

JOB SATISFACTION AMONG GOVERNMENT & NON-GOVERNMENT EMPLOYEES OF HYDERABAD CITY

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ABSTRACT:

Present study was conducted to evaluate the Job Satisfaction among Government & non-Government employees of Hyderabad city. The sample is composed of 100 respondents, i-e (N=50) Government & (N=50) Non-Government employees of Hyderabad; among them (N=52 male), (N=48 female), further sample is categories into (N=25 senior & N=25 junior) from Government employees, & (N=25 senior & N=25 junior) from Non-Government employees. Job Satisfaction Scale is used for data collection; Split-half reliability was used to measure the reliability of scale. Its Co-efficient $r = 0.8$. Data taken from Government & Non-Government Organizations of Hyderabad randomly & collected data were analyzed by statistically methods of mean, S.D and t-value. The overall percentage of both Government employees & non-Government employees on job satisfaction is 80%. As by statistical analysis the t-value between the scores of Government employees and non-Government employees is 0.022; which is indicates non-significant level (i-e $P < 0.10$). This research finding conform assumption and proved overall hypotheses i-e "there would be no difference in Job Satisfaction among Government & non-Government employees of Hyderabad, & " there would be no difference in senior & junior, male & female in job satisfaction in Government & Non-Government Organizations". From thorough study of literature it is found that the work, Quality of supervision, relationship with co-workers, Promotion opportunities, & Pay / salary or wages, these are all important factors for the job satisfaction among Government & non-Government employees.

Generally Job Satisfaction is defined as "The degree to which an employee feels good or satisfactory position about their job". Job Satisfaction is as an emotional response or an attitude of an employee towards its task & its relationships to social & physical environment of workplace. Job Satisfaction is very important, when an employee takes two types of decisions, one is to join any Organization or Workplace & being their member or employee, then second is to perform at any Organization or workplace for achieved goals. It is not found in any organization that each employee work or perform task at peak or high level or on accord of expectations. O'Driscoll & Randall (1999) suggested that extrinsic & intrinsic rewards are strongly associated with continuance commitment towards job & job involvement respectively. Success of an organization is truly related to its employee's health, motivation, skills, & hardworking for productivity

In any Government or Non-Government Organization employee's attendance or regularity, absenteeism & turnover are predictors of job satisfaction because if any senior or junior, male or female employee who is absent day by day or shows the less interest or less satisfaction or not fully satisfied towards job, then that employee also take decision to terminate their jobs, but the regularity of employees is indicated that the employee is satisfied & he / she is motivated to achieve their goals in an Organization. If any senior or junior employee who is highly satisfied towards job then its performance must be high in their job or workplace. It is said for any Organization's manager that if you want to see good performance of your employees or more productivity, then you should be made your employees happy and make environment also happy for them to do work. If any senior or junior employee's performances on very high level, then it cause

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satisfaction of an employee towards their job, in similar situation it can be said to their manager that if you want to satisfy of your employee, then you should help them for better performance of your employees.

Edward E hawker & Lyman Porter viewed that performance needs to get rewards & rewards leads to satisfaction; they further argued that if the rewards giving to equitable on the basis of employee's performance then these employees will satisfied equally towards their jobs.

In any Government or Non-Government organization rewards possibly influence employee's performance & situation. Researcher argued that employee who receives more or high rewards; they are more or highly satisfied towards their job. It is also found by researcher that level of rewards also affects performance of employees. If senior or junior employee's performance is at high level, they reward will be given to him as a high level & on moderate or low performance, reward will give according them. In this way low performers try to struggle & motivate to achieve high level reward & due to this their performance will increase & further they will be also satisfied towards their job. Some researchers argued that extrinsic or intrinsic rewards affects satisfaction of employee's towards job. Many researchers use job descriptive index in which job satisfaction by five facets which are:

- The work
- Quality of supervision
- Relationship with co-workers
- Promotion opportunities
- Pay

These five facets are most important & effective for shown satisfaction of senior or junior, male or female employee towards their job for example if employees worked as a responsible, honest & with interest & their supporter support them, also given technical help, its co-workers give them social harmony, there will be their promotion chances for future & they receive a good pay, then they must be satisfied otherwise if these five facets shown less or moderate, then the employees satisfaction level becomes low or moderate.

