

## A Critical Study for Identifying and Analyzing Contributory Factors for Employees' Job Satisfaction

Md. Sajedur Rahman<sup>1</sup>, K. H. Robel<sup>2</sup>

*Abstract: This study paper aims at studying the factors which are contributing towards employee job satisfaction in an organization. The factors which are the probable causes behind employee job satisfaction can be broadly divided into three broad categories: Behavioral, organizational and environmental factors. This report focuses on all of these categories and attempts to find the relation between these factors and employee job satisfaction. One of the most pressing problems facing organizations today is how to motivate employees to work more productively and to increase their feelings of satisfaction, involvement, and commitment. All around us we see examples of shoddy and imperfect work in products. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations. Employee attitudes are important to management because they determine the behaviour of workers in the organization. A satisfied work force will create a pleasant atmosphere within the organization to perform well.*

*Key words: Job satisfaction, performance, motivation*

### 1. Introduction

Today's companies are dynamic, complex, ambiguous, non-traditional and environment-affected (Nixon, 1992). Thus, companies accept change as an inevitable essential. The companies which work in a knowledge-based environment with competitions, customer-gaining, responsibilities, entrepreneurship and varieties should compete on a creative and responsible human resource as a competitive tool because satisfied and full-energy personnel are the most important source of an organization (Abolalaei, 2005). Job performance is being effective in job and shows the level of satisfaction from that. Impressive human resource is the power factor of an organization in comparison to others and it is focused on it. So the personnel and their rule are an advantage in stable competition (Lawler, 1967). These situation attracted managers' attention (Mohammadi, 2005). Job satisfaction is an important factor for improving effectiveness and also a person's satisfaction in a company. Managers always tend

---

1 School of Business and Industrial Development, Central University of Science and Technology (CUST), Dhaka. E-mail: sajedurr@gmail.com

2 Assistant Professor, Department of Business Administration, Institute of Science Trade and Technology (ISTT), Dhaka. E-mai: khrobel2508@gmail.com

## ***A Critical Study for Identifying and Analyzing Contributory Factors for Employees' Job Satisfaction***

to increase job satisfaction among their employees. This factor is important not only for behavioral science scientists, but also for managers and attitudes towards that (Cherrington, 2006). Thus, human motivation and spirit of human resource have high priority (Baghbanyan, et.al, 2003). Blanchard believes that successful and effective human resource management practice within the organization can reduce turnover and increase productivity. (Davis, 1995). On the other hand, at the time of hiring, a set of requests and wishes (i.e. job expectations) appear related to job satisfaction as the most important factor for employee to judge about their job and organization (Robbins, 2001). Job satisfaction is a multi-face structure and theorists have many definitions for that. Some researchers believe that dispositional variables and different characteristics are more important factors to predict satisfaction. But some others said that organizational and environmental variables are more important (Youngjoon, et. al, 2004). Job satisfaction can be achieved from the maintained factors within the organization such as sound management method, employee friendly organization policy, suitable structure, positive job conditions and type of interactive relation between employer and employee as well as coworkers (Weiss, 2002). Job satisfaction is that type of sensitive phenomenon that comes very slowly but may remove quickly. All conditions can be ready but an unsuitable behavior of a manager can destroy it (Mogharab, et. al, 2006). Thus the aim of this research is to determine the factors that will lead to employee job satisfaction on job performance of an organization.

### **2. Objectives of the Study**

The objectives of the study are as follows:

1. This study will seek to identify the key factors or determinants of employee job satisfaction
2. It will make an attempt to analyze the contributory factors for improving the overall satisfaction level of employees of an organization.
3. It will seek to make recommendations for improving job satisfaction level from individual and organizational perspective.

31

### **3. Scope of the Study**

This study emphasises in the following scopes:

- To identify employees' level of satisfaction upon their jobs.
- This study is helpful to the organization for conducting further research related to measure employee job satisfaction.
- It is helpful to identify the employers' level of satisfaction towards welfare measurement.
- This study is helpful to the organization for identifying the area of dissatisfaction of job of the employees.
- This study will help the top level management to take effective managerial strategy to motivate employees.



