

# JOB SATISFACTION AMONG EMPLOYEES IN HEAVY INDUSTRIES- VELLORE

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**Abstract**— Job satisfaction is an attitude which results from a balancing and summation of many likes and dislikes experienced in connection with the job. A questionnaire is structured based on the objectives like working environment, welfare facilities, recreational activities, incentive schemes and relationship with management in heavy industries are considered in this study. The prepared questionnaire is used to get the direct response from the employees as per our convenient. The response given by the employees are analysed and interpreted using different types of statistical tools such as the F-test, chi-square test, percentage analysis. After analysis and interpretation, it reveals the points which are important in improving the working conditions and other factors in regard to job satisfaction.

**IndexTerms**—Job satisfaction, Employees, satisfaction level, welfare.

## I. INTRODUCTION

Job satisfaction is the amount of pleasure or contentment associate with a job. If you like your job intensely you will experience high job satisfaction. If you dislike your job intensely you will experience high job satisfaction. Job satisfaction is the mental feeling of favourableness which an individual has about this job- **DuBrin**. Job satisfaction is the feeling an employee gets when the job he does fulfils all his expectations. While morale refers to the attitude of the employees of an organization and a group concept. Job satisfaction has been defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.

According to **Aswathappa**, "job satisfaction is an internal feeling and a sense of belongingness of the employees towards the organisation". According to **Wehrich, Heinz & Koontz Harold**, "Job satisfaction represents an employee's attitude towards five specific dimensions of the job: pay, the work itself, promotion opportunities, supervisions and co-workers". It's hard to imagine the changes in the human life that have come about in western and eastern civilization over the past two centuries. For thousands of years the material conditions of our existence (the way food, clothing, and shelter were produced) remained relatively unchanged. And then in 1800 at an even faster pace, we have steam engines, Locomotives, the telegraphs, automobiles, radio, atomic energy and space exploration. Our way of life has changed unbelievably – but perhaps in no area has the changed been greater than in the way people earn their living. That is why is it is extremely important to examine the past – for only by examining the past can we bring into focus the problem of today. As we know human resources is a newly emerged field of study. Although the development of human resources has been in existence in some form or the other since the beginning of civilization, a planned and systematic approach to HRD in the corporate sector emerged in the latter half of 20<sup>th</sup> century. The concept of HRD was formerly introduced by Leonard Naider in 1969 in a conference organized by American Society for Training and Development. In the past training was the only way or developing human resources. But HRD has emerged as an interdisciplinary and integrated approach to the development of human resources. In simple words, HRD is an organized learning experience aimed at matching the organizational needs for human resources with the individual need for career growth and development. It is a system and process involving organized series of learning activities designed to produce behavior changes in human beings in such a way t and hat they acquire desired level of competence for present and future roles.

## II. JOB SATISFACTION:

Job satisfaction is a worker's sense of achievement and success. It is generally perceived to be directly linked to productivity as well as personal well-being. Job satisfaction implies doing it well, and being suitably rewarded for ones efforts. Job satisfaction further implies enthusiasm and happiness with ones work. The Harvard professional group (1998) sees job satisfaction that leads to recognition. Income, promotion and achievement of other goals that leads to a general feeling of fulfilment.

'JOB SATISFACTION' has been defined by many from different angles. All such definitions aim to emphasize on one aspect, namely employee's expectation from the job and how well his expectations are fulfilled by the organization. This sort of need fulfillment becomes predominantly important to keep the organization march towards higher levels of progress without any friction. Bullock (1952) is of the view that 'Job satisfaction is an attitude which results from a balancing and summation of many likes and dislikes experienced in connection with job'. Thus, the level of job satisfaction in away rests on the facilities available in an organization, work climate and punishment and reward system that are prevalent. A more popular definition of Job satisfaction, which is cited by many scholars who are at work in measuring job satisfaction, is the one given by Locke (1969). According to him, Job satisfaction is 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience'. Pestonjee (1991) goes still farther and opines that job satisfaction is 'summation of employee's feelings in four

important areas such as job, management, social relations and personal adjustment. Two of these areas encompass factors directly connected with the job and the other two include factors not directly connected with the job but which are presumed to have bearing on job satisfaction'. Job satisfaction is the favorable or unfavorable attitudes with which employees view their work. It results when there is a fit between job characteristics and the employee's need and it expresses the amount of congruence between one's expectations of the job and the rewards that the job provides. Thus, job satisfaction and dissatisfaction are functions of the perceived relationship between what one expects to derive from the job and what one perceives to have received from it. Job satisfaction is a consequence of the correspondence between the percepts and value standards. One of the main areas of business research undertaken throughout the world is the research on the effect of motivation, morale and job satisfaction in the areas of employee management towards improving operational productivity. Motivation can be considered as one of the convenient methods for morale boosting. The question to be settled is whether motivation and morale have an effect on job satisfaction and what are the factors that would influence this. This research exercise was conducted in Mitsubishi Heavy Industries Ltd. considering the prominent role the company has been playing in the field of personal finance in the country, thereby providing lot of employment opportunities for the fresh graduates.