ASPECTS OF JOB SATISFACTION

I. Aspect of Growth:

This aspect is very important regarding to job satisfaction. It is related to senior or junior, male or female employee's personal growth which includes employee's skill & knowledge. If this aspect would be gained or fulfilled at highest level, then employees become highly satisfied towards job, & if it would be not gained; then person become dissatisfied towards job.

II. Aspect of money:

It is natural thing for senior or junior, male or female employees that a good salary is receive by employee then there would be more satisfaction towards their job & if employee has high degree & unfortunately occupies low level job & low salary then employees become dissatisfied towards job.

III. Aspect of responsibility & accountability:

In this aspect if senior or junior, male or female employee has given proper responsibility & accountability from employees or managers than in any organization their employee's attention & interest become more attracted towards job & employee become satisfied.

IV. Aspect of job security:

This aspect affects very much on male or female senior or junior employee's performance & satisfaction because of an employee is felt, not secure in workplace then employee's performance & confidence become low & never is satisfied with that job.

V. Aspect of recognition:

It is human nature to be loved, recognized & appreciated so any senior or junior, male or female employee can be got recognition from employer / manager then employee's satisfaction or confidence become high & perform very well & satisfied towards job.

VI. Aspect regarding enjoyment:

It is necessary to any senior or junior, male or female employee that they must enjoy to do work at workplace. Regarding their job's requirements, employees share their information & sometimes a bit of gossips with co-workers in break time or in free time for jokes, it energized employees to re-again doing works & it made their satisfaction towards job. Employees must be taken positive relationships with all co-workers & could not create conflicts & best friendship for sharing daily routine work & guidance because it turned them to satisfaction of job.

VII. Aspect of working hour & conditions:

It is very much important aspects of job satisfaction because if any Government or Non-Government organization, there are long working hours & strict conditions for working then their employees become tired & mentally disturbed & they do not satisfied towards their job.

In research, an employee, Weiss (2002) reported / viewed that job satisfaction is an attitude of employees, & that attitude towards job, whether it is positive or negative it is called job satisfaction or job dissatisfaction respectively. A pleasurable emotional response regarding employee's job is job satisfaction.

The nature of work & its benefits, nature of superior, job's terms & conditions, its pay or wages, co-workers relationships are traditional facets of job satisfaction (William, n.d). The management of communicate demands is most important aspects of employee's job (Kraye, K.J, & Westbrook, L, P.85). In any organization employee's communication under load & communication overload affect the level of job satisfaction. In communication overload, employees have difficulties to process information in a short time, (Farace, Monge & Russell, 1997). When in process of overload or under load of employees inputs exist more than outputs, then it creates a condition of overload (Kraye, K, J & Westbrook, L, p, 85), that due to overload, it caused job dissatisfaction.

SOURCES OF JOB SATISFACTION

There are four sources of job satisfaction:

1. Wages

Wages or salary affects on senior & junior, male & female employee's mind & satisfaction towards job. If salary is low & work is high then employees dissatisfied & wants to turnover.

2. Working condition

In any Government or Non-Government organization, working place or working environment is not suitable or physical environment is not good or full of noise pollution, its employee's job satisfaction will not be possible.

3. Work group

If the working group or co-workers are not a good in nature then the any senior & junior, male & female employee will not satisfied towards their job.

4. Supervision

If the supervision is not a kind, cooperate, helpful, supporter & problem solver, then employees will not satisfied towards their job there & also they show absenteeism.

Although today in any Government or Non-Government employment sector, there are so many facilities are available like modern technical machine, computer equipment & then working condition & work environment is as we can considerable good, despite it some people dissatisfied & some are satisfy. The reason is individual differences of employee's personality.

Hulin (1991) stated, "Some people are dissatisfied to their jobs due to stress related problems while some people feel jobs as positive sources for achieving their goals. It is difficult for some people to accept & or doing for challenging jobs while some are interested to challenging jobs. Some researchers found that transformation problems & family problems responsible also make employee's dissatisfaction to their job because employee's expectations for example towards salaries are high & their actual salaries were low & due to employee's problems, he might be day by day absent & his workloads become increase & finally he dissatisfied & turnover job.

