

JOB SATISFACTION AMONGST EMPLOYEES OF PRIVATE SECTOR ORGANIZATION IN NCR

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THE main objective of the study was to determine the extent of job satisfaction among employees and to find out whether there is any difference between the intrinsic and extrinsic factors (as explained by Herzberg's two-factors theory) in explaining the satisfaction among them.

Responses to a Porter need satisfaction questionnaire were obtained from 55 employees, which indicate both the satisfaction level of the respondents and the importance of job factors. Results indicate that employees were slightly dissatisfied on both the dimensions of job satisfaction but more satisfied with extrinsic satisfaction and more dissatisfied with intrinsic factors. Also, they assigned more importance to intrinsic factors than extrinsic factors. There is significant and high correlation between overall job satisfaction and intrinsic satisfaction among employees. The stepwise technique of the multiple regression has been used in the present analysis that indicates the statistically significant importance of intrinsic satisfaction in explaining a significant amount of variation in overall job satisfaction.

Key Words: Job Satisfaction, Intrinsic Satisfaction, Extrinsic Satisfaction, Overall Satisfaction.

Introduction

Managers in organization are concerned with three types of behavior that have proved to be important determinants of employees' performance – productivity, absenteeism, and turnover. Job satisfaction is an attitude that is concerned with all three types of behavior. It is not only negatively related with absenteeism and turnover but may also be linked with productivity of employees positively. The term 'job satisfaction' is commonly used in the context of human behavior at work. It refers to an individual's general attitude towards his job. It is the amount of overall positive effect or feelings that individuals have towards their jobs (Feldman, 1983). One might also explain job satisfaction as the extent to which rewards actually received meet or exceed the perceived equitable level of rewards (Porter and Lawler, 1968).

Job satisfaction or dissatisfaction emerges as an employee gains more and more information about the workplace. Nevertheless, it is highly dynamic in nature, for it can decline even more quickly than it develops. Managers cannot establish the organizational structure and environment that is conducive for satisfaction at work place and later neglect it. They need to fully understand the nature of job satisfaction and pay attention to employee's attitudes continuously to keep their employees happy, productivity, stress free, and committed to their jobs.

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Review of Literature

Research on job satisfaction has started with focusing on the levels of job satisfaction among organizations and the factors contributing to job satisfaction.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job (Locke, 1976); an affective reaction to one's job (Cranny, Smith & Stone, 1992); and an attitude towards one's job (Brief, 1998).

There are a variety of factors that can influence a person's level of job satisfaction; some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, and the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements) (Job Satisfaction, 2007).

Friedlander (1963) and Malinovsky and Barry (1965), using the factor-analytic technique, have found that both motivator and hygiene variables were associated with job satisfaction.

Friedlander (1964) found that intrinsic elements in the job situation were important for both job satisfaction and job dissatisfaction, while extrinsic aspects were relatively unimportant as satisfiers or as dissatisfiers.

Wernimont (1966) concludes from his study on engineers and accountants that both intrinsic and extrinsic factors can be sources of both satisfaction and dissatisfaction, but intrinsic factors are stronger.

Rao (1989) found a wide spread dissatisfaction among university teachers and suggested that both intrinsic and extrinsic factors contribute to their job satisfaction.

In the study of home healthcare employees, Huffman and Ingram (1992) found that intrinsic job satisfaction dimensions were positively and significantly correlated with a customer orientation. However, satisfaction with extrinsic factors was not found to be significantly related to a customer orientation.

Other research has shown that intrinsic work rewards could affect the job satisfaction – performance relationship (Ivancevich, 1979). Intrinsic work rewards are those rewards received by an individual directly as a result of task performance. They are self-regulated in that a person is not dependent on an outsider, such as the manager, to provide them.

Focusing on intrinsic and extrinsic satisfaction, Sidharth (2005), the results showed that doctors are slightly dissatisfied on both the dimensions of job satisfaction. And, the overall job satisfaction is more strongly related to intrinsic job satisfaction.

Since many studies have not been conducted in India on Job Satisfaction, the need was felt to conduct the study particularly in manufacturing sector by adopting the questionnaire made by Sidharth (2005) which is a modified version of Porter need satisfaction questionnaire.

