Analysis Of Job Satisfaction Levels Of Selected Employees Of A State School Education Board

Dr. Sanjeev Chaddha

Professor & Head, Management Development Centre, Mahatma Gandhi State Institute of Public Administration, Institutional Area, Chandigarh, India

Navjayot

Research Associate, Mahatma Gandhi State Institute of Public Administration, Institutional Area, Chandigarh, India

Abstract: Job satisfaction should be considered a journey rather than a destination. There are many facets of job satisfaction depending on the perception of each individual. A number of researchers have tried to understand the relationship between job satisfaction and performance level of the employee and come up with totally contrarian views about their relationship. One study believes that job satisfaction leads to improved performance whereas the other propounded that good performance leads to satisfaction. These view points are like the chicken and egg theories. The main objective of this study was to analyze the overall job satisfaction levels of employees of a State School Education Board. A sample size of 125 employees was chosen on a random sampling basis and requested to give their feedback. The results indicate that generally the employees were satisfied with the working environment of the organization. The employees appreciated the hygiene factors like pay, perks, promotion, avenues, security aspects etc. prevalent in the organization. However, they felt that there were not sufficient motivators in the organization. The application of Fredrick Herzberg's Two Factor Model also conforms to the above results.

Keywords: Job involvement, Organizational Commitment, Motivators, Hygiene Factors, Work Environment, Job Satisfaction, Contentment, Performance, Incentives.

I. INTRODUCTION

Job satisfaction or employee satisfaction generally depicts the contentment level of an employee with his job assignment in an organization. Job satisfaction studies attempt to measure both the perception and cognition of the employees about the job. Locke (1976) defined "*job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of ones job or job experiences*". Affective job satisfaction measures the degree of happiness perceived by the employees in their jobs whereas the cognitive job satisfaction measures the various objective facets of a job. Job satisfaction can also be construed to involve factors like quality of work life, open communication, involvement, participation, degree of stress levels, working environment etc.

Hihian and Judge (2003) *interpreted job satisfaction as multi dimensional psychological responses to an individuals job and these personal responses have cognitive (evaluative), affective (emotional) and behavioural components.*

Various models have been propounded by eminent researchers to study the job satisfaction levels of employees at workplace. These include

✓ Range of Affect Theory by Edwin A. Locke's
✓ Dispositional Approach
✓ Equity Theory
✓ Discrepancy Theory
✓ Two factor Theory of Fredrick Herzberg
✓ Job Characteristic Theory

II. REVIEW OF LITERATURE

Singh Gurmeet and Slack J. Neale (2016), analyzed job satisfaction level of employees in the Maritime Safety

Authority of Fiji (MSAF) and concluded that job satisfaction level of the employees in the organisation was relatively low.

Belias Dimitrios and Koustelios Athanasios (2014), the paper studied the relationship between organizational culture and job satisfaction levels of employees and concluded their job satisfaction levels in an organization is directly proportional to the employee's perception about the organization environment, vision, mission and relationships amongst the employees.

Hanzaee Heidarzadeh Kambiz and Mirvaisi Majid (2013), carried out a study to understand the impact of employees emotional intelligence, job satisfaction and organizational citizenship behavior on their performance by studying the responses of 225 hotel employees in Iran. The results of this survey confirmed that emotional intelligence has positive impact on job satisfaction, employee performance and organizational citizenship behavior.

Mehrabian F, Niroumand E, Keshavars Mohamadian S, Naghaipour D (2013), this study aimed to analyze the factors influencing job satisfaction amongst the faculty members of Guilan University of Medical Sciences. The study concluded that factors like job stability, friendly working environment, employees welfare policies and incentives go a long way in influencing the job satisfaction levels of the employees.

García Carrillo- César, Ruíz Solano- Carmen del María,Roche Martínez Emilia María, García Gómez Isabel Carmen (2013), attempted to analyze the influence of gender and age on the quality of the professional lives of health care professionals at a University hospital. The study concluded that, generally women expressed more satisfaction than men, and elderly professionals showed higher satisfaction levels compared to younger professionals.

