

**JOB SATISFACTION AND ITS CORRELATES**

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**ABSTRACT**

*The present study attempts to examine the relationship between job satisfaction and some significant variables such as job characteristics, job expectations and work motivation. The data pertaining to the study has been collected from 100 employees of Tata Consultancy Services. The obtained results reveal that the employees are highly motivated however they are moderately satisfied with their job. They prefer jobs which provide the opportunities to satisfy their need for achievement, recognition, personal growth, autonomy. Further they put emphasis on the characteristics of the job especially task significance. They do consider task variety and autonomy as motivating factors. The findings of the study reveal that the employees in TCS are highly motivated and are moderately satisfied with their jobs.*

**Keywords:** *Job Characteristics, job Expectations, Job Satisfaction and Work Motivation*

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## INTRODUCTION

Job Satisfaction in the field of organizational behavior has been researched invariably thus depicting its importance in the organizations. Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of ones job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. According to (Mitchell and Lasan, 1987), it is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. While Luthan (1998) posited three important dimensions to job satisfaction:

- Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
- Job satisfaction is often determined by how well outcome meet or exceed expectations.
- Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response.

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Two-Factor Theory (Motivator-Hygiene Theory) Frederick Herzberg's two factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This study attempts to study the interrelationships between the key variables with the job satisfaction.

## REVIEW OF LITERATURE

Hoppock (1935) reported that motivation is affected by many factors other than money, factors such as relative status of the person in the economic and social group to which he identifies with. Herzberg (1966) maintains that true satisfaction of the workers comes from intrinsic motivators i.e. recognition, achievement, advancement, responsibility etc.

Friedlander (1964) in his study reflected that characteristics such as achievement, challenging assignment, recognition and the work itself are viewed as important to both satisfaction and dissatisfaction. However, the work characteristics least important to both satisfaction and dissatisfaction were employee benefit, merit increases, working condition and job security.

Lodahl & Kejner (1965) in a study proved that job characteristics such as meaningfulness of work, adequacy of supervision affect job satisfaction. The researches so far advocate the relationship between job satisfaction and job characteristics.

Centers and Bugental (1966) interviewed a cross-section sample of workers as to the importance of intrinsic and extrinsic job characteristics in determining the job satisfaction. It was found that higher occupational levels assigned more value to intrinsic characteristics such as interesting work, self-expression as important and the lower level tended to value pay, security and co-worker-the extrinsic factors

Researchers have found numerous job characteristics are perceived different from individual to individual as, Porter and Lawler (1968) stated that intrinsic job satisfaction is directly influenced by job design factors. Similarly, Hulin & Blood (1968) were also the proponent of the same view, however they believe that relationship seems to be moderated by certain individual difference factors. Ronan (1970) conducted a research on managerial-supervisory employees who rated sixty-eight job characteristics, a considerable agreement was found on most and least important characteristics; however disagreements were largely related to nature of the work by a particular employee group.

Lawler & Hall (1970) found in a study that job satisfaction proved to be related to such job characteristics as amount of control the job allowed the job holder and the degree to which it is seen to be relevant to the holder's valued abilities. Blair (1964) constructed a questionnaire based upon 14 needs as specified by Maslow (1954) , a survey was conducted in wide range of occupations and it was found that most important job characteristics as satisfiers were interesting duties, job security and self-actualization

Lawler (1968) indicated that characteristics of the job should lead the job holder to believe that the good performance on the job will lead to the feeling of higher order need satisfaction (such as autonomy and growth). Further, Hackman and Lawler (1971) found that those workers that perform tasks that have high skill variety, autonomy, feedback, and job significance experience greater levels of job satisfaction than their counterparts who perform tasks that are low on those attributes also self-expression in job setting has been found to relate positively to job satisfaction.

Halpern (1966) matched subjects for equal satisfaction on motivator and hygiene aspects of their jobs. He found that work itself and opportunity for advancement accounted for nearly all the variance in overall job satisfaction.

One of the major postulates of Herzberg two-factor theory is that the certain variables in the work situation lead to overall job satisfaction but not to dissatisfaction. Other variables lead to overall job dissatisfaction but not to satisfaction. This has been confirmed by the studies conducted by Stark (1963) using supervisory personnel in public utility industry supported Herzberg's findings. Myer's (1964) also replicated the results of the two-factor theory.