Research Problem

Focusing on overall satisfaction based on intrinsic and extrinsic satisfaction among employees, the study has been planned to find the satisfaction level among employees working in an organization in manufacturing sector.

The research problem for the study has been formulated as:

1. Is there any difference between intrinsic and extrinsic factors (as explained by Herzberg's two-factors theory) in explaining job satisfaction among employees?
2. Is there any significant correlation between overall job satisfaction, and intrinsic or extrinsic satisfaction?
3. What are the specific aspects of the job that strongly correlate to satisfaction or dissatisfaction among employees?

Objectives

The study has been undertaken to determine the extent of job satisfaction among employees and find out whether there is any difference between the intrinsic and extrinsic factors in explaining the satisfaction among them. Herzberg's two-factor theory of job satisfaction has been studied as the theoretical framework to examine the satisfaction among employees.

Thus the objectives of the present study are to find:

1. the difference between intrinsic and extrinsic factors (as explained by Herzberg's two-factors theory) in explaining job satisfaction among employees.
2. significant correlation between overall job satisfaction, and intrinsic or extrinsic satisfaction.
3. the specific aspects of the job that strongly correlate to satisfaction or dissatisfaction among employees.

Hypotheses

On the basis of the above objectives, the following hypotheses were formulated:

- "Ho1"- Extrinsic factors (as explained by Herzberg's two-factors theory) are explaining higher job satisfaction among employees than intrinsic factors.
 - "Ha1"- Intrinsic factors (as explained by Herzberg's two-factors theory) are explaining higher job satisfaction among employees.
- "Ho2"- There is no significant correlation between overall job satisfaction, and intrinsic or extrinsic satisfaction.
 - "Ha2"- There is a significant correlation between overall job satisfaction, and intrinsic or extrinsic satisfaction.
- "Ho3"- No specific aspects of the job strongly correlate to satisfaction or dissatisfaction among employees.
 - "Ha3" – There are specific aspects of the job strongly correlate to satisfaction or dissatisfaction among employees.

Overall Job Satisfaction

Overall job satisfaction describes a person's overall affective reaction to the set of work and work related factors. It refers to a general attitude about the job as a whole. The concept is useful to obtain an idea of the level of overall or general satisfaction in a particular organization, of the employees in a particular unit in an organization, specific segments of work force in a society or even changes in the amount of general job satisfaction over time.

Locke's (1976) statement "overall job satisfaction is the sum of the evaluations of the discrete elements of which the job is composed" has been accepted widely by the researchers for computing overall satisfaction. Accordingly, the common approach of measuring overall job satisfaction is to combine or sum the facet satisfactions. Job descriptive index, Minnesota satisfaction questionnaire; Porter's need satisfaction questionnaire are few examples from this approach which measure the facet satisfaction and generally are totaled to compute overall job satisfaction. The approach however is severally criticized by several researchers on the ground that the concept of overall job satisfaction is more complex than the simplified approach of summing facets.

Intrinsic and Extrinsic Satisfaction

Overall job satisfaction provides a general idea about the amount of satisfaction of employees, but may not be sufficient when the management want to identify the problem areas or initialize improvements in job factors to increase the morale of employees or reduce their dissatisfaction or some particular aspects. Though each factor is important, it is generally recommended to separate overall job satisfaction into more logical and relatively independent dimensions of intrinsic and extrinsic satisfaction.

The classification of intrinsic and extrinsic satisfaction is based on an early theoretical framework developed by Fredrick Hertzberg (1966) who argued that these two are generally independent types of events that affect job satisfaction and dissatisfaction differently. Intrinsic satisfaction refers to satisfaction on factors associated with work itself. It originates from within the individuals and has psychological value. Such satisfactions are essentially self-administered. Challenge, achievement, recognition, autonomy and other elements directly related with the nature of job are all sources of intrinsic satisfaction. Extrinsic satisfaction, on the other hand, is meant for satisfaction with working conditions, supervision, organization's policies and procedures, coworkers, pay, additional income, and other components of the environmental context in which the work is performed. The sources of extrinsic satisfaction originate from outside the individual.