Nahar Lailun, Hossain Afroza, Rahman Abdur and Bairagi Arunavo (2013), the purpose of their study was to investigate the relationship of job satisfaction, job stress and mental health on government and non-government employees. Results revealed that there was a significant positive correlation between job stress and types of job with more stress witnessed amongst Non Government employees as compared to the Government employees this was due to intensity of job insecurity and higher work load.

Puvada Devi Devaki and Gudivada Rao Venkat (2012), the study conducted on 928 employees of both public and private sector in the state of Andhra Pradesh analyzed the relationship between Performance and Job Satisfaction. The analysis indicated that good performance leads to job satisfaction, but vice –a –versa was not always true.

Yücel İlhami (2012), this study aimed to examine the relationship amongst job satisfaction, organizational commitment, and turnover of employees in a Turkish manufacturing company. The study concluded that high levels of job satisfaction results in higher commitment and lower turnover intention therefore job satisfaction is directly proportional to the commitment of the employees and inversely proportional to the employee's turnover intention.

Oyewobi Oyekunle Luqman, Suleiman Bolaji and Jamil Muhammad Abubakar (2012), this paper examined the major variables affecting job satisfaction amongst Quantity surveyors working in Nigerian public sectors at federal level. The research revealed that employees were more contented when they got requisite recognition and career advancement opportunities.

Majumder Hossain Tofael Md., (2012), the study analysed Human Resource Management practices in private banks of Bangladesh and its impact on employee's satisfaction. The research concluded that all HR policies and practices followed by the private banks were not able to satisfy all the employees and generally the staff was dissatisfied with both the hygiene factors as well as the motivators.

Lee Chongho, An Myungsook and Noh Yonghwi (2012), attempted to study the impact of social dimension on the employee's job satisfaction level of 450 flight attendants of a global airline. The results revealed that the job satisfaction consisted of four main factors including job itself, job environment, organizational characteristics, and social dimension.

Galanou1Ekaterini, Georgakopoulos Georgios, Sotiropoulos Ioannis and Dimitris Vasilopoulos (2011), the objective of this study was to examine the correlation between the rewards and job satisfaction. Qualitative evidence indicated increased satisfaction level of the employees in accordance with different kinds of rewards.

Annakis John, Lobo Antonio and Pillay Soma (2011), the paper attempted to study predictors of worker's job satisfaction in Australian call centres. The study concluded that monitoring, flexibility in working and work environment are significantly correlated to employees job satisfaction.

Astrauskaitė Milda, Vaitkevičius Raimundas and Perminas Aidas (2011), the authors attempted to examine the relevance of Job Satisfaction Survey (JSS) as an instrument for estimation of job satisfaction amongst teachers. The results of the standard Confirmatory Factor Analysis of the teachers' sample did not support the existence of nine facets, suggesting that some of the JSS's scales do not reflect teachers' job satisfaction.

Sanda Aminu Mohammed and Benin Adjei Pearl (2011), the study attempted to highlight the impact of merger on the employees productivity and satisfaction level. It was concluded that employee satisfaction post merger could be increased by improving communication and using participatory leadership style in the organisation.

Anafarta Nilgün (2010), the aim of this study was to investigate the relationship between work-family conflict, family-work conflict and job satisfaction amongst health workers in Turkey. The study concluded that health employees experience work-family conflict more than they experience family-work conflict and there is an inverse relationship between work-family conflict and family-work conflict. Work-family conflict impacts job satisfaction whereas the same is not true for family work conflict.

Azeem Mohammad Syed(2010), this paper evaluated the relationship between demographic factors and job satisfaction facets by studying 128 employees from the service industry. The results revealed that moderate significant positive relationship was found among job satisfaction facets, demographic factors and organizational commitment. Supervision, pay, overall job satisfaction, age, and job tenure were the significant predictors of organizational commitment.

Noori Najmeh, Fatemi Ali Mohammad, and Najjari Hossein (2014), the study aimed at identifying the relationship between teacher' s motivation and job satisfaction by studying responses from 250 teachers in Mashhad language institution.

III. OBJECTIVES OF THE STUDY

The paper aims to study:-
✓ The impact of hygiene factors like salary, working conditions, work environment, incentives on the job satisfaction levels of employees of a State School Education Board.
✓ The motivators prevalent in their jobs like achievement, recognition, challenging work, employer-employee relations etc. and its impact on their working.
✓ The overall job satisfaction level of the employees.
✓ To measure the job satisfaction level of the selected employees using Fredrick Herzberg's Two Factor Model.