Kalleberg (1977) & Voydanoff (1980) have shown that monetary compensation is one of the most important explanatory variables for job satisfaction. Arnold (1985) in his study found that extrinsic rewards had no effects on either on behavioral or self-reported measures of intrinsic motivation. Pandey and Prakash examined the relationship between workers' achievement motivation and satisfaction; the results indicated that employees with high achievement motivation were more satisfied than their colleagues with low achievement motivation. However the difference was not significant on the job factors (i.e. job and management).

Lifer (1994) reports the results of their study that compensation and benefits, advancement opportunities, and technological challenges affect job satisfaction. The result showed that salaries and benefits are related to job satisfaction.

Yuan Ting (1997) conducted a study in which he stated that job satisfaction is determined primarily by 3 sets of factors: job characteristics, organizational characteristics, and individual characteristics. Findings show that job characteristics such as pay satisfaction, promotional opportunity, task clarity and significance, and skills utilization, as well as organizational characteristics such as organizational commitment and relationship with supervisors and coworkers have consistently significant effects on the job satisfaction of federal government employees.

The job characteristics such as job stress, supervision, job variety, and job autonomy have been theorized to affect the job satisfaction and organizational commitment of correctional staff members. To determine the effects of these job characteristics on correctional staff members' job satisfaction and organizational commitment, data from a survey of around seventy employees at a Midwestern correctional facility were examined by Lambert (2004) using ordinary least squares regression. All four job characteristics had significant effects on correctional staff member's job satisfaction. Moreover, job satisfaction had the greatest effect on correctional staff members' organizational commitment.

Donald & Pandey (2007) conducted a research wherein it draws on a sample of state government health and human service managers to develop and test a model of work

motivation. The authors examine the effect of individual attributes, job characteristics, and organizational variables on three aspects of work motivation: job satisfaction, organizational commitment, and job involvement. They find that managers have varying degrees of influence over these different aspects of work motivation, with greatest influence over job satisfaction and least influence over job involvement. A number of variables are important for work motivation, including public service motivation, advancement opportunities, role clarity, job routineness, and group culture.

Chen (2008) examined relationships between achievement motivation and job characteristics on job satisfaction among Information Software personnel. The analytical results reveal that the dimensions of the achievement motivation of IS personnel are perseverance, competition and difficulty control. Regarding job characteristics, the job characteristics of Information Software personnel are task identity, professionalism, feedback, autonomy and significance. Moreover, the dimensions of the job satisfaction of Information Software personnel are social, job-related and self-actualization satisfaction. Job characteristics affect the job satisfaction of Information Software personnel and job characteristics and job satisfaction are positively related. Regardless of whether IS worker achievement motivation is high or low, IS workers engaged in jobs with high job characteristics have higher job satisfaction. Jobs with the features of feedback, professionalism and autonomy can most easily increase the job satisfaction of IS personnel.

## **RESEARCH METHODOLOGY**

### **OBJECTIVES OF THE STUDY**

The main objectives of the study are:

1. To study the relationship between Work Motivation and Job Expectations.
2. To study the relationship between Job Expectation and Job Satisfaction.
3. To study the relationship between Job Characteristics and Job Satisfaction.

### **SAMPLE**

The present study was conducted on 100 employees of Tata Consultancy Services from various development centers (such as Bangalore, Chennai, Lucknow, Delhi, Mumbai, Gurgaon etc.). The sample was drawn by snowball sampling method. The subjects were in the age ranging from 22- 27 years, comprising of IT professionals, engineers at various levels, CAs etc.

## DATA COLLECTION

The data was collected by e-mailing the questionnaire to the employees of TCS. First the questionnaire was mailed to my friends and they were asked to forward the questionnaire to their team mates and colleagues. All the data was collected through e-mail.

## TOOLS USED

### 1. Work Motivation Scale:

Employee Motivation Schedule (EMS) by Shrivastava (1981) was used which consisted of 4-point scale. The split-half reliability coefficients ranged between .72 and .81. The author has obtained a relatively higher index of test-retest reliability relative to that of split-half. The test-retest reliability coefficient ranged from .79 to .86 from different scales. The schedule purports to assess the magnitude (level) of work motivation generated by following needs of employees at job. These needs are; Personal growth, Achievement, Self control at work, Monetary Gains, Non financial Rewards (recognition, appreciation, status and prospects), Autonomy and self-actualization needs, Social relations & social control at work

### 2. Job Expectation Scale:

The job expectation scale was based on Herzberg two-factor theory, where in hygiene factors and motivation factors were assessed. . The responses were taken on a 5 point scale six statements for hygiene factors and six for motivation factors were used.

