

The Level of Job Satisfaction for Managers and Non-Managers in Haryana Roadways: A Factor Analysis Approach

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ABSTRACT

Haryana Roadways, a State Government Undertaking, is accountable for providing well-coordinated, cost-effective, safe and competent transport action services to the public of the State. Haryana Roadways is the foremost service provider for passenger transport in the State. It has a fleet of about 4250 buses being operated by 24 depots, each headed by a General Manager, and 13 sub-depots functioning under the depot concerned. This study tries to determine the level of job satisfaction & job performance based on the intrinsic factors and extrinsic factors among employees of Haryana Roadways. The study is based on the empirical investigation of 530 respondents working in Haryana Roadways selected from five districts of Haryana. The study identifies organizational structure effectiveness, working conditions and perks and compensation factors vital in defining job satisfaction level of drivers.

Keywords : Job Satisfaction, Job Performance, Factor Analysis, Intrinsic Factors, Extrinsic Factors.

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INTRODUCTION

The overall performance of the organization depends on efficient and effective performance of individual employees of the organization. When an employee feels satisfied with his/her job, he/she is motivated to put in more effort to increase his/her performance. Thus it tends to increase the overall performance of the organization. At its most generic level of conceptualization, job satisfaction is simply how content an individual is with his or her job. At more specific levels of conceptualization used by academic researchers and human resources professionals, job satisfaction has been given various definitions. Affective job satisfaction (Thompson et. al., 2012) is the amount of delightful passionate feelings individuals have about their jobs overall, and is different to cognitive job satisfaction (Moorman, 1993) which is the amount of individuals' satisfaction with certain aspects of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs.

Employee satisfaction is understood to be one of the prime requirements of a well-run organization and is considered imperative by all corporate managements. Locke (1970) defined job satisfaction as "a pleasurable or positive emotional state, resulting from the appraisal of one's job experiences." According to Dewhurst et al. (2010) there are other factors to reward employees that not only focus on financial compensation but also include the praise that employees are able to obtain from their managers, the opportunity to take on important projects or tasks, and even management attention. Frederick Herzberg (1987), a behavioral scientist projected a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are certain job features that result in satisfaction while other job features that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".



RATIONALE OF THE STUDY

Transportation industry in India is very huge and diverse and caters to the needs of billions of folks. Employees of every organization play a vivacious role in its growth and development. There are three major categories of employees that we can consider in any organization: Top level management; they formulate the policies and strategies for an organization, Middle level management; they look after whether these policies and strategies are being executed correctly in the organization. Lower level management consists of those people who work for the accomplishment of the assigned goals and objectives of the organization. Top level management and middle level management get all the comforts as preferred in their jobs. They all are provided with the personal and comfortable working conditions. But the lower level management is the one which is most affected by the culture and climate of the organization; as well as by the physical and behavioral conditions provided to them at their work. There is a lot of dissimilarity in the needs and priorities for job satisfaction of the managers, non-managers and

technicians, drivers and conductors. Therefore, in this study we have focused mainly on the top and middle level management, i.e., on the managers and non-managers of Haryana Roadways.



LITERATURE REVIEW

This is known to everyone that transportation industry plays a significant role in the economic, cultural, social and industrial development of the nation. Halder(1967) studied the traffic problems of Calcutta and also evaluated its performance from the year 1964-65 to the year 1972-73. He held the low fleet utilization, higher absenteeism and avoidance of fare factors accountable for lower productivity of Calcutta State Transport Corporation. The public mass transport system is usually considered good for transportation of the poor. But recent studies in the developed countries have proved that it could be equally popular with the rich people. Despite this fact, mass transport is comparatively more essential for the bulk of the people in the developing countries, who have restricted access or no access to a car or personalized vehicle or who cannot afford costly modes.

Khan (1980) presented the broad framework of the transport system network in India and roofed large variety of information on the transport management system. He built a model for comprehensive transport system and transport planning built on the demographic data available and provided the systematic study on the several important areas of the transport management system. The transport sector in India comprises various means of Transport like air, water, road and railways. The rates, fares, low productivity, administration, financing, state regulations are the operating variables for different means of transport. The cheap, efficient and well-coordinated development of the transport system has an effect on the Indian economy (Srivastava, 1987).