IV. METHODOLOGY

A questionnaire was administered to a randomly selected group of 125 employees of a State School Education Board. The responses so received were tabulated and analyzed.

ANALYSIS

The analysis of the responses received is detailed in the following tables and graphs.

A. MEANINGFUL WORK

The respondents were asked about their opinions on how meaningful their work was. The responses so received are detailed in Table 1 and figure 1.

S. No	Responses	No of Response	Percentage
1.	Extremely Meaningful	85	68.0
2.	Very Meaningful	31	24.8
3.	Moderate Meaningful	7	5.6
4.	Slightly Meaningful	-	-
5.	Not at all Meaningful	2	1.6
	Total	125	100.0

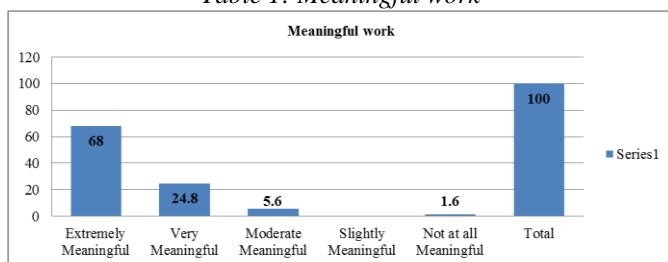*Table 1: Meaningful work*

Figure 1

The officials of the State School Education Board were requested to give their viewpoints about the meaningfulness of their work. 68 % (85) subjects responded that their jobs were Extremely Meaningful followed by 24.8 % (31) who quoted it as Very Meaningful. Only 1.6 % (2) respondents voted their job as Not at all meaningful. Thus, overall 93% of the population voted their jobs as Highly Meaningful.

B. CHALLENGE IN THE JOB

The respondents were asked to give their viewpoint about how challenging were their jobs and the responses so received have been summed up in Table 2 and fig.2.

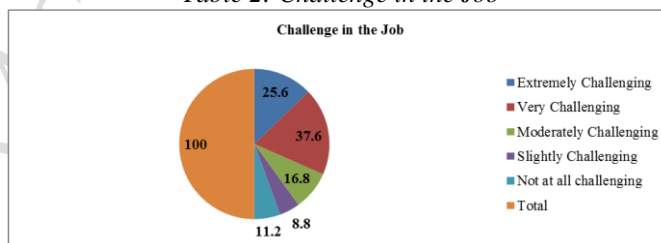| S. No	Responses	No of Response	Percentage
1.	Extremely Challenging	32	25.6
2.	Very Challenging	47	37.6
3.	Moderately Challenging	21	16.8
4.	Slightly Challenging	11	8.8
5.	Not at all challenging	14	11.2
	Total	125	100.0

Table 2: Challenge in the Job

Figure 2

25.6 % (32) of the employees viewed their jobs as Extremely Challenging followed by 37.6 % (47) who viewed it as Very Challenging. 25.6 % of the employees viewed their jobs as having little challenge. Only 11.2 % (14) felt that their jobs was routine in nature with no challenge at all.

C. AUTHORITY AND RESPONSIBILITY

The respondents gave their feedback about compatibility between authority and responsibility vested in their job which is shown as per table 3 and fig 3.

S. No	Responses	No of Response	Percentage
1.	Completely Match	68	54.4
2.	Somewhat Match	39	31.2
3.	Somewhat Mismatch	12	9.6
4.	Completely Mismatch	4	3.2
5.	Does not make any difference	2	1.6
	Total	125	100.0

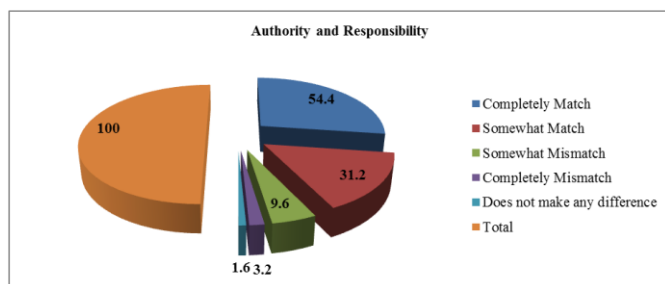*Table 3: Authority and Responsibility in the Organisation*

Figure 3

Around 85 % (107) of the employees feel that the authority and responsibility in their jobs have a good match. Only 3.2 % (4) employees felt that there was a complete mismatch between the responsibilities assigned and the powers granted to complete the job assignment.