Abraham Maslow (1970) gave five categories of needs, i-e, physiological needs, safety needs, belongingness & love needs, esteem needs, & self-actualization needs, its theory emphasized more on employee's & its job & workplace or environment, such as if an employee has a good job on the basis of it his physical needs would fulfilled due to good wages & its work environment is secure & its co-workers also in a good nature, he is appreciated by supervision & he respected by him & others, he tries to get more rewards in this way the needs hierarchy would be fulfilled through employee's job & his performance is affected on job satisfaction. If the employee's interest to his job & its job fulfilled its need's hierarchy then employee will be highly satisfied with his job.

Some researcher argued that job satisfaction is affected by job internal rewards as well as external rewards, (Hertzberg, Mausner, Peterson & Capwell, 1957, Hertzberg, Mausner, & Snyderman, 1959).

Similar / relevant research done on this area, as the researcher found that job satisfaction among public, federal state & local worker & compare their varying degrees of job satisfaction. A similar research by Yueh-ching, et al; conducted on job satisfaction & quality of life, any homecare workers, they found that both job satisfaction & quality of life is significance declines by working conditions / environment & personal factors home care workers. Bradley & Brian (2003) view that employee's decrease pleasure when they are satisfied towards their job. Job satisfaction is an attitude towards job.

Hickman & Oldham (1975), point out that there are five cores work & three psych on dimension regarding of Psychologist, such as skill variety, task identity, task significantly, autonomy & task feedback & meaningfulness of work, responsibilities of work outcomes information related work activities are in three psych states. These all affects the employee's salary & satisfaction /dissatisfaction towards job. According to Lincoln & Kalleberg (1990), rewards effects the employee's positive or negative attitude towards job in any organization.

According to Rexburg (1999) satisfaction towards job is higher among women as compare to men. A study carried out by K.K, Jain & et al; (2007), they found that there is no difference between manager & engineer's satisfactory attitudes towards job & both are equally satisfied towards their job. Many researchers found that job satisfaction can lead intention to stay quit in an organization, (Kim et al; 1996). Pinder (1997) argued that satisfaction & dissatisfaction is result from person's self & his around environment in which he deals in regard to their job / work.

PURPOSE OF THE STUDY

The main purpose of this research is to explore the measuring job satisfaction among Government & non-Government employees in Hyderabad.

In present study, following are the main objectives:

- To measuring overall job satisfaction among Government & non-Government employees.
- To find out the significance mean difference between Government & Non-Government employees.
- To find out the significance mean difference between Government junior & Government senior employees of Hyderabad.
- To find out the difference in job satisfaction between male Government employees & female Government employees.
- To find out the difference in job satisfaction between Government junior male employees & Government junior female employees.
- To find out the difference in job satisfaction between Government senior male employees & Government senior female employees.
- To find out the significance mean difference between Non-Government junior & Non-Government senior employees of Hyderabad
- To find out the difference in job satisfaction between male Non-Government employees & female Non-Government employees.
- To find out the difference in job satisfaction between Non-Government junior male employees & Non-Government junior female employees.
- To find out the difference in job satisfaction between Non-Government senior male employees & Non-Government senior female employees.
- To find out the difference in job satisfaction between female Government employees & Female Non-Government employees.
- To find out the difference between male Government & male Non-Government employees.

HYPOTHESES

1. There would be non-significant difference in job satisfaction among Government employees & non-Government employees of Hyderabad City.
2. Government and Non-Government employees of Hyderabad city would be considerable satisfied towards their job.

3. There would be non-significant difference in job satisfaction among junior and senior Government employees of Hyderabad City.
4. There would be non-significant difference in job satisfaction among junior and senior Non-Government employees of Hyderabad City.
5. There would be non-significant difference in job satisfaction among male and female of Government employees.
6. There would be non-significant difference in job satisfaction among male and female of Non-Government employees.
7. There would be non-significant difference in job satisfaction among junior male and junior female of Government employees of Hyderabad City.
8. There would be non-significant difference in job satisfaction among junior male and junior female of Non-Government employees of Hyderabad City.
9. There would be non-significant difference in job satisfaction among senior male and senior female of Government employees of Hyderabad City.
10. There would be non-significant difference in job satisfaction among senior male and senior female of Non-Government employees of Hyderabad City.
11. There would be non-significant difference in job satisfaction among Government male employees and Non-Government male employees of Hyderabad City.
12. There would be non-significant difference in job satisfaction among Government female employees and Non-Government female employees of Hyderabad City.