#### **4. Methodology of the Study**

A descriptive research design with literature survey has been applied in this study. The researchers have collected both the primary and the secondary data, but basically used secondary data for the purpose of this study. Secondary data were collected from available books, publications, research studies, articles and websites. This study used a descriptive survey design. The purpose of descriptive survey is to collect detailed and factual information that describe existing phenomena.

#### **5. Background of the Study**

People management is an important aspect of organizational processes. This emanated from the recognition that the human resources of an organization and the organization itself are synonymous. A well-managed business organization normally considers the average employees as the primary source of productivity gains. These organizations consider employees rather than capital as the core foundation of the business and as contributions to firm development. To ensure the achievement of firm goals, the organization creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. Satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting in greater productivity and lower turnover rates.

However, even with the widespread recognition of the importance of facilitating the relationship between job satisfaction and motivation in facilitating organizational commitment, there are varying perspectives on the means of doing this. The earliest strategy is to use wage increases to link job satisfaction and motivation to organizational commitment (Hill & Wiens-Tuers, 2002). With the recognition that this is not enough to bring about motivation expressed in job satisfaction, other perspectives emerged, giving particular importance to the training and skills development of employees (Woodruffe, 2000) applied through the underlying principle of continuous organisational learning. Since this covers only an aspect of human resource management, a holistic approach emerged that targets the development of a certain quality of employment life (Champion-Hughes, 2001) that covers fair wages, benefits, other employment conditions, and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment.

This means that achieving motivation and job satisfaction to develop organizational commitment is not simple or easy and works according to the context of individual firms. Although, there are best practices within industries, it is up to the individual organizations to determine which human resource strategy meets its needs and objectives. To determine the manner that individual industries develop and achieve organizational commitment through job satisfaction and motivation, the study will investigate in-depth the human resource strategies relating to employee job satisfaction.

## ***A Critical Study for Identifying and Analyzing Contributory Factors for Employees' Job Satisfaction***

### **6. Literature Review of the Study**

**Robbins** (2001)<sup>24</sup> pointed out that employee can use their skill, knowledge and experience to finish the task and get good performance based on the opportunities provided by jobs. Furthermore, job satisfaction can also be affected by some other sources such as: recognition, promotion, supervision, fringe benefit, work group and so forth.

**Appelbaum and Hare** (1996)<sup>2</sup> stated that to measure employee work performance in order to achieve high levels of productivity, efficiency and effectiveness, it is an important concern in human resources activities including job selection, orientation, skill training, performance appraisal, compensation, human resource planning and career development which are all related to improving and sustaining organizational performance .

**Vecchio** (1995)<sup>27</sup> found that job satisfaction is personal expectation towards work; one's emotional feeling towards work and one's attitude towards work. People's feeling regarding job satisfaction can be affected by a lot of factors. How an employee views his job satisfaction depends on the job as well as the communication and co-operation with others.

**Maslow** (1954)<sup>18</sup> defined human needs by grouping hierarchically in 5 levels from the lowest to the highest. There are needs for physiological, safety & security, belongingness, social & love, esteem and self actualization. He assumed that basic needs should be satisfied (physiological) to a person before they go to pursue higher levels of needs. He also assumes that people have to fulfill the most basic human being needs such as food, clothing and sustenance. Then they move up to higher levels of needs from safety, belongingness, social, esteem till self-actualization at the highest. About job satisfaction, the most important factors are the challenging nature of work, good pay package, supportive boss and colleague and favorable working environment.

### **7. Major Findings of the Study**

Many researchers have theorized about more or less specific work factors relevant to job satisfaction but there is no "gold standard" that indicates which job aspects should be taken into account when job satisfaction is measured. Many people think that a job is that thing they do for economic benefit. But there are a lot of factors that contribute to job satisfaction.