D. WORK ENVIRONMENT

The responses received from the employees regarding work environment in the organization are summed up as Table 4 and fig 4.

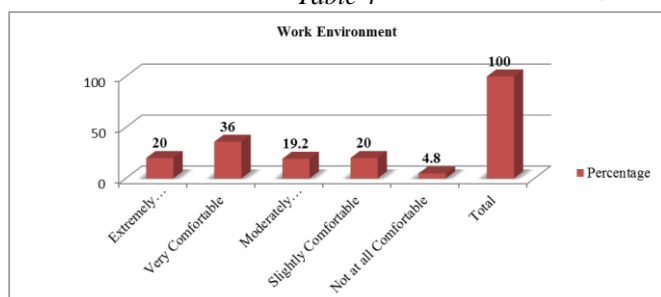| S. No	Responses	No of Response	Percentage
1.	Extremely Comfortable	25	20.0
2.	Very Comfortable	45	36.0
3.	Moderately Comfortable	24	19.2
4.	Slightly Comfortable	25	20.0
5.	Not at all Comfortable	6	4.8
	Total	125	100.0

Table 4

Figure 4

56 % (70) of the employees feel that the work environment in the office is highly comfortable with all facilities provided to carry out the job assignment. Around 39 % (49) of the employees felt that the office work environment was somewhat comfortable and only 4.8 % (6) of them felt that it was quite Uncomfortable. Thus, around 95 % of the respondent felt comfortable in the work environment provided by the organisation.

E. STRESS AT WORK PLACE

In today's time the employees generally feel a lot of stress at workplace because of increasing targets, call for productivity, poor relationships etc. which take a toll on the employees. The respondents were requested to give their view points on the issue.

S. No	Responses	No of Response	Percentage
1.	Extremely Often	11	8.8
2.	Very Often	26	20.8
3.	Moderately Often	31	24.8
4.	Slightly Often	31	24.8
5.	Not at all Often	26	20.8
	Total	125	100.0

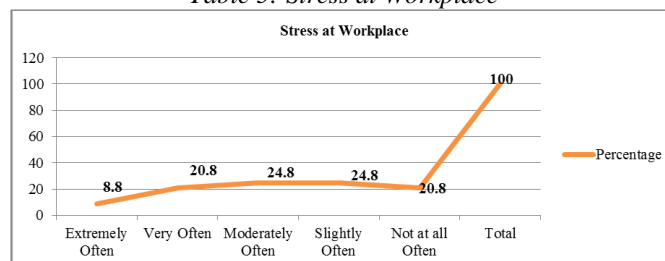*Table 5: Stress at Workplace*

Figure 5

Only around 30% (37) of the employees have reported more stress at workplace and around 50 % (62) have reported only little work related stress. 20 % employees have not reported any stress all. This implies that the officials are generally not stressed at their work place.

F. SALARY STRUCTURE

Salary is the most important hygiene factor which ensures the retention of the employees in their jobs. The feedback about salary structure in the organization is summed up as Table 6 and fig 6.

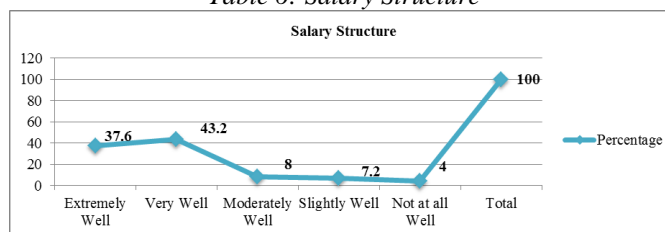| S. No	Responses	No of Response	Percentage
1.	Extremely Well	47	37.6
2.	Very Well	54	43.2
3.	Moderately Well	10	8.0
4.	Slightly Well	9	7.2
5.	Not at all Well	5	4.0
	Total	125	100.0

Table 6: Salary Structure

Figure 6

Majority of the employees under study 80 % (101) agree that they are paid well by their organization. 16 % (19) employees feel that the salary is not so good whereas only 4 % (5) feel that they are badly paid.