### 3. Job Characteristics Scale:

The job characteristic scale was based on model given by Hackman and Oldham (1980) and titled Work redesign (readings, M A: Addison Wesley Publishing). It had statements depicting six characteristics. The responses were scaled on 7 point scale. The scale assessed the various job characteristics that motivate employees and lead to job satisfaction. The motivational Potential Score was used wherein the type of job for the present study was professional.

### 4. Job Satisfaction Scale:

The job satisfaction scale was taken from Weiss, Dawis, England and Lofquist, manual for the Minnesota Satisfaction questionnaire (the research at university of Minnesota concluded there are twenty different dimensions underlying job satisfaction) here in selected Minnesota satisfaction questionnaire (MSQ) is taken. The scale assesses the three important factors that lead to satisfaction to one's job. The responses were taken on a four point scale.

## RESULTS AND DISCUSSIONS

### DESCRIPTIVE STATISTICS

The means, standard deviation, skew ness and kurtosis of employees of TCS are shown in TABLE 1. Skew ness and kurtosis describes the pattern of scores distribution.

The scores of employees on 20 variables 8 of work motivation (viz. personal growth, n achievement , self-control, monetary gains, non-financial rewards, autonomy, social relations, total work motivation), 2 of Job expectation (viz. hygiene factors, motivation factors),6 of job characteristics(viz. skill variety, task variety, task significance, autonomy, feedback from job, feedback from self) and 4 of job satisfaction (viz. recognition, compensation, supervision, total job satisfaction) have shown negative skew ness significantly. The measures of monitoring, overall work motivation and social relations are positively skewed.

Careful inspection of mean of variables of work motivation shows that employees are highly motivated as the mean of all the variables of work motivation is greater than 20 (i.e. 32.04, 29.35, 29.76, 25.13, 31.35, 30.31, 29.42 (as per the norms of the scale))

Further the inspection of the mean of variables of job satisfaction shows that the employees are moderately satisfied on all the three variables as the mean lies between 7-11 (i.e. 10.17, 9.14, and 9.85 (as per the norms of the scale)).

Table Showing results of Descriptive Statistics

Variables	Sub Variables	N=100			
		Mean	Standard deviation	Skew ness	Kurtosis
Work Motivation	Personal Growth (PG)	32.04	4.02	-.562	.448
	n Achievement (A)	29.35	4.77	-.260	-.155
	Self-Control (SC)	29.76	4.9	-.437	.374
	Monetary Gains (MG)	25.13	5.02	.065	.306
	Non Financial (NFR)	31.45	4.32	-.341	-.005
	Rewards				
	Autonomy (Au)	30.31	4.6	-.188	.094
	Social Relations (SR)	29.42	4.8	.413	-.373
Job Expectation	Overall Work (OWM)	207.44	19.4	.163	.726
	Motivation				
Job Expectation	Hygiene Factors (HF)	29.68	2.49	-.102	-.411
	Motivation Factors(MF)	26.22	2.92	-.829	.262
Job Characteristics	Skill Variety (SV)	8.50	2.6	-.634	-.431
	Task Variety (TV)	9.50	2.16	-.531	-.197
	Task Significance (TS)	10.10	2.15	-.932	.740
	Autonomy (Au)	9.85	2.2	-.252	-.187
	Feedback from ( FJ)	9.15	2.21	-.908	.308
	Job				
Job Satisfaction	Feedback from (FS)	9.97	1.86	-1.256	2.653
	Self				
	Recognition (R)	10.17	2.13	-.725	.437
	Compensation (C)	9.14	2.09	-.087	.470
Job Satisfaction	Supervision (S)	9.85	2.27	-.949	.904
	Overall Job (OJS)	29.30	5.04	-.894	.224
	Satisfaction				

## CORRELATIONAL ANALYSIS

The inter correlation among the 20 variables, 8 of work motivation (viz. personal growth, n achievement, self-control, monetary gains, non-financial rewards, autonomy, social relations and overall work motivation), 2 of Job expectation (viz. hygiene factors, motivation factors), 6 of job characteristics (viz. skill variety, task variety, task significance, autonomy, feedback from job and feedback from self) and 4 of job satisfaction (viz. recognition, compensation, supervision and overall job satisfaction) have been computed by applying Pearson's product moment method of correlation. It may be noted that the degrees of freedom being 98 correlation coefficients of .197 and .257 are significant at .05 and .01 levels respectively.