METHODOLOGY

Sample:

Present study sample is composed of 100 respondents, i-e (N= 50) Government employees and (N=50) Non-Government employees. Among the sample of 100; there are 52 male respondents and 48 female respondents. In sample of 100; it is categories into junior employees i-e (N=50) and senior employees i-e (N=50). From total sample that is 100; there is (N=50) is Government employees in which (N=25) are junior employees and (N=25) are senior employees further in senior and junior employees there are included into (N=26) are male employees and (N=24) are female employees and it is as same as categories sample for Non-Government employees. The study sample included Doctors, Nurses, School teachers, Computer Operators, Accountants, Clerks, College teachers, Electrical engineers, Librarians, Managers, Psychologists, Laboratory Assistants, Professors, Lecturers, District officers, Assistant Directors, Assistant Professors, Receptionist, and Legal Officers of Government and Non-Government Organizations.

Instrument:

“Job Satisfaction Scale” used as research instrument to fulfill the purpose of this study that is to measure the Job satisfaction in employees. Job satisfaction Survey scale is originally developed by Richard (Rick) Bellingham, Ed D. It is further modified by means of removing and adding some items or changes some items by the purpose of present study or the desired study. The scale comprised 20 items to measure the satisfaction & dissatisfaction towards the job. Split-half reliability used to measure the reliability of the scale. Co-efficient $r = 0.8$ shows high reliability of the scale.

Procedure:

Data were collected through random sampling. Job satisfaction Scale is used as research tool for data collection. Government and Non-Government organizations were randomly selected for research purpose. All Questionnaires were individually administered. During data collection first of all permission given from respected organization's head/

supervision, then also take permission and willingness to respondents to participate in this research. It is told to all respondents that it is research and don't worry and don't be hesitates to ask any question regarding Questionnaire items or statements. After willingness of respondents; Questionnaire with instructions were given them one by one. In Questionnaire there were only two response categories i-e "Yes" and "No", so all the respondents were easily completed the Questionnaires. Data were analyzed by mean, Standard deviation and t-value.

ANALYSIS OF RESULTS

Table # 1

Mean and Standard Deviation of employee's Scores on Job Satisfaction Scale

Categories of employees	Number	Mean	Standard Deviation
Government employees	50	14.2	3.94
Non-Government employees	50	14.68	4.830

Table # 2

Variance, Standard Deviation and t-value of respondents on Job satisfaction Scale

Categories of employees	Number	Variance	S.D	t-value
Government employees	50	10656.245	105.778	*0.022
Non-Government employees	50	11722.1		

Note: * Non-significant, $p < 0.10$, it means there is no difference in Job Satisfaction among Government & non-Government employees of Hyderabad.

Table # 3

Government junior & Government Senior employee's mean, S.D & t-value of scores on job satisfaction scale

Categories of employees	Number of employees	Mean	S.D	t-value
Government Junior employees	25	14.2	2.84	*0.0000156
Government Senior employees	25	14.24	2.847	

Note: * Non-significant, $p < 0.10$, it means there is no difference in Job Satisfaction among Government Junior & Government Senior employees of Hyderabad.

Table # 4

Government Male & Government Female employee's mean, S.D & t-value of scores on job satisfaction scale

Categories of employees	Number of employees	Mean	S.D	t-value
Government Male employees	26	12.92	2.5338	*0.477
Government Female employees	24	15.62	3.188	

Note: * Non-significant, $p < 0.10$, it means there is no difference in Job Satisfaction among Government Male & Government Female employees of Hyderabad.

Table # 5

Government Junior Male & Government Junior Female employee's mean, S.D & t-value of scores on job satisfaction scale

Categories of employees	Number of employees	Mean	S.D	t-value
Government Junior Male employees	13	12.84	3.56	*0.877
Government Junior Female employees	12	15.66	4.52	

Note: * Non-significant, $p < 0.10$, it means there is no difference in Job Satisfaction among Government Junior Male & Government Junior Female employees of Hyderabad.