Methodology of the study

Sample

Responses from 55 employees ranging from executives to senior managers and from accountants to engineers in Havell's India Ltd., Faridabad were taken. Random sampling technique has been applied to collect a representative sample of employees of the organization. Of all the employees, 82% were around 35 years of age and 72.5% were male. Also, almost equal numbers of respondents were there in categories of married and unmarried. Percentage of respondents in '0-2 years', '2-5 years', '5-10 years', and above '10 years' categories of total service experience is 35.3%, 19.6%, 15.7% and 29.4% respectively. . Also, percentage of employees having gross monthly income less than Rs. 15,000 is 35.3%, between Rs.15,000 to Rs.30,000 is 47.1% and 17.6% employees having income of more than Rs.30,000.

Questionnaire

In the present study, standardized questionnaire, developed by Porter, which is known as Porter need satisfaction questionnaire modified by Sidharth (2005) has been used. The questionnaire is based on a need theory approach to job satisfaction and is generally used to measure the satisfaction on individual factors of job as well as overall satisfaction on the job by summing the facet scores. The questionnaire is having high internal consistency due to its *high reliability and validity* scores with Cronbach's alpha coefficients of 0.90 for intrinsic satisfaction, 0.79 for extrinsic satisfaction, 0.85 for intrinsic factors' importance, and 0.75 for extrinsic factors' importance.

The questionnaire included 26 items, classified in intrinsic factors and extrinsic factors according to their nature. For each item the respondents were asked to provide the following three ratings on

a seven points scale ranging from 1 to 7, where one indicates the minimum and seven indicates the maximum of the characteristics' rating.

- (a) How much of the characteristic is here now?
- (b) How much of the characteristic should there be?
- (c) How important is this characteristic to you?

The responses, thus, indicate both the satisfaction level of the respondents and the importance of the job factors.

Procedure for Scoring

The satisfaction level of the respondent on a particular item has been computed according to the discrepancy hypothesis, i.e. by subtracting the rating of (a), that is 'how much there should be', from the rating on (b) that is how much is there now'. The higher scores represent the dissatisfaction and lower scores represent the satisfaction level of the respondents. The range of the discrepancy scores for individual factor is -6 to +6 including 0 for neutral point. This provides a 13-point scale, in which high scores represent high dissatisfaction. The ratings on importance scores range from 1 to 7, where high scores represent high importance attached to the variable and low score represents the low importance of the concerned variable. To compute intrinsic satisfaction, the scores of discrepancies on intrinsic factors have been totaled (retaining the signs) and divided by the total number of the intrinsic factors, i.e., 15. Similar approach was followed to compute the extrinsic satisfaction.

To compute intrinsic factors importance scores, the importance score of intrinsic factors have been totaled and divided by the number of intrinsic factors. Importance score of extrinsic factors has also been computed by using the same method.

The overall job satisfaction has been widely accepted as 'the sum total of the facet satisfaction' by many researchers. The approach however is severely criticized by several researchers on the ground that the concept of overall job satisfaction is more complex than the simplified approach of summing facets. So, weighted mean overall satisfaction score is computed in which weights are assigned to the individual factors according to their importance level.

Statistical Analysis

All mean scores on satisfaction as shown in table 1 are positive for both the intrinsic and extrinsic sub components of job satisfaction. In intrinsic factors, the job factor 'spiritual needs' has shown the maximum dissatisfaction ($M = 2.12$) followed by 'personal growth and development'. The respondents are least dissatisfied on 'Responsibility' ($M = 0.90$) and 'help to other people' ($M = 1.04$) among the intrinsic factors. Among extrinsic factors, the employees are most dissatisfied on 'Additional income' ($M = 2.00$) followed by 'Fringe benefits' ($M = 1.96$). The factors on which there is least dissatisfaction include work closely with others, ($M = 0.75$) and 'Rule and procedures' ($M = 0.90$).

The employees give more importance to the intrinsic aspects of their work as shown in table 1. The factors, given highest importance, include personal growth and development ($M = 6.49$), working condition ($M = 6.39$), Responsibility ($M = 6.27$), prestige and status in organization ($M = 6.22$), and participations in goals ($M = 6.16$). In the intrinsic category, the factor assigned minimum importance is the fulfillment of spiritual needs at work ($M = 5.57$), though the importance assigned to it on the seven-point scale is still moderately high. In the extrinsic category, working condition ($M = 6.39$) appears to be the factor assigned maximum importance; additional income ($M = 4.06$) is the factor to which minimum importance is assigned among the extrinsic or even among all factors.