	PG	A	SC	M	NFR	Au	SR	OWM	HF	MF	SV	TV	TS	A	FJ	FS	R	C	S	OJS
PG	1	.371**	.288(**)	.236(**)	.357**	.310(**)	.552(**)	.590(**)	.225(*)	.328(**)	0.101	0.122	.309**	0.112	-0.15	0.044	0.101	-0.022	0.008	0.038
A		1	.505(**)	-0.048	.294**	.424(**)	.252(**)	.665(**)	.203(*)	.328(**)	.249(**)	.317**	0.101	.182(*)	0.131	.247(**)	.254(**)	.215(*)	0.011	.202(*)
SC			1	0.007	.343**	.336(**)	0.074	.612(**)	.209(*)	0.125	0.105	.235**	0.142	.211(*)	0.033	0.119	0.095	0.051	0.028	0.074
MG				1	0.111	.233(**)	0.04	.284(**)	0.023	-0.162	-0.151	-0.14	-0.179	.208(*)	-0.06	.238(**)	-.179(*)	-0.045	-.230(*)	-.200(*)
NFR					1	.463(**)	.372(**)	.684(**)	0.159	.359(**)	0.013	0.127	0.15	0.058	0.02	0.019	0.079	-0.005	-0.105	-0.016
AU						1	.437(**)	.760(**)	0.054	.319(**)	0.105	0.021	0.037	-0.02	-0.03	0.14	.193(*)	0.045	0.012	0.106
SR							1	.634(**)	0.136	.345(**)	-0.025	0.014	0.066	-0.01	-0.15	-0.101	0.093	.187(*)	-0.077	0.082
OWM								1	.236(**)	.377(**)	0.091	0.162	0.137	0.074	-0.05	0.051	0.147	0.104	-0.088	0.066
HF									1	.271(**)	.176(*)	.269**	.194(*)	0.13	.215(*)	0.144	.235(**)	0.148	0.001	0.162
MF										1	0.041	0.014	0.157	0.13	0.111	0.142	.198(*)	0.016	-0.013	0.085
SV											1	.543**	.421**	.392**	.460**	.437(**)	.299(**)	0.103	0.13	.230(*)
TV												1	.390**	.404**	.474**	.279(**)	.281(**)	.206(*)	0.122	.260(**)
TS													1	.413**	.426**	.314(**)	0.153	0.115	.221(*)	.214(*)
A														1	.545**	.219(*)	.252(**)	0.033	.215(*)	.219(*)
FJ															1	.337(**)	.372(**)	0.164	0.13	.286(**)
FS																1	.367(**)	0.117	0.164	.280(**)
R																	1	.332(**)	.514(**)	.798(**)
C																		1	.323(**)	.703(**)
S																			1	.808(**)
OJS																				1

.280 at .01\*\*  
.198 at .05\*

An inspection of inter-correlation matrix reveal that the Inter correlation among the 8 variables of work motivation (viz. personal growth, n achievement, self-control, monetary gains, non financial rewards, autonomy, social relations and overall work motivation) ranges from .04 to .760 ( $p < .01$ ). However the inter correlations between 8 variables of work motivation (viz. personal growth, n achievement, self-control, monetary gains, non financial rewards, autonomy, social relations and overall work motivation) and 4 variables of job satisfaction (viz. recognition, compensation, supervision, and overall job satisfaction) range from .254 to .008. OJS is positive

and significantly correlated to autonomy (Au) at significant level of .05. Recognition of job satisfaction is significantly correlated to personal growth of work motivation at level .01 and to n achievement of work motivation at level .05. Monetary gains (MG) of work motivation are significantly & negatively correlated with overall job satisfaction (OJS) of Job Satisfaction at a significant level of .05. Further, Autonomy (Au) of work motivation is significantly & positively correlated with compensation (C) and recognition (R) of Job Satisfaction at a significant level of .05.