#### **7.1 Salary or Pay**

It is a universal truth that money is the best motivator, actually all employees' work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee. We can increase the employee salary and compensation to motivate the employee, the good pay can be one of the key factors affecting job satisfaction, also in this way one can increase the service quality and organizational performance. The amount and fairness or equity of salary is considered a factor crucial for all matters relating to human labour. A salary is a payment which persuades an employee to commit his personal time and work. The problem of the salary is also a main source of cost



for the operation and development of business (Oshagbemi, 2000). There is no clear view on the relations between job satisfaction and salary. Characteristic is the view of Herzberg who integrates the salary to the "hygiene factors". On the other hand, theorists such as Locke and Porter concluded that if the salary is equal to or greater than expected from the employer, the employee's satisfaction increases and the opposite result occurs when the salary is lower than expected.

### **7.2 Benefits**

A good salary may not look so great once you factor in the cost of insurance, health care and retirement savings. A good benefits package can more than make up for a lower salary. Job satisfaction is impacted by an employee's views about the fairness of the company wage scale as well as the current compensation the employee may be receiving. Companies need to have a mechanism in place to evaluate employee performance and provide salary increases to top performers. Opportunities to earn special incentives, such as bonuses, extra paid time off or vacations, also bring excitement and higher job satisfaction to the workplace.

### **7.3 Ability to Influence Decisions**

Having a real say in the decision-making process can be personally satisfying and contribute to your sense of involvement and identification with the company. When you contribute, people notice. When you contribute, opportunities open up. Another important component of job satisfaction is the worker's attitude toward the job. The intrinsic rewards of a job, such as a sense of control over one's work and a feeling of accomplishment are important determinants of job satisfaction. Employees are more satisfied when they have adequate freedom and authority to do their jobs and to choose their own method of working. When workers have various autonomous tasks in their jobs, they tend to have more of a sense of control. Previous studies have shown that job satisfaction is negatively related to the performance of routine tasks, and also that job satisfaction is positively related to the performance of more complex and autonomous tasks (Gary Blau, 1999).

### **7.4 Job Security**

Job security is rapidly becoming a thing of the past. Most people will have many jobs over the course of their working lives. What job security means today is that you have strong transferable skills and knowledge that you can bring with you to each new job. Plan to build solid reading, math, technical and thinking skills. Job security has attracted a great deal of research interest in recent years. The importance of job security comes from the fact that it is vital for influencing work-related outcomes. Job security appears to be an important determinant of employee health (Kuhnert et al., 1989); for employee turnover (Arnold and Feldman, 1982); for job satisfaction and for organizational commitment (Ashford et al., 1989). Ashford et al., (1989) examined the impact of job insecurity on organizational commitment and job satisfaction and found that job insecurity leads to reduced satisfaction and commitment. There is also evidence when job insecurity reduces job performance (Rosow & Zager, 1985).

---

## ***A Critical Study for Identifying and Analyzing Contributory Factors for Employees' Job Satisfaction***

### **7.5 Opportunity for Fair Promotion**

Employee perceptions about opportunity for promotion are also another determinant that influences job satisfaction. One survey found that a perceived lack of promotion opportunities was the strongest reason why federal employees left government service (U.S. Merit Systems Protection Board 1987). Internal rewards involve job characteristics, or the nature of the task that an employee performs. Employees generally need and like jobs that make use of their abilities (National Commission on the State and Local Public Service, 1993).

### **7.6 Workload and Stress Level**

A heavy workload can lead to stress and burnout. A light workload can be totally boring and unsatisfying. Of course, there will be more and less intense periods with every job but over the long haul you want balance! A good job will give you enough work to keep you productive and challenged and yet not so much that you feel you're being taken advantage of. Dealing with a workload that is far too heavy and deadlines that are impossible to reach can cause job satisfaction to erode for even the most dedicated employee. Falling short of deadlines results in conflict between employees and supervisors and raises the stress level of the workplace. Many times, this environment is caused by ineffective management and poor planning. The office operates in a crisis mode because supervisors don't allow enough time for employees to perform their assigned tasks effectively or because staff levels are inadequate.