Table # 6

Government Senior Male & Government Senior Female employee's mean, S.D & t-value of scores on job satisfaction scale

Categories of employees	Number of employees	Mean	S.D	t-value
Government Senior Male employees	13	13.0	3.605	*1.657
Government Senior Female employees	12	15.58	4.497	

Note: * Non-significant, $p < 0.10$, it means there is no difference in Job Satisfaction among Government Senior Male & Government Senior Female employees of Hyderabad.

Table # 7

Non-Government junior & Non-Government Senior employee's mean, S.D & t-value of scores on job satisfaction scale

Categories of employees	Number of employees	Mean	S.D	t-value
Non-Government Junior employees	25	14.68	2.936	*0.046
Non-Government Senior employees	25	15.08	3.016	

Note: * Non-significant, $p < 0.10$, it means there is no difference in Job Satisfaction among Non-Government Junior & Non-Government Senior employees of Hyderabad.

Table # 8

Non-Government Male & Non-Government Female employee's mean, S.D & t-value of scores on job satisfaction scale

Categories of employees	Number of employees	Mean	S.D	t-value
Non-Government Male employees	26	14.80	2.902	*0.0173
Non-Government Female employees	24	14.95	3.053	

Note: * Non-significant, $p < 0.10$, it means there is no difference in Job Satisfaction among Non-Government Male & Non-Government Female employees of Hyderabad.

Table # 9

Non-Government Junior Male & Non-Government Junior Female employee's mean, S.D & t-value of scores on job satisfaction scale

Categories of employees	Number of employees	Mean	S.D	t-value
Non-Government Junior Male employees	13	14.61	4.052	*0.0213
Non-Government Junior Female employees	12	14.75	4.257	

Note: * Non-significant, $p < 0.10$, it means there is no difference in Job Satisfaction among Non-Government Junior Male & Non-Government Junior Female employees of Hyderabad.

Table # 10

Non-Government Senior Male & Non-Government Senior Female employee's mean, S.D & t-value of scores on job satisfaction scale

Categories of employees	Number of employees	Mean	S.D	t-value
Non-Government Senior Male employees	13	15.0	4.160	*0.0258
Non-Government Senior Female employees	12	15.16	4.376	

Note: * Non-significant, $p < 0.10$, it means there is no difference in Job Satisfaction among Non-Government Senior Male & Non-Government Senior Female employees of Hyderabad.

Table # 11

Government Female & Non-Government Female employee's mean, S.D & t-value of scores on job satisfaction scale

Categories of employees	Number of employees	Mean	S.D	t-value
Government Female employees	24	15.162	3.188	*0.1006
Non-Government Female employees	24	14.95	3.053	

Note: * Non-significant, $p < 0.10$, it means there is no difference in Job Satisfaction among Government Female & Non-Government Female employees of Hyderabad.

Table # 12

Government Male & Non-Government Male employee's mean, S.D & t-value of scores on job satisfaction scale

Categories of employees	Number of employees	Mean	S.D	t-value
Government Male employees	26	12.92	2.533	*0.206
Non-Government Male employees	26	14.80	2.902	

Note: * Non-significant, $p < 0.10$, it means there is no difference in Job Satisfaction among Government Male & Non-Government Male employees of Hyderabad.

FINDINGS OF STUDY

The findings as shown in Table #1, & 2 ($t=0.022$, $N= 100$, $p < 0.10$) indicate non-significant difference between the job satisfaction among Government & non-Government employees of Hyderabad. The overall results of the study as given in Table

#01 and 2 revealed that both Government & non-Government employees are satisfied towards their job. The present study has following findings:

1. There is non-significant difference in job satisfaction among Government employees & non-Government employees of Hyderabad City, indicated in Table # 1 & 2
2. Government and Non-Government employees of Hyderabad city would be considerable satisfied towards their job.
3. There would be non-significant difference in job satisfaction among junior and senior Government employees of Hyderabad City, indicated in Table #3
4. There would be non-significant difference in job satisfaction among male and female of Government employees, indicated in Table #4
5. There would be non-significant difference in job satisfaction among junior male and junior female of Government employees of Hyderabad City, indicated in Table # 5
6. There would be non-significant difference in job satisfaction among senior male and senior female of Government employees of Hyderabad City, indicated in Table # 6
7. There would be non-significant difference in job satisfaction among junior and senior Non-Government employees of Hyderabad City, indicated in Table # 7
8. There would be non-significant difference in job satisfaction among male and female of Non-Government employees, indicated in Table # 8
9. There would be non-significant difference in job satisfaction among junior male and junior female of Non-Government employees of Hyderabad City, indicated in Table#9
10. There would be non-significant difference in job satisfaction among senior male and senior female of Non-Government employees of Hyderabad City, indicated in Table#10
11. There would be non-significant difference in job satisfaction among Government female employees and Non-Government female employees of Hyderabad City, indicated in the Table #11
12. There would be non-significant difference in job satisfaction among Government male employees and Non-Government male employees of Hyderabad City, indicated in Table # 12

DISCUSSION

The present study revealed that “job satisfaction among Government & non-Government employees of Hyderabad city”, it proved the following overall hypotheses:

1. “There would be non-significant difference in job satisfaction among Government & non-Government employees of Hyderabad”
2. “There would be considerable satisfaction among Government & Non-Government employees towards their job”.
3. “There would be non-significant difference in job satisfaction among junior and senior Government employees & junior and senior non-Government employees of Hyderabad City.
4. There would be non-significant difference in job satisfaction among male and female employees of Government and male and female of Non-Government employees of Hyderabad city.

This study is relevant to past studies / researches such as one common research findings mentioned by David, B & Tom. W, (2009) in their research that is on 36 private sector employees and 68 public sector employees, it is found that there is no significant difference in job satisfaction level between public and private sector employees; research conducted by Schneider & Vaught, (1993). A study conducted by Kayalvizhi. A, (2008), its results shows 74% respondents of Government organizations are satisfied towards their job and 26% employees not satisfied with their job. A study by Richard P. Vlosky, (2009) indicated that there is no difference of male and female employees in job satisfaction towards their job in an Organization.

A study conducted by David, B & Tom, W, (2009) indicated that employees of public & private has similar level of overall job satisfaction that is high level of satisfaction ; further they found that there is significant difference between male and female respondents of public and private organizations. A study conducted by Karimi, L, (2009) on 387 Iranian male & female employees of a variety of organizations. It indicated that Iranian male and female experiences are similar interference in their work-family and similar in life and job satisfaction. It means there is no significant gender difference in job satisfaction among Iranian employees. A study conducted in China for measuring job satisfaction among Hotel employees, it indicated that there is no significant difference in demographic variables (such as age, gender, experiences) of employees for job satisfaction. It means there is no significant difference between in junior, senior and male or female employees' job satisfaction. A study conducted by Akhtar, S. Net al; (2010) on 150 public and private school teachers (employees). They found that there is no significant difference in job satisfaction between public and private school teachers.

It is fact that any Organization Government or Non-Government; gender balanced groups posses higher level of job satisfaction than those groups who are not balanced or homogenous, (Fields & Blum, 1997). According to Walker, Churchill and Ford, (1977) employees' satisfaction has two dimensions, i-e extrinsic and intrinsic, whenever these both will fulfill then the employee will satisfy towards his/her job.

Present study shows that 80% employees from both of Government & non-Government organization are satisfied towards their job. There is non-significant difference in junior and senior employees of Government Organizations, same as for non-Government employees. There is also non-significant difference in male and female employees in Government organizations same as results for non-Government employees. Any Government or Non-Government organization would be successful when Senior or junior employee will be interested towards their good job, & they will be well-known to the responsibilities of job. When any Government or Non-Government senior or junior or male or female employees have ability to bear / tolerate hard situations; then they will do work for the welfare of humanity. Besides it they have considerable secure work environment & have a good salary. For satisfaction of job, & job performance, employee personality may be more important factor that is significantly affect on job satisfaction. There are spurious relationships between job satisfaction & performance, because both satisfaction & performance are the result of personality. Job satisfaction is affected by employees on the basis of employee's age, tenure, salary or wages, job type, job level, work environment, internal & external rewards, nature / personality of employee, supervisor, & co-workers.

Present study has some limitation i-e it is based on small sample of Government and non-Government employees, so its results is indicated non-significant differences; but it may be changed results when it would conducted on each profession's employees differently by means of demographic variables separately.

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