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The following are some of the job factor that is taken into consideration in developing job satisfaction job satisfaction scales. There are three types of job factors which include:

- Personal factors
- Factors inherent in the job
- Factors controllable by management

### III. PERSONAL FACTORS

• **AGE:** There is some evidence indicating increases job satisfaction with increased Employee's age. From the consensus of Indian studies, job satisfaction tends to increase with age but in some job, the trend may be different. This relationship has been attributed to a combination of factors including the termination of employment by dissatisfied older personnel and a kind of conservation are resignation with advancing age to the realities of life and job.

• **EDUCATION:** There is a great deal of conflicting evidence on the Relationship between education and job satisfaction. One study indicated that those who had not completed high school were more satisfied. But the education and intelligence is connected with age in giving satisfaction to workers. Indian Studies have generally shown that there is only less job satisfaction for a more educated worker.

### IV. OBJECTIVES OF THE STUDY

- To study about the existing employee satisfaction level of the organization
- To know about the working environment in the organization.
- To identify the factors influencing the satisfaction regarding the welfare and incentives schemes towards the organization
- To know about the relationship existing between the employees and management.
- To know about the recreational activities adopted by the management.

### V. Literature Review

Job satisfaction includes the location of the factory, goodwill it earned in the society, welfare measures that is being adopted, the promptness in payment, the way it treats its employees, the climate of the place where the factory is situated, the ideal layout of the building, provision of proper lights, ventilation, drinking water, toiletry facilities, adequate working space, protection from sun and rain etc.,

According to Prof. T. V. Rao the best Indian HRD expert, "HRD is a process in which the employees of an organization are continually helped in a planned way to;

- Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles.
- Develop their general capabilities so that they may be able to discover their own and organizational development purpose, and
- To develop an organizational culture where superior subordinate relationships, team work and collaboration and among different sub-units are strong and contribute to organizational wealth and motivation and pride of employees."

HRD is an organized learning experience aimed at matching the organizational needs for human resources with the individual need for career growth and development. Empirical studies related to job satisfaction conducted in India as well as abroad are presented here to form a theoretical base. In order to find out the gap in the studies, it is important to review the available literature on the related aspects of the present study. Wild, Hill, and Ridgeway (1970), in their paper, "Job satisfaction and labour

turnover among women workers”, analysed the job satisfaction of women workers with a sample size of 290 female shop floor workers and 56 female shop floor ex-workers of a large electrical/electronic engineering company using a multiple choice questionnaire and unstructured interviews. The study found that 30% of the respondents were dissatisfied with their job. An analysis of their responses indicated the over-riding importance of the work itself as a determinant of job satisfaction and dissatisfaction. From the study, it was also found that the workers dissatisfied with the ‘voluntary’ retirement scheme. Smucker, Whisenant, and Pedersen(2003) in their paper, “An investigation of job satisfaction among women” examined the level of satisfaction of the female journalists working with daily newspapers. They found that the employees were satisfied with their level of pay, supervision, and people at work. But they were dissatisfied with their existing opportunities for promotion. Ferrell (2006) in the paper, “Factors influencing job satisfaction among hospice nurses working for non-profit hospice organizations in California” examined sociological, psychological, and economical factors influencing job satisfaction among hospice nurses. The data was collected through a questionnaire from the nurses, social workers, clergy and home health aides. The study focused solely on job satisfaction among the hospice nurses. From the study, it was found that nurses had the highest job satisfaction levels, which also indicates that their supervisors provided full support to them. The most important factors related to job satisfaction of the nurses were identified as-anxiety related to the death of others, anxiety related to the dying of others anxiety related to his or her own dying, the degree of routinization, distributive justice within the organization, the area of death and dying, and so forth.

