IMPACT OF WORKFORCE DIVERSITY ON JOB SATISFACTION IN PRIVATE HEALTHCARE SECTOR

Osama Farooqi
PhD Research Scholar
Department of Business Administration
Aligarh Muslim University

1. Introduction

Over the years, role of human resource management in India has changed from supervisory function to a more proactive one. Indian organizations are going from a transformational phase with the entry of more and more MNC's. This has made attracting and retaining competent workforce even more crucial. The organizations are often burdened with a myriad of human resource management challenges that roots from workforce diversity. The aim of HR experts is to incorporate diversity and analyze the contribution of a healthy workforce in maintaining a healthy job environment. The research majorly studies the impact of Workforce diversity on Job Satisfaction in Private Healthcare Sector.

Health care sector is experiencing a period of great prosperity with excellent economic growth. According to the World Bank Data for 2015, total health expenditure comprises of almost 10% of GDP in most of the developed economies. Indian Healthcare system is also witnessing increasing trends in terms of expenditure as a percentage of GDP. It has increased significantly from 4.3% for the years 1996-2000 to 4.6% for the period of 2011-2015 (World Bank data, 2011-15). According to National Family Health Survey-3, healthcare sector in India is dominated by Private sector accounting for 70% urban and 63% rural population, thereby increasing the prospects for research in private healthcare sector.

India being a developing economy is striving each day to win the warfare among giant health care firms, with advancing technology and ever-growing need to abase the mortality rate, healthcare has become India's paramount sectors in terms of employment and revenue collection. With this sprouting growth in the sector, Indian natives have shown great interest in working for the sector and thus serving a significant role in our economic development. With this, comes a need to analyze the kind of workforce diversity required in the sector and to what extent jobs give a sense of satisfaction to the servers. Researchers all over the world have shown great interest in understanding the Impact of Workforce Diversity on Job Satisfaction but several variables are not being studied in detail.

The objective of this paper is to review various researches on the impact of workforce diversity on job satisfaction in the private sector Healthcare organizations. A comparative analysis is expected to yield insights on the effect of presence or absence of workforce diversity in interest of the organization.

2. Job Satisfaction

Job satisfaction is a sense of achievement in worker's mind and a feeling of content with the success on the job (Wadhwa, Verghese, & Wadhwa, 2011). It has a direct link with productivity and personal well-being of the employee (Ashraf, Ahmad, Shaikh, Bhatti, & Soomro, 2013).

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The job a person is doing should bring a sense of joy and it should be well rewarded for the efforts put in by the individuals. It deals with enthusiasm and happiness with the work being carried out on a daily basis (Gangolli, 2005).

Job satisfaction in an organization leads to recognition, income, promotion and achievement of goals that finally leads to sense of satisfaction. (Lu, While, & Louise Barriball, 2005). Moreover, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction is closely linked to that individual's behavior in the work place. (Pitts & Recascino Wise, 2010). Job satisfaction has a lot to do with the environment of work place, coworkers, supervisors or subordinates and their pay as observed by Gangolli (2005).

Though the term is used in scientific researches, as well as in daily lives, there is still no general agreement on what job satisfaction is. Job satisfaction is dependent on the nature and importance of work as universal human activity. Different approaches have been followed by different authors to define job satisfaction among the working class societies around the world (Lu et al., 2005).

2.1 Definition of Job Satisfaction

Job satisfaction is defined as an amalgamation of physiological, psychological and environmental circumstances that causes a person to say that he/she is satisfied with the kind of work they are in and therefore job satisfaction defines certain factors that brings a feeling of satisfaction among the employees (Hoppock, 1935). Another concept given by (Vroom, 1964) explains job satisfaction as individuals affective orientation towards work which they are engaged in has a great role in determining how satisfied they are with their jobs.

According to Armstrong (2006), job satisfaction is nothing but the attitude and feeling a person possess about their work. Positivity and favorable attitude towards work promotes job satisfaction where as if the attitude is negative then the person is not satisfied with the job. Statt (2004) says that job satisfaction is an extent to which a worker is content with the rewards he or she gets out of his/her job, in terms of intrinsic motivation and incentives.

