



JOB SATISFACTION AND WORK ENVIRONMENT – AN PRAGMATIC STUDY IN SOFTWARE INDUSTRY

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ABSTRACT

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behavior. For the organization is concern it leads increase productivity within stipulated time, and reduces labor turnover, and increases the standard of the organization. For the employees it increases the morality in the mind of employees, and it creates comfortableness in working environment. The prime objectives of this paper are to study the level of job satisfaction; to identify the effectiveness of job satisfaction and to examine the various factors like personal and organizational factors influencing job satisfaction of employees. In this research work, 250 no's respondents have been taken as sample from the universe of 2500. Here percentage method and ANOVA have been incorporated for research analysis.

Key Words:

Job Satisfaction, Productivity, Role perception, Personal & Organizational Variables.



PREAMBLE:

Job Satisfaction is the favorableness or un-favorableness with which the employee views his work. It expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. Job Satisfaction is a part of life satisfaction. The nature of one environment of job is an important part of life as Job Satisfaction influences one general life satisfaction. Job Satisfaction, thus, is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to the job under condition with such specific factors such as wages. Supervisors of employment, conditions of work, social relation on the job, prompt settlement of grievances and fair treatment by employer. However, more comprehensive approach requires that many factors are to be included before a complete understanding of job satisfaction can be obtained. Such factors as employee's age, health temperature, desire and level of aspiration should be considered. Further his family relationship, Social status, recreational outlets, activity in the organizations etc. Contribute ultimately to job satisfaction. Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, eg, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc.

RESEARCH SCOPE:

Human resource is the most valuable asset of an organization, which can be utilized to the maximum possible extent in order to achieve the individual and organization goals. It is in fact an important economic resource; organized or unorganized, working at all levels in the organization.

Therefore the study is confined to the various factors provided to the human resources in HCL INFOSYSTEM LTD. It aims at revealing the awareness and satisfaction of employees with these schemes. It also aims at identifying of expectations of focus relating to employees satisfaction level.

STATEMENT OF THE PROBLEM

This research study assessed the job satisfaction needs of employees in HCL Info system Ltd. Job satisfaction has always been an important issue in an organization, but few organizations have not made job satisfaction top priorities or even neglected the issue at times. The study on job satisfaction helps to know their preference and problem of the employees. Mainly five factors influenced job satisfaction opportunity, leadership, pay, promotion and fair rewards. When these five factors were high, Job satisfaction was high in all organization. When these five factors were low, Job satisfaction is low. So the needs of the employees are carefully studied by conducting survey on job satisfaction towards HCL Info system Ltd. This study is very useful and helpful to know the problem faced by the employees and also know the employee requirements.

RESEARCH OBJECTIVES:

- To study the level of satisfaction of employees on the various factors provided by HCL Info system Ltd.,



- To identify the work environment which influence the job satisfaction of employees in HCL Info system Ltd.,
- To study the satisfaction of employees with their team members and subordinates.
- To study the use of skills and abilities which influence satisfaction of employees in HCL Info system Ltd.,
- To suggest suitable measures for the effective job satisfaction and work environment of HCL Info system Ltd.,

RESEARCH LIMITATIONS

The duration of the study was limited and hence elaborate and comprehensive project survey was not undertaken. The survey covers only the operation level employees and top level employees. Few employees were reluctant to give the necessary information. There are possibilities of ambiguous replies, omission of replies to certain question.

RESEARCH METHODOLOGY

Research design adopted in this study is descriptive in nature. It provides a description of a specific situation in such a way to help the research to identify the cause and relationship. It is used to describe the characteristics of the respondents' and how their satisfaction level with various factors provided by HCL INFOSYSTEM LTD varies with age, gender, etc. Both primary data and secondary data are used for the study. Primary data is the data which is collected for the first time. Primary data are collected from the employees of the HCL INFOSYSTEM LTD using questionnaire. Secondary data is the data which is; already collected and recorded. Secondary data is collected from books, journals and the company records for the purpose of the study. Questionnaire is the tool adopted for the study. Quite often questionnaire is set to be the heart of the survey. Hence it should be carefully structured. A 3-point, 4-point and 5-point scale is also provided for different levels of agreement. The number of sampling units selected from the universe for investigation. 250 employees are selected for the sample. The universe from this study is finite and comprises 2400 employees of the company. In this research paper, percentage analysis and ANOVA have been incorporated as the research tools.