Mansour(2008) in his study, “women job satisfaction in Saudi Arabia- an exploratory analysis” revealed that women employees in Saudi Arabia were satisfied with their jobs. They perceived their work as challenging and felt secured. They felt comfortable working with their co-workers. Furthermore, they got enough resources and support from their supervisors. However, the study showed that the respondents were barely satisfied with the promotion and compensation systems in their companies. So the results of the study found that the overall satisfaction of the total employees was 72.7% during the study period. Saravanan (2011) in his study, “Impact of socioeconomic status on the level of job satisfaction of women workers in hosiery units at Tirupur” analysed the factor determining the level of job satisfaction of female labour force working in the hosiery units of Tirupur, Coimbatore on the basis of micro-level data. The factors like; age, education, work environment, family size, marital status, wages, job security, working hours, chances for promotion, and job satisfaction were considered as socioeconomic and demographic factors. The results found that age, nature of employment, and level of income had a positive effect on the level of job satisfaction. The level of education had a negative influence on job satisfaction. From the analysis, it could be concluded that all the variables identified and included for the study were found to be significantly influencing the job satisfaction level of the surveyed employees. This meant that the levels of job satisfaction had been influenced significantly by the majority of the included independent variables on the socioeconomic status of the women employees.

Rice (1985) emphasized the relationship between work satisfaction and the quality of people’s lives. He contended that work experiences and outcomes can affect a person’s general quality of life, both directly and indirectly, through their effects on family interactions, leisure activities and levels of health and energy. Being successful in the competitive market depends on the level of satisfaction of the workers in the establishments. The satisfaction or dissatisfaction of the workers affects the performance of the organization. Furthermore job satisfaction provides positive attitudes and results in good behaviour of the workers (organ, 1997). New working practices and rapid technological advances are changing the nature of many jobs. Premalatha (2003), in her study on work-life balance, established the connectivity between productivity of women employees with the family support system while analysing the various variables which have a bearing on work-life balance. Porter and Ayman (2010) said that a big stressor for many employees is lack of balance between work and family tasks. Some employees may not be able to participate in family life or other personal activities. There is simply no time during the workday to attend to personal or family-related matters. Bose and Madasamy (2009) opined that job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance. Other influence on satisfaction includes the management style and culture, employee involvement, incentives, empowerment and autonomous work groups.

Job satisfaction is very important attribute which is frequently measured by organisations. There are different motives for the employees towards their jobs. For one, the job may entail a decrease in status or a source of frustration if he/she expects to have a better valued job, whereas for the other (who perhaps had low expectations owing to a lower level of education or other reasons), the same job may be highly satisfactory. Society of human resource management (2003) survey showed that the majority of Americans liked their jobs, but this doesn’t mean they liked all aspects of their job equally (Spector, 2006). Job satisfaction survey (JSS) conducted in dozens of organizations throughout the United States among 24,713 employees by Spector (1985) found that Americans were typically satisfied with superiors, their co-workers and the nature of the work they do. They were less satisfied with rewards, such as pay, promotion opportunities, and fringe benefits. Maghrabi and Hayajneh (1993) conducted a study on two groups of managers with sample size of 120 to determine whether there were significant difference in job motivation, job satisfaction, and life satisfaction among both male and female Saudi managers. It was found that male group have more job motivation and job satisfaction than their counterparts- the female groups. But there was no significant difference in life satisfaction among groups.

Srengrevics, (1991) conducted a study on job satisfaction among nurse managers with sample size of 252. Data were collected from the Massachusetts Organisation of Nurse Managers. The study revealed that over 50% of the nurse managers were dissatisfied with the educational reimbursement received. Nearly 70% of them indicated that their benefit package was equal to that of their staff, and 60% were uncomfortable with the added duties/responsibilities. Maghrabi (1999) examined the three groups of the managers with a sample size of 153 to determine which group was more satisfied with their job, pay, promotion, supervisors, co-workers, and job satisfaction. However, upper-level managers were found to be highly satisfied with their job in general, pay co-workers, present job, supervision and were less satisfied with their promotion. In addition, the second group of managers (superintendent) were found to be highly satisfied with their job in general, present job, pay co-workers and were less

satisfied with promotion and supervision. Furthermore, the low-level managers(supervisors) were found to be highly satisfied with their present job, pay, job in general, co-workers, supervision and were less satisfied with their promotion. Job satisfaction has been studied intensively in the west, but only a few studies have been conducted in the non-western nations. Indeed, job satisfaction has been a matter of growing interest for those concerned with the quality of working life and organizational efficiency. The consequences of the of the job satisfaction are very important for an organization in terms of its efficiency, productivity, employee relations, absenteeism, accident and turnover (Brierley, 1999; Maghrabi, 1999; Blum and Neylor, 2004; Lu & et al., 2005; spector, 2006).