Mullin (2005) explains the concept as more complex and multifaceted as job satisfaction can mean differently to different people. It is usually linked with motivation, but satisfaction is not completely dependent on motivation. It is more of an attitude or internal state. It is moreover a personal feeling of achievement, either qualitative or quantitative.

2.2 Features of Job Satisfaction

Spector (1997) gives three important features of job satisfaction:

i. Organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees.

ii. The behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that

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    job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees.

iii.   Job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

Starcevich (1972) stated that job satisfaction has a direct link with factors like has feelings of achievement, use of best abilities, challenging assignments, growth on the job and recognition and ranked them among the most important factors for both job satisfaction and job dissatisfaction regardless of the respondents' occupational level.Similar concept was given by Wu and Wang (2010) as they focused on the importance of taking personality variables into consideration during the process of evaluating job satisfaction. According to their study individual personality and attitude towards any job brings variation to how people respond when asked about their views on if they are satisfied with the jobs they are into.

Job satisfaction should not only be related to extrinsic factors but also associated with individual differences of dispositional tendency. Nurses with positive evaluation and expectation towards self and others tend to report higher job satisfaction.Workplace environment, peaceful and helpful coworkers enhance the performance and job satisfaction. Austin (2010) conducted research on 20 working professionals to determine how workplace bonding and friendship affects the performance, career advancement and job satisfaction. The data suggested that friendship at workplace is important to stick to a particular job and to enhance job satisfaction.Mendhi (1985)has examined the need satisfaction and job attitudes of managers and observed that job dissatisfaction is highest for those public sector managers who have never changed their jobs. The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc.

3. Workforce diversity

Diversity can be defined as acknowledging, understanding, accepting, and valuing differences among people with respect to age, class, race, ethnicity, gender, disabilities, etc. (Esty et al. 1995).Robbins (2003) defined diversity as a dimension which can be used to differentiate a group from another. Diverse workforce indicates a heterogeneous approach of organization in managing their employees in terms of race, gender, ethnicity, age, education, in which an employee may possess unique set of qualities which can be beneficial for the organization (Buckingham, 2102).

Hazard (2004) has opined that work force diversity is a broad range of difference that brings out how people interact and achieve their business goals. Employees in a company will always possess difference and distinct features making them different from one another. The key elements which bring these changes may be believes, values and actions that vary by age, gender, religion, ethnicity, Lifestyle, education and physical abilities.

Work force diversity has been an important aspect for a company's performance whether good or bad (Shani and Lau, 2005). So insight knowledge of the concept will help the organizations to overcome their challenges of managing the type, number and performance of their employee. A country like India where there is a large diverse population and the jobs they are indulged in are also dependent on diverse variables like their age, gender, ethnic background, educational qualification. Understanding and managing the diverse nature of an organization has become utmost necessity to

mark its up gradation in the world economic front. A country's population consists of amalgamated population due to increasing immigration and emigration, presence of indigenous ethnic community, women being more active and upfront with their career now a days and thus bringing a whole lot of diverse population to work together in an organization, which in turns bring new ideas, creative methodologies to overcome a challenge and most importantly an healthy environment to work in. Each set of population coming together will bring a culturally unique life style along with them Adler (1997).

So organizations are becoming diverse in order to attract more valuable and capable working team. Work force diversity has already been a talk in the town and because of globalization it is here to stay even in future. As in coming future educational facilities, broader thinking, rational approach will bring out the earlier vulnerably treated classes of society to the work front. Human resource in future has a new picture with more women, minorities, disables, different age groups and a diverse ethnic classes coming together and running an organization providing it with a healthy environment with equal opportunities to all (Wentling and Palma- Rivas,2000). An organization will have to look for new avenues to accommodate a diverse work force. As with increasing globalization, people with new outlook are coming out of their houses to support the economy. Organization which recognizes the power of diverse work force and focuses more on a global hybrid environment in their work place has a stronger prospect and greater benefits in future (Johnston, 1991).

Bryan (1990) focused on the need of comfortable and adaptive environment provided by the organization to accommodate diverse work force. Organization culture should be free of disparities, an employee should get a work zone to excel and prosper without inhibitions of gender, age, race, nationality, physical challenges and other factors which are irrelevant but sometimes hinder the performance of an employee. The research from Kundu (2003); Mueller (1998), states that hiring woman, minorities and others will help organization to tap niche markets.