Table 1: Mean and Standard Deviation of Satisfaction and Importance Scores of Intrinsic and Extrinsic Factors

Variables	Mean Satisfaction Score	S.D. Satisfaction Score	Mean Importance Score	S.D. Importance Score
Intrinsic Factors				
Challenge in Job	1.22	1.19	6.02	1.19
Personal Accomplishments	1.51	1.29	5.92	1.18
Recognition	1.47	1.30	6.18	1.18
Prestige and Status in Organization	1.25	1.20	6.22	1.21
Responsibility	0.90	1.04	6.27	1.13
Involvement in Decision Making	1.39	1.33	6.08	1.28
Autonomy	1.35	1.35	6.00	1.18
Access to Important Information	1.31	1.51	6.02	1.19
Participation in Goals	1.59	1.61	6.16	1.24
Opportunity to Meet Challenges	1.22	1.60	6.27	1.31
Use of Abilities	1.45	1.54	6.16	1.08
Self-esteem	1.47	1.57	6.20	1.25
Personal Growth and Development	1.67	1.70	6.49	1.16
Help to Other People	1.04	1.62	6.00	1.23
Spiritual Needs	2.12	1.62	5.57	1.58
Extrinsic Factors				
Pay	1.41	1.56	6.16	1.16
Security	1.22	1.79	5.96	1.55
Work Closely with Others	0.75	1.32	5.73	1.48
Fringe Benefits	1.96	2.06	5.71	1.29
Working Conditions	1.75	1.64	6.39	0.98
Rules and Procedures	0.90	1.43	5.84	1.33
Additional Income	2.00	2.08	4.06	2.27
Advancement	1.31	1.42	5.84	1.25
Supervision	1.16	1.54	5.82	1.44
Prestige and Status Outside Organization	1.02	1.56	6.14	1.20
Authority	1.27	1.47	5.84	1.47

Thus the result shows that the employees are slightly dissatisfied on both the intrinsic and extrinsic factors. The factors showing maximum dissatisfaction and importance both are from the intrinsic category. This rejects the *null hypothesis (Ho1)*, and hence proving that *intrinsic factors are explaining more job satisfaction among employees.*

The comparison of means of intrinsic and extrinsic satisfaction in table 2, shows that employees are less satisfied or more dissatisfied on intrinsic factors (M = 1.39) than extrinsic factors (M = 1.34). The employees have assigned more importance to the intrinsic factors (M = 6.10) than to the extrinsic factors (M = 5.77) but showed less consistency in the importance scores of intrinsic factors.

Table 2: Mean and Standard Deviation of the Key Variables

Variables	Mean	Standard Deviation
Overall Job Satisfaction	1.38	0.87
Intrinsic Satisfaction	1.39	0.89
Extrinsic Satisfaction	1.34	0.83
Intrinsic Factors Importance	6.10	0.94
Extrinsic Factors Importance	5.77	0.89

Employees with high levels of intrinsic satisfaction do also have high levels of overall job satisfaction. The relationship is significant at 99% level of confidence. As shown in table 3, comparison of correlations suggests that intrinsic satisfaction ($r = 0.955$) is more strongly and substantially related with overall job satisfaction than extrinsic satisfaction ($r = 0.926$). Comparison of r^2 indicates that prediction of overall job satisfaction is better from intrinsic satisfaction ($r^2 = 0.912$), than from extrinsic satisfaction ($r^2 = 0.857$). This rejects the *null hypothesis (Ho2)*, and hence proves that *there is a significant correlation between overall job satisfaction, and intrinsic or extrinsic satisfaction.*

Table 3: Relationships (Correlation Coefficients) of Overall Job Satisfaction with Other Key Variables

Variables	Overall Job Satisfaction	
	r	r^2
Intrinsic Satisfaction	0.955**	0.912
Extrinsic Satisfaction	0.926**	0.857

** Correlation is significant at the 0.01 level (2- tailed)

The stepwise technique of the multiple regression has been used in the present analysis to study the importance of intrinsic and extrinsic satisfaction predictors in explaining variation in Overall Job Satisfaction. The technique uses a step-by-step procedure to pick all independent variable one by one, in the descending order of their correlation with the dependent variable, to check significant improvement over multiple R.