HCL – An Overview:

HCL Info Systems Ltd, is India's premier hardware, services and ICT systems integration company offering a wide spectrum of ICT products that includes Computing, Storage, Networking, Security, Telecom, Imaging and Retail. HCL is a one-stop-shop for all the ICT requirements of an organization. India's leading System Integration and Infrastructure Management Services Organization, HCL has specialized expertise across verticals including Telecom, BFSI, e-Governance & Power. HCL has India's largest distribution and retail network, taking to market a range of Digital Lifestyle products in partnership with leading global ICT brands, including Apple, Cisco, Ericsson, Kingston, Kodak, Konica Minolta, Microsoft, Nokia, Toshiba, and many more. HCL Infosystems is India's premier information enabling company. Leveraging its 3 decades of expertise in total technology solutions, HCL Infosystems offers value-added services in key areas such as system integration, networking consultancy and a wide range of support services.



LITERATURE REVIEW

Jahanzeb Shah(2007) is conducted to examine the Organizational Culture theory and practices with emphasis on the effectiveness of satisfaction and motivational dynamics in the areas of employee's satisfaction and retention.

Melanie K. Jones (2004) analyses the relationship between training, job satisfaction and workplace performance using the British 2004 Workplace Employee Relations Survey (WERS). While there is clear evidence that training is positively associated with job satisfaction, and job satisfaction in turn is positively associated with most measures of performance, the relationship between training and performance is complex, depending on both the particular measures of training and of performance used in the analysis.

Vasilios D. Kosteas(2009) indicates that employers may be able to use promotions as another mechanism to raise worker satisfaction. Workers who believe a promotion is possible in the next two years also report higher job satisfaction.. Higher job satisfaction and belief that a promotion is possible in the near future are both associated with a lower probability an employee with quit his job.

Lorenzo Cappellari (2005) find that a negative association between membership and satisfaction only emerges where there is a union recognised for bargaining, and that such an effect vanishes when the simultaneous selection into membership and recognition is taken into account.. Our estimates indicate that the unobserved factors that lead to sorting across workplaces are negatively related to the ones determining membership and positively related with those generating satisfaction, a result that we interpret as being consistent with the existence of queues for union jobs.

Yasir Kamal(2009) endeavors to study the various factors of job satisfaction among different commercial bankers in Pakistan and highlight the findings by performing statistical techniques like regression and correlation to gauge level of significance for the factor. Job satisfaction is an attitude of an employee over a period of his job so the factors of satisfaction and dissatisfaction changes over the period.

Getinet Haile(2004) examines the determinants of job satisfaction in Britain using nationally representative linked employer-employee data (WERS2004) and alternative econometric techniques. The paper is able to highlight some new findings that relate to differential effects of dependent children and other dependents, type of employment contract and gaps between employees' skill and skills requirements of their job.

Filippo Ferrari(2010) presents and discusses the results of a study carried out using both approaches to get a complete picture of employee job satisfaction on a consistent and significant sample of young workers belonging to the mechanical sector in a province in the Northeast of Italy. Using an analytical protocol the present study has identified aspects of work related (positively and negatively) to the job satisfaction.

Muhammad Imran Malik(2010) examines the effect of work – life balance and job satisfaction on the turnover intentions of doctors. The study contributes to the available



literature by providing an empirical evidence to prove the relationship and explore the cultural aspect of the said relationship in a developing country.

Alex Bryson(2004) investigate the effect of union membership on job satisfaction. Using linked employer-employee data from the 1998 British Workplace Employee Relations Survey, we analyse the relationship between the membership decision and overall job satisfaction and satisfaction with pay. In this paper we account for the endogenous selection induced by the sorting of workers into unionized jobs.

Michael Demoussis (2007) analyses subjective job satisfaction (JS) responses by employees in the public and private sectors of the Greek labour market. Panel data covering the period 1995-2001 and a random effects ordered probit model are used for estimation purposes. The obtained results enhance the existing apparatus for evaluating government policies in the labour market.