### **7.7 Flexibility**

The office environment is expanding beyond the building walls. Workers belonging to the same work team may be in different states or even different countries. Approximately 20% of the US workforce telecommutes and this number grows at the rate of 12% per year. Currently, 53% of federal workers are on flexible or compressed work schedules. The standard 9-5 work day isn't suitable to everyone or to every situation. Check out the possibilities. Two elements related to job satisfaction are the working hours and the physical conditions under which workers spend their working days. According to Siegel and Lane (1974), the level of importance to some factors are strongly related to job types.

### **7.8 Physical Work Environment**

Few workplaces are exactly as employee want them to be but a poor work environment can make the employee hate getting up in the morning. Because employees spend so much time in their work environment each week, it is important for companies to try to optimize working conditions. Such things as providing spacious work areas rather than cramped ones, adequate lighting and comfortable work stations contribute to favorable work conditions. Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently contributes to job satisfaction as well.

### **7.9 Advancement and New Opportunities**

Lack of opportunity can be frustrating and demoralizing. Employees are more satisfied with their current job if they see a path available to move up the ranks in



the company and be given more responsibility and along with it higher compensation. Many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion. Companies often pay the cost of tuition for employees taking university courses, for example. During an employee's annual performance review, a supervisor should map out a path showing her what she needs to accomplish and what new skills she needs to develop in order to be on a track to advancement within the organization.

#### **7.10 New Technologies**

Companies that use cutting edge technology provide you with new challenges, new skills and new experiences that you take with you along your career path. Having to bumble along with insufficient resources and aging technology can be difficult and draining.

#### **7.11 Interesting Projects**

Working on interesting projects can be greatly rewarding. When you work with a motivated group of people on a project that is meaningful to you—organizing a major event, building a bridge, launching a new product, helping out in a natural disaster—it is an opportunity to build new skills and to establish yourself as a team player who can contribute under pressure.

#### **7.12 Training and Education**

Training and upgrading keep you on top of your game and can greatly increase chances for advancement. Does the company offer training? Does the company support continuing education by giving time off as needed? Remember that the majority of new jobs will require some postsecondary education.

#### **7.13 Interpersonal Relations**

Good relationships in the workplace are essential ingredients of a good job. The workplace is a social environment. Employees are happier and do better when there is a sense of teamwork and camaraderie. When employees get along and work well together, there is lower turnover, less friction and better performance. Several studies take a social approach to job satisfaction, examining the influence of supervision, management, and co-worker social support. An individual's level of job satisfaction might be a function of personal characteristics and the characteristics of the groups to which she or he belongs to. The social context of work is likely to have a significant impact on a worker's attitude and behavior. Relationships with both co workers and supervisors are important. Some studies have shown that the better the relationship, between fellow workers and between workers and their immediate boss, the greater the level of job satisfaction (Arne L. Kalleberg and Loscocco, 1983).

#### **7.14 Challenges**

A job that doesn't stretch you can lead to frustration and dissatisfaction. If you're bored, resentful and unhappy you are not doing yourself or your employer much good. Internal rewards involve job characteristics, or the nature of the task that an employee performs. Employees generally need and like jobs that make use of their abilities (National Commission on the State and Local Public Service, 1993).

## ***A Critical Study for Identifying and Analyzing Contributory Factors for Employees' Job Satisfaction***

### **7.15 Recognition**

A good company will take the time to acknowledge and appreciate employee efforts, especially when an employee goes above and beyond the job description. May be, this means making a suggestion that saves the company money, streamlining a procedure or helping the company exceed production or sales quotas. It can also mean doing what you were hired to do-taking pride in your work, being friendly and doing your job consistently well. In a study that was carried out in 23 Romanian organizations, recognition and appreciation were found to be motivating factors responsible for increased effectiveness of employees at work and their high levels of job satisfaction (Farhad Analoui, 1999).

