
	51-80	5	50.10
	Total	100	
PAY	18-20	6	45.17
	21-30	58	52.53
	31-40	24	49.67
	41-50	7	41.00
	51-80	5	50.60
	Total	100	

PROMOTION OPPORTUNITIES	18-20	6	62.17
	21-30	58	49.40
	31-40	24	54.19
	41-50	7	43.00
	51-80	5	42.10
	Total	100	
CO-WORKERS	18-20	6	41.00
	21-30	58	47.27
	31-40	24	59.52
	41-50	7	62.00
	51-80	5	40.00
	Total	100	
WORKING CONDITIONS	18-20	6	57.00
	21-30	58	50.23
	31-40	24	45.67
	41-50	7	53.79
	51-80	5	64.40
	Total	100	

Test Statistics(a,b)

	WORK	PAY	PROMOTION OPPORTUNITIES	CO-WORKERS	WORKING CONDITIONS
Chi-Square	2.348	1.402	2.568	5.788	2.583
df	4	4	4	4	4
Asymp. Sig.	.672	.844	.633	.216	.630

- a Kruskal Wallis Test
- b Grouping Variable: AGE

INFERENCE

From the above table we infer that, since the significance value is not less than 0.05 (<0.05), age has no influence on factors of job satisfaction.

FINDINGS OF THE STUDY

1. 73% of the respondents are of male category.
2. 58% of the respondents belong to the age group of 21-30.
3. 85% of the respondents belong to the service period category of 0-5 years.
4. Among the factors of job satisfaction, 35% is given for pay.
5. 39% of the employees are satisfied with their job.

DISCUSSION

Pay has significant influence among the job satisfaction factors as it is naturally the monetary factor that influences a lot to satisfy an employee finally. Moreover, the satisfaction level among the employees of the organization remain reasonable that shows a positive outlook for the organization and it is really concerned about the welfare of the employees. A good and true response from the employees has an impact on the Human Resource of the organization.

Gender has no influence with the job satisfaction level and with the factors. Likewise, age too has negative influence with job satisfaction level and with the factors. Employees of any gender category male/female are tend to be satisfied with their job in a different scale category with different job satisfaction factors and with regard to age, employees of different age group tend to be satisfied with their job with no consideration of age bar and also with the factors that influence them to get satisfied.

MANAGERIAL IMPLICATIONS

It was found that the pay is given more importance among the factors of job satisfaction and others factors with less significance. The management may consider other factors also for influencing the job satisfaction of employees, so that all the factors get equal and not too far difference among them, as other factors can bring a more satisfied employee. The scenario about the satisfaction level of the employees may shift from 'Satisfied' to 'Highly Satisfied' level when there is importance given to other factors too.

CONCLUSION

Hence the job satisfaction of employees which is at the 'Satisfied' scale show a good indication that employees are happy enough to do their day to day jobs without any short comes. Also concern with more emphasis on each and every factor can bring in more satisfied and a successful organization.

Moreover, job satisfaction of employees in any organization is of paramount importance to achieve the targeted goals on a sustainable basis. It is observed that free cafeteria food and flexible programs are not enough. It is experienced that job satisfaction is attributable to high self-confidence of the individuals. It varies from individual-to-individual.

The proactive attitude together with physical and emotional resources which are brought by the employees to the workplace decides the degree of job satisfaction amongst them. They are not only satisfied with their jobs but they also feel competent in work and life, which are mutually reinforcing.

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