Rick D. Iverson (2003) examines the exit-voice hypothesis by applying event-history analysis to data from a sample of 674 unionized public school teachers from 405 schools. Union participation (i.e., voice) and job satisfaction had significant negative main effects on turnover. We further investigate how union participation and job satisfaction may interact to influence employee turnover over time, controlling for demographic, job-related, environmental, and contextual variables across 405 research sites.

Christian Grund (2001) examine the impact of wage increases on job satisfaction are explored. First, it is empirically established that current job satisfaction rises with absolute wage level as well as with wage increases. Second, a basic job satisfaction function is constructed based on the empirical results, and theoretical implications are analyzed. It is shown that the myopic maximization of such a function directly implies increasing and concave shaped age-earnings profiles.

RESEARCH ANALYSIS

To find out the level of satisfaction and effectiveness of the various factors at HCL INFOSYSTEM LTD, Percentage Analysis and AVOVA have been incorporated.

RESEARCH PARAMETERS

Respondents' Age	Workings Hours	Basis of benefits
Gender	Working Schedule	Job security
Marital Status	Location	Basis of Recognition
Experience	Paid Vacation / Sick Leave	Relationship with co-workers and subordinates
Income	Basis of salary	Relationship with supervisors
Qualification	Promotion	opportunity to utilize skills and talents
Dept. and Designation	Performance appraisal	opportunity to learn new skills
Training & Education	Degree of Independence associated with work roles	
Job responsibility	Basis of adequate opportunity for periodic changes in duties.	



RESEARCH ANALYSIS THROUGH ANOVA

1. The following table shows the classification based on the Pay and promotional Potential given by the HCL Infosystem Ltd.

PARAMETERS	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied	Total
Salary	12	49	70	77	42	250
Opportunities for Promotion	18	83	60	67	22	250
Performance Appraisal	19	82	58	69	22	250
Job Security	7	27	59	102	55	250
Total	56	241	247	315	141	1000

Null Hypothesis:

H₀- There is no significant difference between the level of satisfaction and the Pay and promotional Potential.

Alternate Hypothesis:

H₁ – There is a significant difference between the level of satisfaction and the Pay and promotional Potential.

Calculation:

Step 1: Correction Factor = $(T)^2 / N$ [CF]
 $(1000)^2 / 20 = 50000$

Step 2: Between Samples [SSB] = Sum Square Of Columns- Correction Factor
 $[(56)^2 / 4 + (241)^2 / 4 + (247)^2 / 4 + (315)^2 / 4 + (141)^2 / 4] - 50000 = 10332.95$

Step 3: Within Samples [SSW] = Sum Square Of total of all elements- Correction Factor

$SSW = SST - SSB$

$SST = [(12)^2 + (49)^2 + (70)^2 + (77)^2 + (42)^2 + (18)^2 + (83)^2 + (60)^2 + (67)^2 + (22)^2 + (19)^2 + (82)^2 + (58)^2 + (69)^2 + (22)^2 + (7)^2 + (27)^2 + (59)^2 + (102)^2 + (55)^2] -$
 Correction Factor

➤ **SST = 19346**

➤ **SSW = (SST - SSB) = 9013.05**

ONE – WAY ANOVA TABLE

Source of Variation	Sum Square	Degree of freedom	Mean Square	Variance Ratio
Between Samples	SSB = 10332.95	C-1 = 4	MSB (SSB/C-1) = 2583.24	F (MSB/MSW) = 4.30
Within Samples	SSW = 9013.05	N-C = 15	MSW (SSW/ N-C) = 600.87	

Calculated Value: F = 4.30

Tabulated Value: F = 3.056

Degree of freedom = (4, 15).



Calculated value $F >$ Tabulated value F , so accept Alternate Hypothesis

Inference:

There is a significant difference between the level of satisfaction and the Pay and promotional Potential.