3.1 Variables defining diverse Workforce

Greenberg (2004) defines workplace diversity as the variety of differences between people in an organization including race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background and more. Kingsley (1944) has initiated the earliest of the researches focusing on social classes, but most of the research since that time has focused on women and people of color (Dolan and Rosenbloom, 2003). Kochanet. al. (2002) explained the various efforts out in by organizations to understand the variables defining workforce diversity and the widespread adoption of training programme expanded the concept of diversity and that brought a sense of realization and recognition of demographic differences such as gender which can affect the relationship between workers and towards their performance. Thus, the following variables are taken up for research purposes to understand the concept of workforce diversity:

3.1.1 Gender

According to Mankidy(1996-1997), women are gradually making their presence felt. Their active participation and presence in the work force is highly discussed by human resource professionals. Women are much more empowered than ever before thus changing the man's world into a working system that calls for equal opportunities and competition for both the genders to perform to their abilities and qualification required for a particular job. Gender disparity has been an issue to look upon as women in past remained the most vulnerable of the all diverse sections to be suppressed by the norms of the society.

Certain stereotypes and biased minds have justified and reinforces the idea of male status as superior to female counterpart and have considered and flaunted it as positive characteristic as said by Leonard and Levine, (2003), Nkomo, (1992) Heilman et al., (1989).In simpler words, a section of society believes in man's power to be of higher order than a woman. Organizations hire male workers more than female as perceived to be more appropriate, adaptive and strong for any job at professional front.

Kellough (1990); Lewis, (1992); Riccucci and Saidel, (1997), 2001; Wise, (1990) have discussed about how women are treated inferior in their work environment and are often paid less for the equivalent job with their male counterparts. They are underrepresented with steady improvements over time despite persistent shortfalls at the highest ranks. Guy (1994) and Lewis (1992), both posed a serious concern about huge gaps in advancement and pay scale between men and women though possessing equal competitive and professional capabilities.

There are certain contrastive studies showing women now a days are getting opportunities in equal measures as men are. Based on the research from Joshi and Jackson (2003), a positive relationship was found between team gender diversity and intra-team cooperation, but only within regions that were relatively diverse in terms of gender. Furthermore, team gender diversity was positively related to team performance, but again this was true only within regions characterized by relatively high gender diversity. Overall, regions with greater gender diversity at managerial as well as non-managerial levels were more cooperative. This consensus can be true only to an extent as women have shown a marginal growth in economic and professional front but still there are bridges to be crossed in order to bring them closer to their male counterparts even after possessing similar professional qualities.

Bhatnagar (1987) discussed about how the two gender feel about women being empowered and are an active contributors to greater and prosperous economy. Women have become confident and are very positive about their roles in the economy where as in contrast, their male competitors for managerial positions do not consider female as a competition and their attitude is completely different from that of women. Men generally show resistance in accepting their female counterparts' worth as their peers or bosses. Women's career advancement remains under threat as men have a growing conflict of women's maternal and work roles. These hurdles are the reasons of slow entry and rise of women on corporate sector. Sekaran (1981) tried to uplift the fact that women are not superior to their male colleagues and they are competent and serious participants in work place.According to Kundu (2001) women are generally attached to values of work place than men. Women had a stronger view than men that organization should hire and retain more women and ensuring development opportunities for women. Role of women has always been important and should not be ignored, what so ever.

3.1.2 Age

Armstrong-Stassen & Schlosser (2011) explains the variable of an aging workforce that may sometimes adversely affects and leads to a conflict of opinion between young and old workers. Demographic changes has a significant impact on diverse work force. Age is an important factor to be taken care of while diversifying the jobs to the employees. The effect of aging working population on an organization has been researched in past years. Companies will be confronted with an aging workforce, on the one hand, and with changes in age composition, on the other hand. So increasing number of older employees should be taken care of and the job allocation should be done wisely to retain their experience for the betterment of the company. But now a days, companies are showing

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lesser trust in older population so here our focus is on how age diversity is seen beneficial or of significance in firm performance.