Job Satisfaction

Satisfaction at job reflects an individual's emotional response towards the various job facets. A person who is highly satisfied with his job embraces the positive approach towards his job, while the one who has high level of job dissatisfaction embraces the negative approach towards the job. According to Luthans (1985) job satisfaction is influenced by the number of factors; the major ones are pay, the work itself, promotions, supervision, workgroup, and working conditions. When employees are hired, they have a set of needs, wishes and previous experiences which make their job expectations. Job satisfaction of the individual is dependent on the reward program. The main objective of these reward programs is to attract the right kind of people for the organization and to motivate them to work effectively and efficiently to achieve high levels of performance. Although the rewards are provided by the organization, they are evaluated by the individuals. The individual feels the level of satisfaction in accordance to the adequate ability and equitability of the rewards. The rewards can be broadly categorized into: intrinsic rewards and extrinsic rewards. Intrinsic rewards are the part of the job itself

and are experienced directly by the individual. Extrinsic rewards are the rewards external to the job and are provided by the supervisors or the work groups (Gibson, Ivancevich and Donnelly, 1991). Stoner and Freeman (1992) referred intrinsic rewards as psychological rewards which are experienced directly by the employees. Pay, promotions, interpersonal relationships, status and fringe benefits are some of the examples for extrinsic rewards. Responsibility, achievement, autonomy, personal growth, challenge, complete work and feedback characteristics of the job are some intrinsic rewards. Saiyaden (1993) defined job satisfaction as the reintegration of affect produced by the individual's perception of fulfillment of his needs in relation to his work and the surrounding.

Performance

Performance very much depends on perception, values and attitudes. There are so many variables influencing the job performance. Performance is defined as a function of individual ability, skill and effort in a given situation (Porter and Lawler, 1974). Job performance is a set of behavior which a person shows in relation to his job. In other words, it is the amount of efficiency gained due to job type (training, producing or servicing). They believe that performance is total expectation of the organization from separate behavior samples of each person during specific period of time (Motowidlo, 2003). It can be defined as the skill of a person in doing his job and tasks. Organizational theorists have divided job performance in two categories: task performance and dispositional performance. Task performance is defined as tasks and responsibilities of each person and related directly to all things that must be done by that person such as monitoring absent or present employee. Proper understanding of this, needs definite standards. The other performance is dispositional which helps organizational and social network to survive (Kwong, 2003). Motowidlo (2003) made differences between task performance and disposition. The first includes parts of formal job and the latter includes behaviors affecting psychological, sociological and organizational aspects. Job performance can be studied by two aspects: job creativity and job role. The performance of the individual is highly relevant for both the organization and the individuals. When the individual shows high performance in accomplishing the tasks assigned to him, it results in satisfaction, self-efficacy and mastery (Bandura, 1997).



RESEARCH OBJECTIVES

Traditionally, human resource was just considered as the means of production, but today human resource is considered to be the most treasured asset for any organization, apart from money and the physical equipment. Human resource possesses the knowledge, skills, attitude, talents, abilities, values and benefits of the individuals working in an organization. The performance of the organization and the subsequent productivity are directly proportional to the quality and quantity of human resources employed. Therefore, building and maintaining effective human resources is major function of human resources

management. In his study, Silva (2006) expounded that studying the attitude of the workers has become important because, by analyzing the reasons that make the employee unhappy in the organization, the company can make appropriate rearrangements to the get to the root of the problem and resolve them. Moreover, varied job tasks, compassionate co-workers and a pleasant working environment have been sensed both as motivational and satisfaction factors (Bjerke, Ind, &Paolli, 2007). People agreed that a pleasant working environment contributes in the foundation of optimistic feelings (Bjerke et. al., 2007).

In this research we have focused on the job satisfaction relating to the performance of Managers and Non-Managers of Haryana Roadways. For the thorough study of the problem we will be determining the impact of the employee job satisfaction on the performance of the employees. This research was apprehended to address this major issue. It targets at identifying the factors determining job satisfaction of the Managers and Non-Managers of Haryana Roadways. It explores the following issues:

1. Which elements affect the job satisfaction of the employees working in Haryana Roadways?
2. Are all the elements of equal relevance for the job satisfaction of the employees working in Haryana Roadways?
3. How job satisfaction can be enhanced in the light of the findings of the research?



RESEARCH METHODOLOGY

The study included both exploratory as well as conclusive phases. Exploratory research was used primarily for back- ground study and questionnaire development, whereas conclusive research dealt with data collection from actual respondents through a structured questionnaire.