2. The following table shows the classification based on the skills in HCL Infosystem Ltd.

PARAMETERS	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied	Total
Utilize your skills and talents	17	70	81	53	29	250
Learning New skills	10	88	67	70	15	250
Total	27	158	148	123	44	500

Null Hypothesis:

H_0 - There is no significant difference between the level of satisfaction and the skills.

Alternate Hypothesis:

H_1 – There is a significant difference between the level of satisfaction and the skills.

Calculation:

Step 1: Correction Factor = $(T)^2 / N$ [CF]

$(500)^2 / 10 = 25000$

Step 2: Between Samples [SSB] = Sum Square Of Columns- Correction Factor

$[(27)^2 / 2 + (158)^2 / 2 + (148)^2 / 2 + (123)^2 / 2 + (44)^2 / 2] - 25000 = 7331$

Step 3: Within Samples [SSW] = Sum Square Of total of all elements- Correction Factor

$SSW = SST - SSB$

$SST = [(17)^2 + (70)^2 + (81)^2 + (53)^2 + (29)^2 + (10)^2 + (88)^2 + (67)^2 + (70)^2 + (15)^2] -$
Correction Factor

➤ **SST = 7858**

➤ **SSW = (SST - SSB) = 527**

ONE – WAY ANOVA TABLE

Source of Variation	Sum Square	Degree of freedom	Mean Square	Variance Ratio
Between Samples	SSB = 7331	C-1 = 4	MSB (SSB/C-1) = 1832.75	F (MSB/ MSW) = 17.39
Within Samples	SSW = 527	N-C = 5	MSW (SSW/ N-C) = 105.4	

Calculated Value: $F = 17.39$

Tabulated Value: $F = 5.192$

Degree of freedom = (4, 5)

Calculated value $F >$ Tabulated value F , so accept Alternate Hypothesis

Inference:

There is a significant difference between the level of satisfaction and the skills.



RESEARCH RESULTS AND DISCUSSIONS

- It is found that, 50% of the respondents are in the age below 30 years, 39% of the respondents are between the age group 31 -50 years and 39% of the respondents are above the age group 50 years respectively. The sample consists of young employees.
- It is found that, 70% of the respondents are male and 30% of the respondents are female. It is found that, 74% of the respondents are married and 26% of the respondents are unmarried.
- It is found that, 29% of the respondents are having experience below 5 years, 50% of the respondents are having experience 5 – 10 years and 21 % of the respondents are having experience more than 10 years respectively. The sample consists of employees having 5-10 years.
- It is found that, Out of 250 respondents, 7% of the respondents are highly dissatisfied with opportunities for promotion, 33% of the respondents are dissatisfied with opportunities for promotion, 24% of the respondents are neutral with opportunities for promotion, 27% of the respondents are satisfaction with opportunities for promotion and 9% of the respondents are highly satisfaction with opportunities for promotion.
- It is found that, Out of 250 respondents, 7% of the respondents are highly dissatisfied with the performance appraisal, 9% of the respondents are dissatisfied with the performance appraisal, 33% of the respondents are neutral with the performance appraisal, 23% of the respondents are satisfaction with the performance appraisal and 28% of the respondents are highly satisfaction with the performance appraisal.
- It is found that, Out of 250 respondents, 4% of the respondents are highly dissatisfied with the benefits, 22% of the respondents are dissatisfied with the benefits, 35% of the respondents are neutral with the benefits, 31% of the respondents are satisfaction with the benefits and 8% of the respondents are highly satisfaction with the benefits.
- It is found that, Out of 250 respondents, 3% of the respondents are highly dissatisfied with the job security, 11% of the respondents are dissatisfied with the job security, 23% of the respondents are neutral with the job security, 41% of the respondents are satisfaction with the job security and 22% of the respondents are highly satisfaction with the job security.
- It is found that, Out of 250 respondents, 7% of the respondents are highly dissatisfied with the recognition for work accomplished, 26% of the respondents are dissatisfied with the recognition for work accomplished, 32% of the respondents are neutral with the recognition for work accomplished, 24% of the respondents are satisfaction with the recognition for work accomplished and 11% of the respondents are highly satisfaction with the recognition for work accomplished.
- It is found that, Out of 250 respondents, 3% of the respondents are highly dissatisfied with the relationships with supervisor, 11% of the respondents are dissatisfied with the relationships with supervisor, 25% of the respondents are neutral with the relationships with supervisor, 38% of the respondents are satisfaction with the relationships with supervisor and 23% of the respondents are highly satisfaction with the relationships with supervisor.
- It is found that, Out of 250 respondents, 7% of the respondents are highly dissatisfied with the opportunity to utilize the skills and talents, 28% of the respondents are dissatisfied with the opportunity to utilize the skills and talents, 32% of the respondents are neutral with the opportunity to utilize the skills and talents, 21% of the respondents are satisfaction with the opportunity to utilize the skills and talents and 12% of the respondents are highly satisfaction with the opportunity to utilize the skills and talents.