Detailed statistics of the stepwise selection of variables are presented in table 4. R^2 explain that approximately 98.3% of the variation in Overall Job Satisfaction is caused by Intrinsic and Extrinsic Satisfaction, the selected in the regression model. When adjusted for the number of variables, it (adjusted R^2) shows that these variables account for 98.3% of the variation in the Overall Job Satisfaction. The significance of F value ($P < 0.01$) shows that the high R^2 is not simply an aberration due to sampling error. Also change in R^2 is only 7.2% that shows change in overall satisfaction due to incorporating Extrinsic Satisfaction along with Intrinsic Satisfaction. Thus Intrinsic Satisfaction is a better predictor of Overall Job Satisfaction.

Table 4: Stepwise Selection of Variables in the Regression Model

Model	R	R Square	Adjusted R ²	R ² Change	F Change	Sig. F Change	Variable in
1	0.955	0.912	0.910	0.912	505.62	0.000	Intrinsic Satisfaction
2	0.992	0.983	0.983	0.072	205.741	0.000	Extrinsic Satisfaction

Dependent Variable: Overall Job Satisfaction

The variable that is positive and strongly correlated with the overall job satisfaction is 'personal growth and development' ($r = 0.784$, $P < 0.01$) as shown in table 5. Among other intrinsic factors, the relationship is strongest for 'Autonomy' ($r = 0.742$, $P < 0.01$) followed by 'Access to important information' ($r = 0.737$), and opportunity to meet challenges ($r = 0.664$) and weakest for 'Help to other people' ($r = 0.372$, $P < 0.01$). Among extrinsic factors, the strongest relationship of overall job satisfaction is with 'Advancement' ($r = 0.783$), followed by 'working conditions' ($r = 0.702$, $P < 0.01$) and weakest for 'Security' ($r = 0.320$, $P < 0.05$). This rejects the *null hypothesis (Ho3)*, and proves that *there are specific aspects of the job, which strongly correlate to satisfaction or dissatisfaction among employees.*

Table 5: Relationships (Correlation Coefficients) of Overall Job Satisfaction with Intrinsic and Extrinsic Factors

Variables	Overall Job Satisfaction	
	r	r ²
Intrinsic Factors		
Challenge in Job	0.506**	0.256
Personal Accomplishments	0.506**	0.256
Recognition	0.604**	0.365
Prestige and Status in Organization	0.592**	0.351
Responsibility	0.333*	0.111
Involvement in Decision Making	0.615**	0.378
Autonomy	0.742**	0.551
Access to Important Information	0.737**	0.543
Participation in Goals	0.641**	0.411
Opportunity to Meet Challenges	0.664**	0.441
Use of Abilities	0.482**	0.232
Self-Esteem	0.645**	0.416
Personal Growth and Development	0.784**	0.615
Help to Other People	0.372**	0.138
Spiritual Needs	0.585**	0.342
Extrinsic Factors		
Pay	0.392**	0.154
Security	0.320*	0.102

Work Closely with Others	0.114	0.013
Fringe Benefits	0.594**	0.353
Working Conditions	0.702**	0.493
Rules and Procedures	0.582**	0.339
Additional Income	0.248	0.062
Advancement	0.783**	0.613
Supervision	0.490**	0.240
Prestige and Status Outside Organization	0.537**	0.288
Authority	0.496**	0.246

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Results

The present study has been conducted with a primary objective of finding the extent of job satisfaction among employees.