Designing of research instrument

Background of the study included exploration into which factors contribute to job satisfaction of the employees working in the organization. Primary data was collected using the questionnaire method; it affords the advantages of speed, cost and versatility. The questionnaire was developed using the review of literature. To avoid any subjectivity bias, questionnaire included the questions and the information based on the various levels of the data measurement. The respondents were instructed to tick an appropriate box for each question. Some close – ended questions were also included. The preliminary survey questionnaire was given independently to three professors from the subject area to obtain feedback regarding the content, layout, wording and ease of understanding the measurement items. They were also asked to offer suggestions for improving the proposed scale and to edit the items if necessary to enhance clarity, readability and content adequacy. In general, the comments were positive with some suggestions which were taken into account while revising the questionnaire. During the next stage, the

questionnaire was administered on a group of 50 respondents. The inputs from this interaction were further used in refinement of the questionnaire. Such interaction also proved to be of great help in finally deciding on the factors to be included in the study.

Sampling and mode of contact

A sample of 280 respondents was used for this study out of which 30 were managers and 250 were Non-Managers. Population for this research was defined as the employees working as drivers in the Haryana Roadways. Multistage Stratified random sampling was used. As a part of multistage sampling Haryana state was selected from the whole of India. Further in Haryana the respondents were selected from five districts namely, Ambala, Hisar, Gurgaon, Charkhidadri and Rohtak to carry out the research. Considering the stratified random sampling, this is a type of Probability sampling technique where the samples are gathered in a process that gives all the individuals in the population equal chances of being selected. In this sampling technique the entire target population is divided into different subgroups, or strata, and then proportionally the sample is selected randomly from the different strata.



ATA ANALYSIS AND EXTRACTION OF FACTORS

Data collected from 280 respondents was subjected to data reduction using exploratory factor analysis (EFA) with the help of statistical package for social sciences (SPSS). This research used principal component analysis. Data was checked and found suitable for factor analysis in terms of vital parameters. Initial un-rotated solution was received and subjected to Varimax rotation for further refinement.

Checking suitability of data for factor analysis

Data set was checked for suitability by examining the output of correlation analysis, variable wise measure of sampling adequacy, KMO test of sampling adequacy and Bartlett's test of sphericity. Presence of an underlying structure in the data-set was indicated by significant correlation between many

variables. The observation was corroborated by Anti-image correlation matrix showing adequate variable-wise measure sampling adequacy (diagonal values greater than 0.5). The KMO value is .875 which was higher than the benchmark value of 0.5. These results indicated that it was a fit case for factor analysis.

Examining the initial output

Data was subjected to data reduction using principal component analysis. Initial output was received along with communality values (Annexure A2). All the communality values which were greater than 0.5 data was subsequently subjected to Varimax rotation. Rotation solution explains 90.801% of the variance associated with the problem (Annexure A3) and comprised of five factors (Annexure A4).

Listing and labeling of factors

Exploratory factor analysis condensed 16 statements into a four distinct bunch of statements. Statements within single bunch had something in common as indicated by significantly higher factor loading whereas, statements placed in different bunches were dissimilar to each other in terms of shopper's response. Each bunch represented a factor. For assigning label to each factor, nature and wording of all the statements comprising that factor were examined and considered. The exercise resulted in four distinct names (Table 2).

Factor 1

First factor extracted out of this research explained 33.641% of total variance. It comprised of six factors namely- receiving regular and helpful feedback; supervisor is positive and supportive; supervisor addresses questions and concerns; supervisor keeps well informed about what's going on/ in the organization; receiving appropriate recognition and my efforts at work are appreciated by others. Each of these variables was strongly correlated with the extracted factor 1 as factor management and monitoring to be a potent factor as its average score was 3.80 indicating agreement with statements constituting this factor hence it is labeled as "Management monitoring and recognition". Variable wise average ranges between 3.44 and 4.46. The factor supervisor keeps well informed about what's going on in the organization was considered to be the most significant.

Factor 2

Second factor extracted in this analysis explained 29.230% of the total variance and comprised of five factors of job satisfaction. These were: number of working hours, shift or time of work, nature of work, workload you have and employees have authority to perform their duties effectively. These variables are highly correlated with the extracted factor and the factor loading range between .816 and .913. Each of these factors explained the working conditions of the employees and hence is labeled as "Working conditions" with an average score of 3.41.