- It is found that, From the One way ANOVA analysis it was found that there is significant difference between the level of satisfaction and the Pay and promotional Potential. It is found that, From the One way ANOVA analysis it was found that there is significant difference between the level of satisfaction and the skills.

IMPACT ORIENTED RESEARCH RECOMMENDATIONS

- 27% of the respondents answered that they are not satisfied with the working hours. So it is suggested that the working hours should be flexible and there should be proper arrangement of cab facilities to the female members.
- 33% of the respondents disagree with the flexibility in scheduling in the company so it is suggested that the employees should have proper timing in the company and they needs to come in that timing and they can leave in the fixed timing.
- 30% of the respondents expressed that in the company the work location is not convenient to the employees, so it is suggested that the company should arrange transport facilities to the employees who are coming from long distance and who doesn't have bus facilities from their place.
- 36% of the respondents are not satisfied with amount of paid vacation time/sick leave offered by the organization, hence forth it is suggested that amount of paid vacation time/sick leave offered has to be given according to their reason and proper incentives should be provided in order to get satisfied in the job.
- 14% of the respondents are not satisfied with the job security, since there are lots of fresher's in the company there is no security in the company for them, so it is suggested that the organization should make some steps to have job security to the employees.
- 33% of the respondents are not satisfied with the recognition for work accomplished by the company, so it is suggested that the organization should provide recognition for work accomplished and make motivation to the employees.
- 15% of the respondents are not satisfied with the relationships with co-workers, so it is suggested that the organization should have a proper relationships with all co-worker in the company and provide fair treatment to them.
- 19% of the respondents are not satisfied with the relationships with subordinates, so it is suggested that the organization should have a good relationships with all subordinates in the company and provide fair treatment to them.
- 14% of the respondents are not satisfied with the relationships with supervisors, so it is suggested that the organization should have a good relationships with supervisors in the company and the employees to work with them with flow and they should communicate with them properly.
- The major aspect of the dissatisfaction of the employee is 45% of the respondents are highly dissatisfied with the support for additional training and education in the organization, so the organization should provide additional training in the organization or outside the organization such a way that the employee can adopt to the new domain based upon the improvement of the domain and the company.
- 34% of the respondents disagree with the variety of job responsibilities in the organization, so the organization should give variety of job responsibility to the employees and to motivate them properly such a way that the employees will get motivated and they will work with satisfaction.



- It is clear that 37% of the employees are not satisfied with the degree of independence associated with work roles in the organization, since the employees are working as a team in the company they had already scheduled task for their project, so it is suggested that the employee should have some independence in the team to work in the project with their mind set and to take their own decision in particular to their role in the company.
- 42% of the respondents are dissatisfied with the adequate opportunity for periodic changes in duties. So it is suggested that there should be an adequate opportunities for periodic changes in duties.
- Working hours to be restricted to 8-9 hours, Notice period to be reduced and One-day leave can be granted (CL) for new joiners during probation period. Job should be assigned properly to all employees and Proper communication should be flow from top level to low level employees.

CONCLUSION

The research study helped in revealing the level of satisfaction of employees with regard to the various factors provided to them by the organization. Questionnaire was used for the survey and administrative and middle level employees are taken into account. From the collected data, it is seen that the employees are satisfied with the various factors provided to them. But then the organization can make attempts to remove certain areas of dissatisfaction. Such will lead the organization for better performance in all the aspects.

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