- In general, the employees are slightly dissatisfied on work. The mean overall job satisfaction score of 1.38 on a 13-point scale indicates dissatisfaction amongst employees.
- The mean intrinsic score of 1.39 and mean extrinsic score of 1.34 shows that the employees are slightly dissatisfied on both the intrinsic factors and extrinsic factors. The amount of dissatisfaction is higher for intrinsic factors and comparatively lower for extrinsic factors. It shows that comparatively the employees are less dissatisfied on the extrinsic factors.
- The employees give high importance to both the intrinsic and extrinsic factors. The mean intrinsic factors' importance score is 6.103 and mean extrinsic factors' score is 5.771 on a seven-point scale. Comparatively its intrinsic factors, which are assigned more importance than extrinsic factors.
- Among all factors, the employees are most dissatisfied on the 'spiritual needs' and most satisfied on 'work closely with others.'
- Among intrinsic factors, the employees are most dissatisfied on 'the spiritual needs' followed by opportunity for 'personal growth and development' and most satisfied on 'Responsibility'.
- Among extrinsic factors, they are dissatisfied on 'Additional income' & least dissatisfied on 'work closely with other'.
- Among all job factors, the most important factor is 'opportunity for personal growth and development' which is intrinsic in nature and least important factor is 'opportunity for additional income' which is extrinsic in nature.
- Intrinsic job satisfaction is more strongly and highly related with overall job satisfaction than extrinsic job satisfaction.
- Among all factors, the factor that is positively and strongly correlated with overall job satisfaction is 'opportunity for personal and development' which is intrinsic in nature.
- Among all factors, the factor that is weakly correlated with overall job satisfaction is 'security' which extrinsic in nature.

Recommendations

- The management should use the results of the study in revising human resource policies and procedures and to improve the morale of their employees. Organization should concentrate more on intrinsic job factors though the extrinsic factors should also not be avoided to keep employees away from dissatisfaction.
- The results of this study suggest that management efforts to increase intrinsic job satisfaction facets, such as personal growth and development may have a larger influence on overall satisfaction of an employee. Aspects related to pay; authority; and security have less of an effect on employees' satisfaction level than intrinsic factors. So, the management should provide the opportunities for personal growth and invest heavily in the professional development.
- To improve employee job fit and intrinsic job satisfaction, managers should recruit and screen for employees who have realistic expectations of what the job has to offer. There must be a proper match between the personnel and the job assigned to him.
- To enhance job satisfaction and performance among employees, the organization should use various methods of job design which includes job rotation, job enlargement and job enrichment.

Summary

Employees' job satisfaction is important to understand, monitor, and manage. The present study has established the relevant sources of job satisfaction among employees. The intrinsic job factors have emerged as an important source of their job satisfaction.

The findings highlighted the work related factors that are considered important by the employees. Responsibility, help to others, self esteem, and personal growth and development on work are among those considered highly important by the employees, while 'fulfillment of spiritual needs at work' is considered least important by them. Among extrinsic factors, the employees value job security, working conditions, and prestige and status outside the organization the most, and opportunity to earn additional income the least.

Focusing on intrinsic and extrinsic satisfaction, the results show that employees are slightly dissatisfied on both the dimensions of job satisfaction. Comparatively, they are more satisfied with extrinsic factors and more dissatisfied with intrinsic factors. However, the employees most dissatisfied on personal growth and development, recognition, and participation, all of which are higher order factors. These are the factors, which they give highest importance and, therefore, need immediate attention to be improved.

Also employees are moderate satisfied or are slightly dissatisfied on intrinsic and extrinsic factors or they value both intrinsic and extrinsic factors are not surprising considering that most people are driven by a combination of intrinsic and extrinsic job values and most do not experience satisfaction at extremes of high and low or only intrinsic or extrinsic. Rather, in general people experience a mix of feelings in between these continuums.

Results also demonstrate that out of the intrinsic and extrinsic satisfaction, the overall job satisfaction is more strongly related to intrinsic job satisfaction, though extrinsic satisfaction is also significantly correlated with it. This indicates that satisfaction of intrinsic factors should not be ignored to keep employees away from dissatisfaction. Results also show that the employees who give more importance to intrinsic factors are more satisfied at their work.

Thus, it is anticipated that this knowledge will help the managers in revising human resource policies and procedures, and to improve the morale of their employees. The organizational problems associated

with low job satisfaction cannot be solved unless the sources or causes of job satisfaction are clear. This will also help in long-term perspective to further enhance and maintain satisfaction among human resources.

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