Factor 3

TABLE 1 - DEMOGRAPHIC PROFILE

Variable	Sub-variable	Percentage (%)
Gender	Male	100
Age	15-25	12.4
	25-35	23.6
	35-45	64.0
	Above 45	11.6
Marital Status	Married	53.4
	Unmarried	46.6
Employment Status	Permanent	100
	Contractual	0
Education Level	Intermediate	13.2
	Graduate	78.5
	Post-Graduate	8.3
Income	15000-30000	4.1
	30000-45000	61.1
	Above 45000	34.8

TABLE 2- TABULATED FACTOR OUTPUT

Factor No	Factor Title	Variables included	Average	Factor
F1: 33.641	Management monitoring and recognition	Receive regular and helpful feedback	3.80	.816
		Supervisor is positive and supportive		.840
		Supervisor addresses questions and concerns		.854
		Supervisor keeps well informed what's going on in the organization		.913
		Receive appropriate recognition My efforts are appreciated by others		.890
F2: 29.230	Working Conditions	Satisfaction with working hour	3.41	.886
		Satisfaction with shift or time of work		.901
		Satisfaction with nature of work		.904
		Satisfaction with workload you have		.878
		Employees have authority to perform their duties effectively		.826
F3: 18.643	Perks and Compensation	Employees are paid fairly well for the work they do	3.31	.889
		Satisfaction with benefit package pay		.897
		Satisfaction with benefit package promotion		.847
F4: 9.287	Behavior and Logistics	Satisfaction with Physical conditions	3.82	.845
		Satisfaction with behavioral conditions.		.869

Third factor comprising of three factors explained 18.643% of the total variance. Variables comprising this factor were: employees are paid fairly well for the work they do, benefit package pay and benefit package promotion. These variables are highly correlated with the extracted factor and the factor loading range between .847 and .897. Each of these factors explained the monetary and the non-monetary benefits of the employees working in Haryana roadways and hence is labeled as "Perks and compensation" with an average score of 3.31. The factor benefit package pay was considered to be the most significant.

Factor 4

Factor number four comprised of only two variables- physical conditions influencing performance and behavioral conditions influencing performance. These explained 9.287% of the total variance and hence are labeled as "Work Place and People". Factor loading for these two variables were 3.71 and 3.92 respectively. This factor was found to be of great significance with the highest average score of 3.82.

VALIDITY AND RELIABILITY OF FACTOR OUTPUT

TABLE A1 - KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.875
Bartlett's Test of Sphericity Approx. Chi-Square	6.126E3
Df	91
Sig.	.000

Validity and reliability of the factor output was checked statistically. Reliability was established by estimating cronbach's alpha for each of the factors, as given in Table 2. Alpha value for all the above factors was above 0.7 except for one factor which was .623 which can also be accepted

in some cases indicating the output is reliable. Convergent validity for a factor indicates that all variables constituting a single factor are actually coherent, i.e. they share a high proportion of variance in common. Convergent validity was checked with the help of variance extracted (VE).

VE was calculated by adding squared factor loadings for all

TABLE A2 - COMMUNALITIES FOR 16 VARIABLE PROBLEMS

Communalities	Initial	Extraction
Receive regular and helpful feedback from supervisor	1.000	.834
Supervisor is positive and supportive	1.000	.947
Supervisor addresses questions and concerns	1.000	.930
Supervisor keeps well informed what's going on in organization	1.000	.973
Employees paid fairly well for work they do	1.000	.979
Satisfaction with benefit package pay	1.000	.974
Satisfaction with benefit package promotion	1.000	.919
Satisfaction with Physical conditions influencing performance	1.000	.747
Satisfaction with Behavioral conditions influencing performance	1.000	.763
Receive appropriate recognition	1.000	.937
My efforts at work are appreciated by others	1.000	.936
Satisfaction with number of working hours	1.000	.970
Satisfaction with shift or time of work	1.000	.950
Satisfaction with nature of work	1.000	.955
Satisfaction with workload you have	1.000	.890
Employees have authority to perform their duties effectively	1.000	.848

Extraction Method: Principal Component Analysis.

variables constituting a factor and dividing total sum by the number of variables (Table 3). Variance extracted for all four factors was greater than 0.5. Discriminant validity establishes that the factors extracted are truly distinct from each other. It was established by observing factor loading for each variable under all factors. Final factor output showed absence of any cross loading as there was only significant factor loading per variable.