### **7.16 Equal Opportunities Working Environment**

Other factors that affect one's levels of job satisfaction appear to be related to ethical issues and individual differences. Workers prefer an equal opportunities environment where they will be respected in terms of their race, religion, gender, educational background, physical disability, etc. An environment as such encourages workers to feel equal among them and contributes to job satisfaction (Fincham & Rhodes, 1994)

### **7.17 Leadership and Planning**

Since various factors of leadership styles affect various aspects of employee job satisfaction, which in turn affect job performance, managers, supervisors, leaders and organizational heads should not stick to only one form of leadership style. A combination of the various leadership styles will bring more satisfaction and enhance employee performance. They should therefore find the appropriate combinations of the leadership styles that would achieve the organizational goals together with the individual targets or objectives of the employees.

### **7.18 Corporate Culture**

Corporate culture plays a very important role in organization because it helps management to find out the suitable strategies and policies which can drive employees to contribute themselves and lead to good financial performance. What is more, corporate culture is the norm, value and belief of organization (Zimmerman and Tregoe, 1997). Uttal (1983) defined corporate culture as "a system of shared values (what is important) and beliefs (how things work) that interact with a company's people, organizational structure and control system to produce behavioral norms.

### **7.19 Communication between Employees and Senior Management**

Effective communication from senior management, especially during times of uncertainty, can provide the workforce with direction. Most of the employees reported that communication between employees and senior management was very important to employee job satisfaction.



### **7.20 Career Path**

Many theorists believe that the characteristics of the job description affect job satisfaction. Such characteristics are autonomy, variety, encourage and reward employee initiative, recognition, appreciation, and other motivators, skill improvement opportunities and clarity of function (Abraham, Medoff, 1984; Abraham, Medoff 1985; Pors, 2003). As the the job design is the crucial part of the job analysis tool so it should be organized in a easily as well as clearly understandable format.

### **7.21 Working Conditions**

This term refers to the work place where workers are performing their work. According to the researchers, the work environment should have three goals: excellence in organizational terms, meet the needs of customers and employees. Working conditions is another considerable variable that effects job satisfaction. Interpersonal relationships with peers, colleagues and subordinates are also encompassed by working conditions.

### **7.22 Recruitment and Selection**

At this point, an organization must ensure that the potential new hires receive a realistic job preview. Employers should tell them everything they need to know about the job, the bad as well as the good. If this job requires travel, tell them. If this job is high stress with little advancement opportunity, tell them. Employers that treat the recruiting and hiring of employees as if the applicants must be sold on the job and exposed to only the organization's positive characteristics set themselves up to have a workforce that is dissatisfied and prone to high turnover. Remember, you are hiring for long term; the job must be a good fit for both the new employee and the organization. People are most at risk of quitting within the first few months of hire, usually because the job turned out to be something they did not expect. This is expensive for your organization and stressful for HR if organizations are continually repeating the hiring process for the same positions; and, of course, it is also stressful for the new hire.

### **7.23 Performance Management**

One important caveat to consider is that while performance management for purposes of decision-making and employee development are certainly related, these two objectives are rarely supported equally well by a single system. When a performance management system is used for decision-making, the appraisal information is used as a basis for pay increases, promotions, transfers, assignments, reductions in force or other administrative HR actions. When a performance management system is used for development, the appraisal information is used to guide the training, job experiences, mentoring and other developmental activities that employees will engage in to develop their capabilities. In addition, research has shown that the purpose of the rating (decision-making versus development) affects the ratings that are observed.<sup>1</sup> Ratings used for decision-making tend to be lenient, with most employees receiving ratings on the high end of the scale. Ratings for developmental purposes tend to be more variable, reflecting both employee strengths and development needs.