Hoppock (1935) conducted a survey on people in one occupation, namely, teaching. 500 teachers from 51 urban and rural communities in North-eastern United States estimated their job satisfaction in four attitude scales. By combining these scales, a measure of job satisfaction was obtained. Of this group, the 100 most satisfied and 100 least satisfied were asked 200 questions. A comparison of their answers differentiated the satisfied from the dissatisfied teachers in the area on emotional maladjustment, relationships with superior and associates, felt more successful, family influence and social status, etc. one interesting finding was that the difference in average salaries between the two group was not statistically significant. Job satisfaction is a very usual and familiar topic that has been researched extensively. However, its significance is not lost in spite of its repetition in psychological literature scenario. The literature reviewed is given below; Lam, Zhang, and Baum, T.G. (2001) examined the relationship between demographic characteristics of employees, job satisfaction, and the importance of job variables. The study found that there were significant differences between demographic variables of employees and the six job descriptive index (JDI) categories. It was also suggested that training and development programmes, particularly foe newcomers and well-educated employees, and a total quality management approach may help to improve employees' satisfaction levels with their jobs. Kamal and Sengupta (2008-09) conducted a study and the overall job satisfaction of bank officers was not very high, but still, it was satisfactory. The study mainly focused on age as an important criteria and found that as the age of the employees increased, the satisfaction was more, and lower age led to lesser satisfaction due to high expectations of the employees. Shrivastsava and Purang (2009) used the job diagnostic survey by Hackman and Oldham (1975) to ascertain the level of job satisfaction of 340 public sector and private sector employees in India. Independent sample t-test and qualitative analysis were used to study the difference in employee attitudes, and it was found that private sector employees perceived greater satisfaction with pay, social, and growth aspects of a job as compared to public sector employees. On the other hand, public sector employees expressed greater satisfaction job security as compared to private sector employees.

The findings of the study highlighted important satisfiers and dis-satisfiers present in the job and also suggested both banks to take performance initiatives in the areas where employees have reported reduced satisfaction. This will result in better understanding of the labour force by the management.

Table 1: Respondent Profile

Profile characteristics	Numbers	Percentage(%)
<b>Age</b>		
Below 25	30	38
26 – 30	25	31
31 – 39	13	16
40 – 45	12	15
<b>Gender</b>		
Male	80	100
Marital status		
Married	22	28
Unmarried	58	72
<b>Income</b>		
Less than 8000	5	6
8000-12000	64	80
12000-16000	10	13
Above 16000	1	1
<b>Qualification</b>		
S.S.L.C	20	25
H.Sc	23	29
Diploma	32	40
U.G	5	6

Source : Primary Data

Table 2. RELATIONSHIP WITH YEARS OF EXPERIENCE AND WORKLOAD PROVIDED TO EMPLOYEES

Experience (Years)	HIGHLY SATISFIED	SATISFIED	PARTIALLY SATISFIED	DISSATISFIED	TOTAL
1-5 yrs.	0	3	1	1	5
6-10 yrs.	12	16	0	1	29
11-15 yrs.	8	11	16	0	35
15-20 yrs.	8	3	0	0	11
<b>TOTAL</b>	<b>28</b>	<b>33</b>	<b>17</b>	<b>2</b>	<b>80</b>

Degree of Freedom = 9

$C.V > T.V = (37.1733 > 16.919)$

#### CONCLUSION:-

The calculated value is greater than the table value. Therefore,  $H_0$  is rejected. So there is association between the workload provided to the employees and their years of experience.

Table 3 SALARIES PROVIDED WITH RESPECT TO YEARS OF EXPERIENCE

DEGREE OF RATING	HIGHLY SATISFIED	SATISFIED	PARTIALLY SATISFIED	DISSATISFIED	TOTAL
1-5 yrs.	0	1	2	2	5
6-10 yrs.	9	11	8	1	29
11-15 yrs.	10	19	6	0	35
15-20 yrs.	3	7	1	0	11
<b>TOTAL</b>	<b>22</b>	<b>38</b>	<b>17</b>	<b>3</b>	<b>80</b>

$C.V > T.V = (26.886 > 16.919)$

#### CONCLUSION:-

The calculated value is greater than table value. So  $H_0$  is rejected. Therefore there is association between the years of experience and salary provided to the employees.