CONCLUSION AND RECOMMENDATIONS

Organizations grow eventually and tend to epitomize a complex network of institutional, material and manpower resources. Since organizations are set up and managed by people, the subject of Human resource development espouses greater significance as the data analysis reveals that job satisfaction is a vital determinant of organizational

TABLE A3 - TOTAL VARIANCE EXPLAINED FOR THE GIVEN PROBLEM
TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative%	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	9.940	62.125	62.125	9.940	62.125	62.125	5.383	33.641	33.641
2	1.844	11.526	73.651	1.844	11.526	73.651	4.677	29.230	62.871
3	1.482	9.262	82.913	1.482	9.262	82.913	2.983	18.643	81.514
4	1.262	7.887	90.801	1.262	7.887	90.801	1.486	9.287	90.801
5	.517	3.228	94.029						
6	.352	2.198	96.227						
7	.294	1.839	98.066						
8	.071	.446	98.512						
9	.067	.419	98.931						
10	.050	.310	99.242						
11	.039	.244	99.242						
12	.031	.191	99.676						
13	.025	.158	99.834						
14	.016	.103	99.937						
15	.010	.063	100.000						
16	1.84	1.15	100.000						
	E-15	E-14							

Extraction Method: Principal Component Analysis.

TABLE A4 - ROTATED COMPONENT MATRIX FOR 16 VARIABLE PROBLEM
ROTATED COMPONENT MATRIX^a

	Component			
	1	2	3	4
Receive regular and helpful feedback from supervisor	.816	.311	.264	-.039
Supervisor is positive and supportive	.840	.335	.356	-.053
Supervisor addresses questions and concerns	.854	.313	.310	-.077
Supervisor keeps wellin for med whats going in organization	.913	.306	.212	-.006
Employees paid fairly well for work they do	.340	.267	.889	-.002
Satisfaction with benefit package pay	.323	.254	.897	-.012
Satisfaction with benefit package promotions	.400	.266	.847	.021
Physical condition influence performance	-.075	-.164	-.006	.845
Satisfaction with behavioral conditions influence performance	.001	.090	-.004	.869
Receive appropriate recognition	.890	.290	.236	-.019
My efforts at work are appreciated by others	.891	.288	.242	-.016
Satisfaction with number of working hours	.280	.886	.236	-.033
Satisfaction with shift or time of work	.293	.901	.231	-.039
Satisfaction with nature of work	.291	.904	.225	-.042
Satisfaction with workload you have	.302	.878	.164	-.012
Employees have authority to perform their duties effectively	.370	.826	.171	-.025

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization

^a Rotation converged in 5 iterations.

TABLE 3 - CRONBACH ALPHA'S VALUE AND VARIANCE EXTRACTED BY EACH FACTOR

S. No.	Factor no and label	Cronbach's alpha	Variance
1.	F1 Management monitoring and recognition	.958	.733
2.	F2 Working conditions	.932	.753
3.	F3 Perks and compensation	.953	.751
4.	F4 Behavior and logistics	.602	.705
Value of Cronbach's alpha for all variables		.921	

performance. Among the factors of job satisfaction, physical working conditions (comprehensive of hygiene factors and behavioral factors) are very important . How do organizations develop strategies and practices to assist positive organizational climate and restrain the behavioral implications of various groups of personnel, relates to existing and potential yardsticks of performance. Further how organizations measure the level of job satisfaction and the level of employee's performance determine futuristic action plans for optimum manpower planning and deployment of non-managerial staff. A higher average score allocated to behavior and logistics specify the higher preference of the employees working in Haryana Roadways. This fetches the fact that the physical and behavioral factors in the environment of

the workplace have both the positive and the negative effects on the productivity, self-esteem, employee loyalty, comfort level, etc. Convenient working conditions at the workplace help to increase the productivity and the quality of results. Inconvenient working conditions may lead to the lower performance of the employees and also results in high turnover and absenteeism among the employees. The subsequent factor in the list of higher preference of the employees working in Haryana Roadways is management monitoring and recognition followed by the working conditions. For a body like transport, there should be a well-

formulated and well-planned strategy envisioned to create a happy, favorable working environment. Such a change will not only subsidize the increment of quality service but also the profit margin. This proves that there is a higher linkage between quality service-quality customers, quality work place and quality of life for the employees and of course attractive profits to the organization.

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