## ***A Critical Study for Identifying and Analyzing Contributory Factors for Employees' Job Satisfaction***

### **7.24 Disciplinary Action**

In employment law, disciplinary action is a process for dealing with job-related behavior that does not meet expected and communicated performance standards. The primary purpose for discipline is to assist the employee to understand that a performance problem or opportunity for improvement exists. The process features efforts to provide feedback to the employee so he or she can correct the problem. The goal of discipline is to improve employee performance. All employees are expected to meet performance standards and behave appropriately in the workplace. Disciplinary or corrective action is a process of communicating with the employee to improve unacceptable behavior or performance. Authority may take disciplinary action when other methods such as coaching and performance appraisal have not been successful. In cases of serious misconduct, you may choose to proceed straight to disciplinary action. Some methods of disciplinary action may have an employer: Verbally reprimand the employee for poor performance; Provide a written verbal warning in the employee's file, in an effort to improve employee performance; Provide an escalating number of days in which the employee is suspended from work; End the employment of an individual who refuses to improve.

### **8. Recommendations**

Employee job satisfaction can improve service quality and increase employee satisfaction. In this circumstance, policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. This study tested factors affecting employee job satisfaction. The results suggest that the factors had satisfactorily explained job satisfaction and that the policy makers and managers should focus on the factors that affect employee job satisfaction, if they want to enhance their businesses. Based on the results for the standardized values, we are able to see that work conditions, fairness, promotion, and pay, are key factors affecting employees' job satisfaction. Money is a good motivator, actually all employees' work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee. We can increase the employee salary and compensation to motivate the employee, the good payment method can be one of the key factors affecting job satisfaction, also in this way one can increase the service quality and organizational performance. We may opine that employers should the following:

- 1) Create favourable work conditions for the employee. Guide the employee to communicate effectively, build a good interpersonal environment within the company in order to create good working conditions.
- 2) To improve the pay treatment for the employees. Every organization should improve the overall salary packages of employees, on the one hand; on the other hand, two shifts or three shifts are a way to reduce the workload of employees.
- 3) To improve fairness, create a scientific performance appraisal system in the organization. Utilize the other developed countries' scientific performance systems, and use these systems to evaluate employee work performance and evaluate employee service quality.



- 4) Ensure right sizing strategy within the organization which has a shortage of employees and train-up them appropriately for future positions.
- 5) Management should have a positive effect on, and seek to support the happiness of the firm's employees.

### 9. Conclusion

Satisfied employees have positive attitudes regarding their jobs. Satisfied employees attend to work on time, are more concerned about the given targets, work speedily, work free of errors and omissions, have loyalty and commitment to the job, experience less dependability, suggest new ideas, tend to improve knowledge, are willing to accept more responsibility, show obedience to rules and regulations, and develop less absenteeism and devote themselves to excel in the present job. The positive attitudes will increase the quality and quantity of employees' performance. Hence such a situation is good for an organization. But, some organizations do not concern about satisfaction of employees. Therefore, if organizations can be more concerned about the job satisfaction of employees, better performances can be expected, because the relationship between satisfaction and performance is positive and significant. This aspect should be given more consideration by the managers in order to improve performance. For this, macro and micro level managers can be educated the importance of the concept of job satisfaction. This study considered only the influence job satisfaction on performance. But there are other factors which influence performance, such as leadership, organizational culture, climat and other external variables. A detailed study considering all these factors would provide an insight to determine the most crucial factor that influence performance of an employee.

### 10. References

- [1] Abolalaei, B., (2005), "Worthwhile organization possession, making talent base organization", Asre Modiriat, (1), p .68.
- [2] Appelbaum. S. H., and Hare, A. (1996). "Self-Efficacy as a mediator of goal setting and performance". *Journal of Managerial Psychology*, 11(3), pp. 33-47.
- [3] Armstrong, M. (2006). *A Handbook of Human resource Management Practice*, Tenth Edition, Kogan Page Publishing, London, , p. 264
- [4] Arnold, H. and D. Feldman. 1982. A multivariate analysis of the determinants of turnover. *Journal of Applied Psychology*. 67: 350-360.
- [5] Ashford, S., Lee. C. & Bobko, P. 1989. 'Content, causes and consequences of job insecurity : a theory-based measure and substantive test', *Academy of Management Journal*, 32 (4):803-829
- [6] Baghbanyan, Aghamohamadi, Shaei, Rahmani, Sheedpur, (2003), "Management in Health Care." 1st Edition, Gap: Theran.
- [7] Castle NG, (2006), "An instrument to measure job satisfaction of nursing home administrators", *BMC Medical Research Methodology*; 6, p. 47