G. PROMOTION OPPORTUNITIES

The employees in an organization are motivated by enough promotional opportunities which have the potential to

increase their salaries, perks and status in the organization. The responses received on this count are summed up as under:

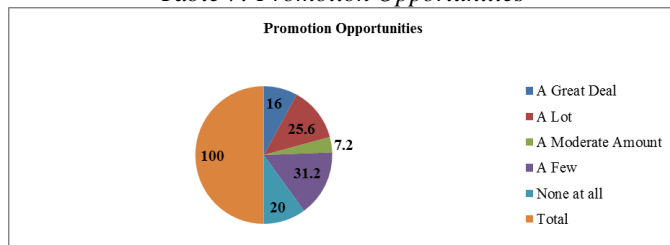| S. No	Responses	No of Response	Percentage
1.	A Great Deal	20	16.0
2.	A Lot	32	25.6
3.	A Moderate Amount	9	7.2
4.	A Few	39	31.2
5.	None at all	25	20.0
	Total	125	100.0

Table 7: Promotion Opportunities

Figure 7

41 % (52) of the employees under study were quite happy with the promotion policy of the organization. 38 % (48) of the employees were moderately satisfied with the career advancement opportunities provided to them. However, 20 % (25) employees were not at all satisfied with the promotion aspects in the organization.

H. EMPLOYEE BENEFITS

In addition to the salary the employees are entitled to certain other benefits, perks or incentives like LTC, Medical, and Training etc. to motivate them at workplace. The responses received from the employees on this count are as under:-

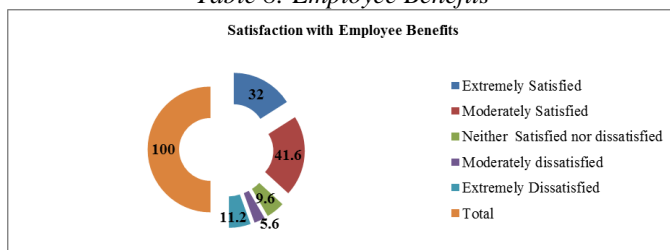| S. No	Responses	No of Response	Percentage
1.	Extremely Satisfied	40	32.0
2.	Moderately Satisfied	52	41.6
3.	Neither Satisfied nor dissatisfied	12	9.6
4.	Moderately dissatisfied	7	5.6
5.	Extremely Dissatisfied	14	11.2
	Total	125	100.0

Table 8: Employee Benefits

Figure 8

73 % (92) subjects were extremely satisfied with the employee benefits. 9.6 % respondents were neither satisfied

nor dissatisfied. Around 17 % of the respondents were generally not satisfied with the employee benefits.

I. SUBORDINATE'S COMPETENCY LEVEL

The feedback received from the respondents on the competence levels of the subordinates in the organization is discussed as under:

S. No	Responses	No of Response	Percentage
1.	Highly competent	24	19.2
2.	Very Competent	45	36.0
3.	Good Average	44	35.2
4.	Incompetent	12	9.6
	Total	125	100

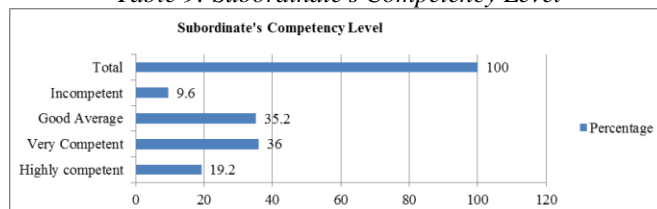*Table 9: Subordinate's Competency Level*

Figure 9

More than 90% of the superiors believed that their subordinates were quite competent to handle the official work. However, around 10 % of the Superiors felt that the subordinates were incompetent.