There are large number of studies on age related productivity changes within an organization. But the question is to what extent age can be a factor defining work force diversity. Johnson(2005);Skirbekk(2005);Staundinger(2006) have had researches in their respective fields and as a conclusion many medical, psychological and economic researches have shown that old and young employees possess different skill, abilities and experience to handle a task.

According to Williamson (1975), it is generally assumed that competencies and capabilities of people belonging to different age vary and individual productivity declines with age, and that depending on the task, this process starts sooner or later and progresses more or less quickly. However this age related change in productivity is only one aspect of productivity-relevant effects of aging. Thus an individual's age should not affect overall performance of an organization as an organization's resultant productivity is typically more than the sum of individual outputs.

Kunzu et al.(2009) proposed that if age is regarded as an important criteria of distinction and it affects the working of organization then a differentiation between age groups within an organization may emerge, fostering emotional conflicts and age based discrimination between the age groups. Winnie (2008) explained that with age the zeal to learn and efforts to understand new things deteriorate. Younger employees may be more willing to learn new things and accept the ideas needed for correct working of organization.

A research conducted by championing better work and working lives (CIPD) and submitted a report in February 2015. A review of their intensive research is as followed:

i. Employees across different age groups often have different priorities when it comes to work.
ii. While the retention of older workers is gaining traction, unemployed older people struggle to find jobs.
iii. Employers are happy to work with their older employees and value them as trust building factors of the organization.
iv. Only a few of them feel that age diversity is solely responsible for challenges faced in the workplace.
v. However, while provisions for employee health and well-being are seemingly strong, more practical steps could be taken to support the extension of working life, with three in ten employers currently not providing any support in this area.
vi. There is certain level of age discrimination in the workplace. Employees identified two issues, firstly, changing landscape of job market and its impact on age diversity.

3.1.3 Ethnicity

Work force diversity has been greatly influenced by ethnicity of a worker (Zgourides, Johnson and Watson (2002); Milliken and Martins, 1996; Nemetz and Christensen, 1996) have given an approach followed in 90's which was meant to grow multicultural and it is still gaining importance in this era also. The impact of diversity in the workplace is surprisingly greater than one would think. Studies show that putting together a team composed of people with the same ethnic background and personality may cause conflicts and decrease productivity. Whereas on the other hand a team comprising of people with different ethnic backgrounds and personalities works along for a higher rate of productivity and a lower rate of conflict.

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People belonging to same ethnic group have many internal issues regarding pride, social norms, prestige and jealousy. Competitiveness amongst one another that may reduce productivity process due to unmade decisions by the group. Teams assembled together that consist of different ethnicities and backgrounds tend to have less conflict because people have more understanding for one another, tend to be more creative and have skills that accent each other. These teams also seem to have a higher rate of productivity simply because each brings a set of different tools to the table, from different kinds of experiences and trainings (Le, 2008)

Pitts and Jarry (2005) stated that more diverse the ethnic background of an organization is more are the chances that these different ethnic groups will put diligent efforts to communicate with each other. Opstal (2009) discussed the need of understanding by the organization to device techniques of managing workforce diversity in a productive way that its disadvantages are reduced to minimum and it favors a healthy work environment.

3.1.4 Educational background

Educational background to an extent determine the knowledge, skills and capability to accomplish a given task. The choices of subjects taken academically will reflect in the skillful conduct of the job and may also show up on the intellectual asset and personality of an individual as observed by (Holland, 1997). Cohen and Levinthal (2000) contested that organization will be well capacitated and increase in different knowledgeable factors if diverse educational majors is being implemented.

A research conducted in Japan by Wiersema and Bird (2003) shows that variance in academic esteem lead to reasonable turnover rate of the members. Knight et al. conducted a recent study in 2009 and it was found that the top managers in a firm show a negative impact on decision making due to diversity in education. Education serves a great person in an individual's growth. Highly influenced personals in different organizations have made continuous efforts to make it compulsory considering educational diversity initiatives to inspire and assure that individuals are working together tenaciously in an effective manner so that organization's goal is achieved.

4. Linkage between workforce diversity and job satisfaction

With increasing globalization, work force diversity is the only way to take organization to international arena as proposed by Cascio, 1998.Wenting and Palma-rivas, (2000) stated that "as economies are shifting from manufacturing to service economies, diversity issues will gain importance because in the service economy effective interaction and communications between people are essential to business success. According to (Adler, 1997; Jackson et al., 1992), with diversity comes creativity and novel approach for a problem.