Hygiene Factors (HF) of job expectation is positive and significantly correlated with personal growth (PG), n Achievement (A) and self control (SC) at a significant level of .05, however with overall job satisfaction (OJS) it is positive and significantly related at significant level of .01. Barring self-control & monetary gains of work motivation all other variables i.e. personal growth, autonomy, and social relations are positive and significantly correlated with Motivation factors (MF) of job expectation

Personal Growth of work motivation is positive and significantly correlated with Task Significance of job characteristics at a significant level of .01. n Achievement (A) of work motivation is positive and significantly correlated with Skill Variety, Task Variety and a achievement of job characteristics at a significant level of .05 however n achievement is correlated with Feedback from Self (FS) at a significant level of .01. Self-control (SC) of work motivation is positive and significantly correlated with task variety and autonomy of job expectation at a significant level of .01 and .05 respectively. Monetary gains (MG) of work motivation is positive and significantly correlated with autonomy (Au) and Feedback from self (FS) of job expectation at a significant level of .05 and .01 respectively

The inter correlations among the 2 variables (viz. Motivation Factors & Hygiene Factors) is .271 ( $p < .01$ ). Further, the inter correlations between 2 variables of job expectation (viz. Hygiene Factors and Motivation Factors) and 4 variables of job satisfaction (viz. Recognition, Compensation, Supervision, and Overall Job Satisfaction) range from .235 to .001. Recognition (R) of job satisfaction is positively and significantly correlated to both Hygiene Factors and Motivation Factors of job expectation at level .01. The other 3 variables of job satisfaction i.e. supervision (S), compensation (C) and overall job satisfaction (OJS) show positive but non significant correlation.

The inter correlations among the 6 variables of job characteristics (viz. Skill Variety, Task Variety, Task Significance, Autonomy, Feedback from job & Feedback from self) ranges from .219 to .545 ( $p < .01$ ) and the Inter correlations between 6 variables of job characteristics (viz. Skill Variety, Task Variety, Task Significance, Autonomy, Feedback from job & Feedback from self ) and 4 variables of job satisfaction (viz. Recognition, Compensation, Supervision, and Overall Job Satisfaction) range from .372 to .033. Barring task significance (TS) of job characteristics, recognition (R) of job satisfaction is significantly correlated to all the variables of job satisfaction at level .01. Compensation (C) is positive and significantly correlated to task variety (TV) at level .05 and overall job satisfaction (OJS) is positive and significantly correlated to all variables of job characteristics. Autonomy (Au) and task significance (TS) of job characteristics is positive and significantly related to supervision (S) of job satisfaction. The variables skill variety, task variety, task significance and feedback from job are positive and significantly correlated with hygiene factors of job expectation

## **FINDINGS AND CONCLUSIONS**

A few measures of work motivation such as n achievement, autonomy and social relations share its variance with measures of job satisfaction (recognition) these findings are in conformity with the findings reported by Herzberg 1966, and Friedlander 1964. The measure personal growth shares its variance with all the measures of work motivation and job expectation but does not share its variance with measures of job satisfaction. The measure n achievement shares its variance with almost all the measures all the measures of job expectation. Further it shares its variance with most of the measures of job satisfaction

Among the measures of job satisfaction only recognition shares its variance with both the measures of job expectation and rest of the measures do not share the variance with job expectation. Most of the measures of job characteristics share its variance with the recognition measure of job satisfaction and overall job satisfaction share its variance with the job characteristics in totality, the findings of the present study are in tune with the findings of Lodhal & Kejner 1965. All the measures of job satisfaction share their variance among themselves.

The measure overall job satisfaction shares its variance with all the measures of job characteristics completely which is in congruity with the findings reported by Hackman & Lawler 1968 and Yuan ting 1997. The measure skill variety of job characteristic shares its

variance with the measure recognition of job satisfaction. The measure task significance of job characteristics shares its variance with the measure supervision of job satisfaction these findings are also in tune with the findings reported by Lambart 2004 and Chen 2008

The measures of job expectations do not share its variance with overall job satisfaction (OJS) measure of job satisfaction. The measure overall work motivation of work motivation does not share its variance with the measure overall job satisfaction of job satisfaction.

From the present study it can be concluded that, the employees of Tata Consultancy Services are highly motivated towards their work and are moderately satisfied with their job. Employees of TCS give preference to jobs offering achievement, recognition, stimulating work, advancement and responsibility. The employees (professionals) put emphasis on the characteristics of the job. They do consider task variety and autonomy as motivating factor.

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