J. DELEGATION AND DECENTRALIZATION OF WORK TO SUBORDINATES

Entrusting of work to subordinates either independently or under supervision is based on many factors like competence level of subordinates, trust between the superior and the subordinates, personality of the superior, organization ethos etc. The feedback received on this score is discussed as under:

S. No	Responses	No of Response	Percentage
1.	A Great Deal	29	23.2
2.	A Lot	49	39.2
3.	A Moderate Amount	15	12.0
4.	A Few	27	21.6
5.	None at all	5	4.0
	Total	125	100.0

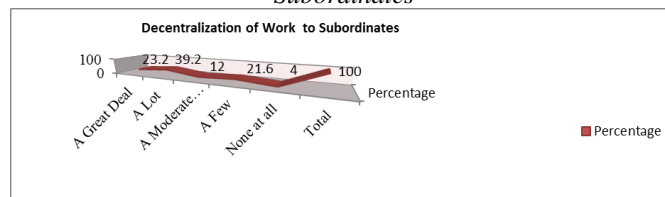*Table 10: Delegation and Decentralization of Work to Subordinates*

Figure10

Around 62% of the respondents felt that their subordinates can be trusted of doing official work independently. However, the rest 38% believed that the

subordinates can do routine work but cannot be delegated independent work.

K. DEGREE OF SUPERVISION APPLIED TO SUBORDINATES

The feedback received from the respondents on this count is shown as under:

S. No	Responses	No of Response	Percentage
1.	Much too much	57	45.6
2.	Somewhat too much	33	26.4
3.	About the right amount	22	17.6
4.	Somewhat too little	10	8.0
5.	Much too little	3	2.4
	Total	125	100.0

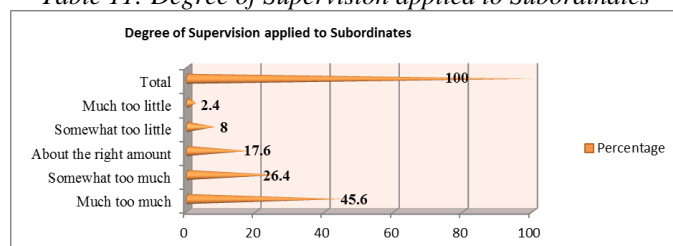*Table 11: Degree of Supervision applied to Subordinates*

Figure 11

Around 72 % respondents felt that they need to supervise to a greater degree to get the work done though their subordinates. 17.6 % felt that they need to supervise a fair bit whereas the rest 10 % felt they need to supervise only a little to get things accomplished.

L. HANDLING OF PROBLEMS BY SUBORDINATES

The feedback received from the respondents on this count is discussed as under:

S. No	Responses	No of Response	Percentage
1.	Extremely Well	22	17.6
2.	Very Well	61	48.8
3.	Moderately Well	27	21.6
4.	Slightly Well	7	5.6
5.	Not at all well	8	6.4
	Total	125	100.0

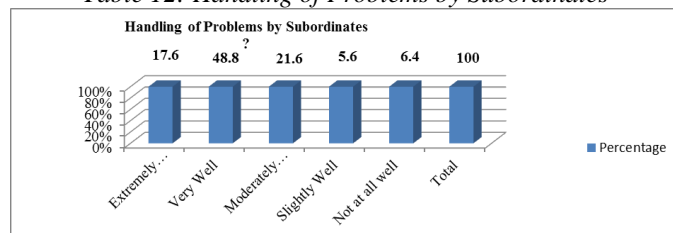*Table 12: Handling of Problems by Subordinates*

Figure 12

More than 65% respondents felt their subordinates were able to handle office problems in an effective manner. Around 12 % felt that the subordinates were not in a position to handle the office problems.

M. EXPECTATIONS OF THE SUPERVISOR

The feedback from the respondents on this count is discussed here under:

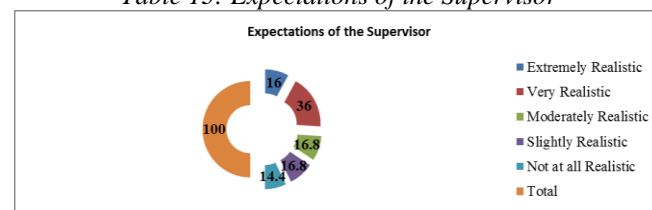| S. No	Responses	No of Response	Percentage
1.	Extremely Realistic	20	16.0
2.	Very Realistic	45	36.0
3.	Moderately Realistic	21	16.8
4.	Slightly Realistic	21	16.8
5.	Not at all Realistic	18	14.4
	Total	125	100.0

Table 13: Expectations of the Supervisor

Figure 13

Around 69 % of the respondents felt that the expectations of their supervisors on them for official work was quite realistic meaning thereby that they were not given stupendous targets to fulfill. However, the rest 31 % felt that the expectations were not realistic.