***A Critical Study for Identifying and Analyzing Contributory Factors for Employees' Job Satisfaction***

- [8] Cherrington, D., (2006), "Job satisfaction as an economic variable", *Economics letters*, USA,30(6), pp.206-210
- [9] Davis, K. and Newstrom, J.W. (1985). *Human Behavior at work: Organizational Behavior*, 7 edition, McGraw Hill, New York, p.109
- [10] Gary Blau, (1999), "Testing the Longitudinal Impact of Work Variables and Performance Appraisal Satisfaction On Subsequent Overall Job Satisfaction," *Human Relations*, August 1999, pp. 1099-1113.
- [11] George, J.M. and Jones, G.R. (2008). *Understanding and Managing Organizational behavior*, Fifth Edition, Pearson/Prentice Hall, New Jersey, p. 78
- [12] Herzberg, H. F. (1976). *Motivation-Hygiene Profiles*, p. 20
- [13] Hill, A. (2007). "How to organise operations: Focusing or splitting?" *International Journal of Production Economics* (In Press)
- [14] Kuhnert, K., Sims, R., & Lahey, M. (1989). The relationship between job security and employee health. *Group and Organization Studies*, 14, 399– 410.
- [15] Lawler, E.E. III and Porter, L.W. (1967). The Effect of Performance on Job Satisfaction, *Industrial Relations*, pp. 20-28
- [16] Locke, E. A. (1976), The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Chicago: Rand-McNally.
- [17] Luthans, F. (1998), *Organizational Behavior*, 8 Edition, McGraw-Hill/Irwin, Boston, p. 147 Nash, M.(1985). *Managing Organizational Performance*. Jossey-Bass, San Francisco, CA.
- [18] Maslow, A (1954). *Motivation and personality*. New York: Harper and Row.
- [19] Mogharrab, Madar Shahian, Ali Abadi, Rezaei, Mohamadi , (2006), "Investigating job satisfaction among nurses in teaching hospitals of Birjand in 2004", *Journal of Birjand University of Medical Sciences*, 12,pp. 92-99 .
- [20] Mohammadi, A, (2005), "Job satisfaction of nurses in the hospitals of Birjand" *Journal of Birjand University of Medical Sciences*, 12 (3, 4), pp. 92-99.
- [21] Nixon, B., (1992), "Developing a new culture for organizations in the 90's. *Management Education and Development*", 23(1), pp. 33-45.
- [22] Oshagbemi, T., (2000), Gender differences in their job satisfaction of university teachers. *Women in Management Review*, Volume 15, Number 7, pp.331–343



- [23] Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974), Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59: 603–609.
- [24] Robbins, S.P (2001), *Organization behavior*, 9th edition. USA: Prentice Hall International, Inc.
- [25] Rosow JM, Zager R (1985). The case for employment security. *Across the Board*, 22: 34-41.
- [26] Spector Paul E. (1997), *Job satisfaction: application, assessment, cause and consequences*. Sage Publications, Inc. California.
- [27] Vecchio, R. D (1995), *Organizational Behavior*. 3rd edition. Harcourt Brace College Publisher, Orlando, FL.
- [28] Weiss, (2002), “Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences”, *Human Resource Manag Rev*, 12 (2), pp. 173-194.
- [29] Willem, Buelens, Jonghe, (2007), “Impact of organizational structure on nurses' job satisfaction: a Questionnaire survey”, *International Journal of Nursing Studies*, 44,pp. 1011-1020.
- [30] Youngjoon, Jongwook, Price, (2004), “The determinants of job satisfaction among hospital nurses: a model estimation in Korea”, *International Journal of Nursing Studies*, 41, pp. 437-146.