TABLE – 4 YEARS OF EXPERIENCE AND WORKLOAD PROVIDED TO WORKERS

DEGREE OF RATING	HIGHLY SATISFIED	SATISFIED	PARTIALLY SATISFIED	DISSATISFIED	TOTAL
1-5 yrs.	0	3	1	1	5
6-10 yrs.	12	16	0	1	29
11-15 yrs.	8	11	16	0	35
15-20 yrs.	8	3	0	0	11
<b>TOTAL</b>	<b>28</b>	<b>33</b>	<b>17</b>	<b>2</b>	<b>80</b>

$$V_1 = 3, V_2 = 12.$$

$$(C.V > T.V) = 9.57 > 5.95$$

CONCLUSION:-

Since the calculated value is greater than the table value,  $H_0$  is rejected. Therefore there is significant relationship between the years of experience and workload provided to employees

## VI. FINDINGS

- 50% of the employees are satisfied and 40% of them are highly satisfied with the space provided for lunch breaks.
- 50% of the employees are highly satisfied and 35% of them are satisfied with the company.
- 44% of the employees are satisfied and 36% of them are highly satisfied in respect with the challenging and interesting job.
- 41% of the employees are partially satisfied and 30% of them are highly satisfied with the job security aspect of the organization.
- 41% of the employees are satisfied and 35% of them are highly satisfied with the workload offered to the employees.
- 40% of the employees are highly satisfied and 35% of them are satisfied with the flexibility of work hours.
- 51% of the employees are highly satisfied and 40% of them are satisfied with comfortable working space provided in the company.
- 53% of the employees are highly satisfied and 41% of them are satisfied with the safety measures conducted by the management.
- 39% of the employees are partially satisfied and 35% of them are satisfied with the salary and future earning potential.
- 40% of the employees are partially satisfied and 31% of them are satisfied with the super annulation scheme in the firm.
- 47% of the employees are satisfied and 28% of them are highly satisfied with the salary provided in respect to the responsibilities.
- 35% of the employees are highly satisfied and 22% of them are partially satisfied with the salary increment.
- 36% of the employees are satisfied with and 24% of them are highly satisfied bonus and incentive scheme.
- 31% of the employees are highly satisfied and 25% of them are satisfied with their relationship with colleagues.
- 47% are satisfied and 34% of the employees are highly satisfied with the supervisor's care towards the employees.
- 34% of the employees are partially satisfied and 29% of them are highly satisfied with the supervisor's active involvement.
- 47% of the employees are highly satisfied and 38% of them are satisfied in interacting with clients.
- 39% of the employees are highly satisfied and 36% of them are satisfied with the motivation of the employees.
- 53% of the employees are highly satisfied and 26% of them are satisfied with the jobs aids provided in the company.
- 35% of the employees are dissatisfied and 28% of them are partially satisfied with the annual tours arranged.
- 41% are partially satisfied and 32% of the employees are satisfied with the games conducted in the company.
- 79% of the employees are highly satisfied and 15% of them are satisfied with the restroom facilities.
- 41% of the employees are highly satisfied and 29% of them are partially satisfied with the gifts, prizes and awards given by the firm.

## VII.SUGGESTIONS

Although majority of the workers are satisfied in Heavy Industries Tools Limited., the opinion of the negligible minorities cannot be ignored. Hence, from the results obtained from the questionnaires issued, the following suggestions are given.

- Management can show interest to improve the work environment such as proper restroom facilities and adequate space for lunch and breaks.
- Most of the employees feel that they are not getting enough salary. So, the company can increase the income of the employees in order to make them feel more satisfied with their job.
- Steps to conduct recreational club and activities such as tours, for yoga, meditation programme, etc. can be done.
- The management can conduct special training programs, orientation programs and seminars for the employees to work more effectively.
- Most of the employees feel that the holiday coverage provided by the organisation is not adequate. Steps can be taken by the management to avoid this situation.
- The supervisor in the company should give adequate support for the employees. It will create enthusiasm to the employees to do the work better.
- Managers and workers should innovate new techniques for achieving the targeted production. So, proper ideas and instructions should be given to the employees to achieve the goals on time.
- Company should motivate the employees who are interested and stimulate individual initiative.
- Many employees feel that they are not given interesting and challenging job. Necessary Steps should be taken to satisfy the employees.

## CONCLUSION

Job satisfaction causes a series of influences on various aspects of organisational life. Some of them such as the influence of job satisfaction on employee productivity, loyalty and absenteeism, the growth and progress of an organisation depend on the worker's attitude to do it. Job can be influenced by variety of factors like quality of one's relationship with their supervisor,

quality of physical environment in which they work, degree of fulfilment in their work . It is a positive attitude towards one's work which is global nature and which results from many specific job related experience. It emphasises on the specific environment in which an employee performs his duties.

The most important factors which affect job satisfaction are fair pay, work satisfaction, salary, supervision, information sharing, technology, co-workers relation, benefits and promotion. More significant work gives more interest at work and more job satisfaction. Sharing information makes the workers more understanding and it increases the level of job satisfaction. The findings and suggestions provided would help the organisation to increase the satisfaction level of workers and to motivate them in their job.

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