N. PROFESSIONAL GROWTH IN THE ORGANISATION

The feedback from the respondents on this count is discussed here under:

S. No	Responses	No of Response	Percentage
1.	Extremely Often	34	27.2
2.	Very Often	44	35.2
3.	Moderately Often	20	16.0
4.	Slightly Often	14	11.2
5.	Not at all Often	13	10.4
	Total	125	100.0

Table 14: Professional Growth in the Organisation

Figure 14

Around 78 % of the population feels that they have grown professionally due to the tasks assigned by their superiors. However the rest 22 % feel otherwise.

O. DEGREE OF SUPERVISION APPLIED BY SUPERIORS

The feedback from the respondents on this count is discussed here under:

S. No	Responses	No of Response	Percentage
1.	Much too much	30	24.0
2.	Somewhat too much	32	25.6
3.	about the right amount	37	29.6
4.	Somewhat too little	22	17.6
5.	Much too little	4	3.2
	Total	125	100.0

Table 15: Degree of Supervision applied by Superiors
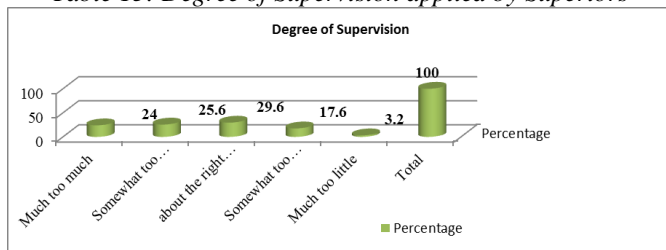

Figure 15

50 % of the respondents felt that they are supervised to a greater level whereas around 21 % feel that the supervision level is too little or non existence. Around 30 % feel that the supervision level is just fine, neither too much nor too little.

P. SUPERVISORY / LEADERSHIP STYLES

The feedback from the respondents on this count is discussed here under:

S. No	Responses	No of Response	Percentage
1.	Like a great deal	53	42.4
2.	Like a moderate amount	41	32.8
3.	Neither like nor dislike	20	16.0
4.	Dislike a moderate amount	4	3.2
5.	Dislike a great deal	7	5.6
	Total	125	100.0

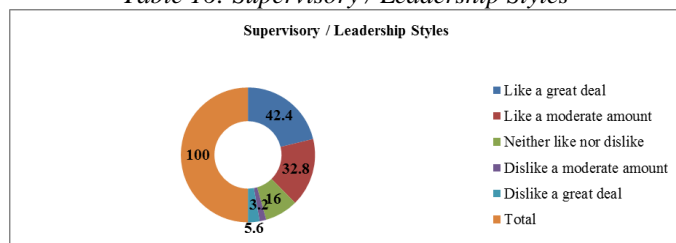*Table 16: Supervisory / Leadership Styles*

Figure 16

Around 75 % of the respondents feel that they admire the working style of their bosses whereas 9% did not approve the leadership styles. Rest 16 % neither approved nor disapproved their bosses style of working.

Q. PRIDE IN THE ORGANISATION

The feedback from the respondents on this count is discussed here under:

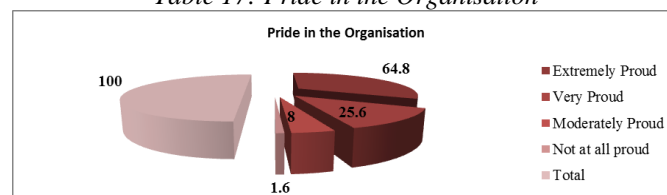| S. No	Responses	No of Response	Percentage
1.	Extremely Proud	81	64.8
2.	Very Proud	32	25.6
3.	Moderately Proud	10	8.0
4.	Not at all proud	2	1.6
	Total	125	100.0

Table 17: Pride in the Organisation

Figure 17

This organization has been able to satisfy its employees to a much greater degree, is clear from the fact that more than 90 % respondents were proud of their organization. Only around 2 % were not proud of the organization.