Srivastava (2004) conducted a comparative research study titled Impact if labour welfare on employees attitude and job satisfaction, he compared private and public sector of Kanpur city. His research focused on quality of labour welfare activities, measure the degree of job satisfaction of workers provided with labour welfare facilities in private and public sector. The research tried to evaluate worker's extent of job satisfaction in diverse environment of private and public sector .He concluded that with intensive studies it has been found that labour welfare facilities has a great influence on employee and their job satisfaction.

Researches in the disciplines of critical race theory, feminist critical theory, Latino critical race studies, Asian American critical race studies, and American Indian critical race studies about the specific requirements of vulnerable sections like women, blacks and differently able and a fear of losing their jobs or not getting equivalent rewards in the form of pay, incentive and promotion due to sexism, racism and oppression (Deyhle &Villenas, 1999; Baym, 1995; Risman, 2004)

Douglas G. Campbell (2011) studied whether a person's gender, race or ethnicity affects his or her overall job satisfaction and any degree of satisfaction. This research has been significant in proposing the fact that various diverse features have an impact on how satisfied our customers are. Carbery et al. (2003) state that a combination of demographic, human-capital, and psychological attributes contributed to employees' job satisfaction and retention.

Research conducted by Ankita Saxena in year 2014(Procedia economics and finance 11) proposes that each individual is different in different context from one another; may it be religion, education, age, perception, health issues, gender and ethnicity. When people with different opinions and different life style come together to work, there comes a point that they might have conflicts either with the organization or among themselves. To maintain harmony and a healthy work place, an organization needs to understand the value of their human resource. No country can prosper without its efficient human resource. So an organization needs to put in all efforts to retain and attain a capable and diverse human resource.

Work force diversity is an important aspect to be taken care of while managing an organization. Human resource managers have to take care of job satisfaction majors to manage the diverse workforce. He concluded that there is a lack of awareness towards diversity management approach, the managers need to have appropriate knowledge and skills to be able to resolve job satisfaction issues (Ashok Chanda, Dec 2006).

Hamermesh (2001) says that "Only one measure, the satisfaction that workers derive from their jobs, might be viewed as reflecting how they react to the entire panoply of job characteristics. Indeed, a potentially useful view is that job satisfaction is the resultant of the worker's weighting in his/her own mind of all the job's aspects. It can be viewed as a single metric that allows the worker to compare the current job to other labour-market opportunities".
Economists have to focus on ways to fundamental concept of the aggregate well-being generated from a job.

Researchers have focused on managing workplace diversity in an organization. There is a need to increase capacity and motivation of the workforce through staffing, retention, career development reward programs, performance management, communication, employee involvement, and work life conditions (Fisher et al., 1999 & Schulerand Walker, 1990).
 Motivational theories are also been given by many researchers in order to satisfy the research problem of how to accommodate a diverse work force and provide them a job secure work environment. Kiniand obson (2002) refer to motivation as the set of processes that arouse (the drivebehind behavior), direct (directed behavior), and maintain (maintaining the behavior in meeting the goal) human behavior toward attaining a goal.

Chang Lee and Jung-Won Lee (2012) analyzed the work force diversity in hotels and its effect on job satisfaction of the employees. This study suggests to effectively utilize increasing workforce diversity, hoteliers need to create a workplace that can provide customized services not only for customers, but also for employees. Since employee expectations about work environments differ by individual characteristics, hoteliers need to understand that a training mentality of *one size fits all,*

may not work in the hotel industry because of the diversity of its employees. Providing services with customized trainings for workers may make them feel recognized, not only in the organization but also in the community.

Researches conducted by (Moore et al., 2011; Sung et al., 2013; Villotti, Corbiere, Zaniboni, &Fraccaroli, 2012),suggests that personal experience and life satisfaction of individual with disability played a meaningful role in their job satisfaction. Vocational preparedness is the key factor to manage work force and provide them job satisfaction. People who had prior vocational preparedness applied their vocational skills and knowledge to perform efficiently on work front.

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