R. JOB RETENTION AND ALTERNATE EMPLOYMENT

The feedback from the respondents on this count is discussed here under:

S. No	Responses	No of Response	Percentage
1.	Extremely Likely	11	8.8
2.	Very Likely	11	8.8
3.	Moderately Likely	3	2.4
4.	Slightly Likely	10	8.0
5.	Not at all Likely	90	72.0
	Total	125	100.0

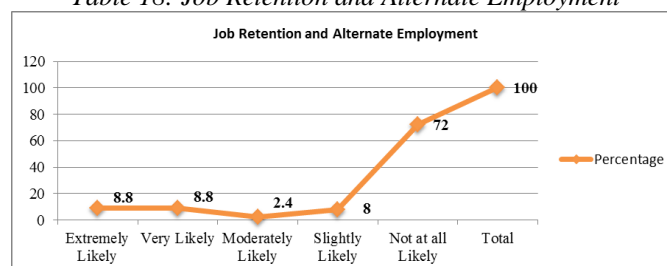*Table 18: Job Retention and Alternate Employment*

Figure 18

Only 20 % of the employees indicated that they are willing to switch over to other jobs and organization. Rest 80 % strongly wanted to continue with the organization.

S. OVERALL JOB SATISFACTION LEVEL

The feedback from the respondents on this count is discussed here under:

S. No	Responses	No of Response	Percentage
1.	Extremely Satisfied	85	68.0
2.	Moderately Satisfied	27	21.6
3.	Neither Satisfied nor dissatisfied	8	6.4

4.	Moderately Dissatisfied	1	.8
5.	Extremely Dissatisfied	4	3.2
	Total	125	100.0

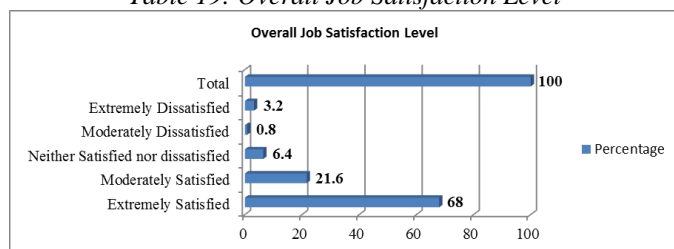*Table 19: Overall Job Satisfaction Level*

Figure 19

Around 90 % of the respondents were satisfied with the organization. Only 4 % showed some kind of dissatisfaction while 6 % were neither satisfied nor dissatisfied.

V. SUGGESTIONS FOR IMPROVEMENT

In view of responses received from the employees the following suggestion are made to improve the job satisfaction levels of the employees:

✓ Motivators prevalent in the jobs like challenging work, involvement in decision making, participatory leadership be improved upon.
✓ Trainings to be provided to the employees to improve their knowledge, skills and attitudes.
✓ Job rotation may be introduced.
✓ Career Advancement Schemes be implemented for faster growth.
✓ Well laid down incentive scheme.
✓ Modern performance appraisal methods like 360° may be applied.

VI. APPLICATION OF FREDRICK HERZBERG'S TWO FACTOR MODEL

Fredrick Herzberg's Two Factor Model was applied to the responses received from the employees. It may be seen from the data the employees are overwhelmingly satisfied with hygiene factors present in their jobs like salary, working conditions, promotion avenues, job security etc. however they are moderately satisfied with the motivators present in their jobs like challenging work, meaningful work, supervisor-subordinate relations, participation involvement in decision making, leadership, extent of delegation etc.

VII. CONCLUSION

Considering that job satisfaction impacts every employee it is hardly surprising that it has received the attention it has. Lots of research has been undertaken on the subject worldwide leading to a number of theories, models and measures of job satisfaction. As a result it has provided a better undertaking of the concept and used to improve employees retention and productivity in the organisations. The present research carried out on a sample of 125 employees of State School Education Board has indicated that the employees are by and large satisfied with the hygiene factors prevalent in their jobs like salaries, incentives, job security, promotional aspects, facilities , working environment etc. but they are not fully satisfied with the motivators present. The employees indicated that meaningful work, challenge, job recognition for work, employee involvement in decision making, open communication channels, leadership etc. are moderately present in their jobs and need to be augmented. The application of Two Factor Model of Fredrick Herzberg also conforms to the above results.

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