



THE IMPACT OF JOB SATISFACTION ON JOB PERFORMANCE OF EMPLOYEES IN HARYANA ROADWAYS

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ABSTRACT

Employee's attitude is important to management because it helps in determining the behavior of workers in the organization. A satisfied work force creates a pleasant atmosphere within the organization to perform well. Hence job satisfaction has become a major topic for research studies. The specific problem addressed in this study is to examine the impact of job satisfaction on performance. It considered which rewards (intrinsic and extrinsic) determine job satisfaction of an employee. Data were collected through a field survey using a questionnaire from three employee groups, namely Managers, Non-managers and drivers from three districts of Haryana. The analysis data revealed that there is a positive correlation between job satisfaction and performance of employees.

Keywords: Job satisfaction, Rewards, Effort, Performance



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INTRODUCTION

Attainment of a high level performance through productivity and efficiency has always been an organizational goal of high priority. Satisfied worker leads to extend more effort to job performance, then works harder and better. Thus every organization tries to create a satisfied work force to operate the well-being of the organization. However, the total organizational performance depends on efficient and effective performance of individual employees of the organization. Therefore, every organization relies considerably on their individual employee performance to gain high productivity in the organization. Employee effort is an important factor that determines an individual performance. When an employee feels a satisfaction about the job, he/she is motivated to do greater effort to the job performance. Then it tends to increase the overall performance of the organization. In other words, a satisfied individual employee and his effort and commitment are crucial for the success of an organization.

At its most general level of conceptualization, job satisfaction is simply how content an individual is with his or her job. At the more specific levels of conceptualization used by academic researchers and human resources professionals, job satisfaction has varying definitions. Affective job satisfaction (Thompson et. al., 2012) is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction (Moorman, 1993) which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs.

Employee satisfaction is thought to be one of the primary requirements of a well-run organization and considered an 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 means to reward employees that do not just focus on financial compensation. Some of these include the praise that employees are able to acquire from their managers, the opportunity to take on important projects or tasks, and even leadership attention. Frederick Herzberg (1987), a behavioral scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction". Satisfaction and dissatisfaction cannot be considered as the opposite ends of one continuum. Therefore an increase in the level of job satisfaction does not necessarily imply a decrease in job dissatisfaction, since the elements affecting satisfaction and dissatisfaction are different. The Two-Factor is also often referred to as the Motivation-Hygiene Theory (Davies, 2008).

OBJECTIVES

- 1 To survey the literature concerning the relationship

between job satisfaction and job performance of the employees.

2. To determine the level of job satisfaction of the Haryana Roadways employees on their extrinsic rewards.
3. To determine the level of job satisfaction of the Haryana Roadways employees on their intrinsic rewards.
4. To assess the level of relationship between extrinsic rewards of job satisfaction and performance of the employees.
- 5 To assess the level of relationship between intrinsic rewards of job satisfaction and performance of the employees.



LITERATURE REVIEW

Job Satisfaction

It is the general understanding that job satisfaction is an attitude towards job. In other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Job satisfaction is also defined as reintegration of affect produced by individual's perception of fulfillment of his needs in relation to his work and the surrounding it (Saiyaden, 1993). There are a number of factors that influence job satisfaction. The major ones can be summarized by recalling the dimensions of job satisfaction. They are pay, the work itself, promotions, supervision, workgroup, and working conditions (Luthans 1985).

Job satisfaction is connected to how our personal expectations of work are in congruence with the actual outcomes. And since job satisfaction is merely an employee's attitude towards his or job, previously discussed theories regarding attitudes are applicable to job satisfaction. Consequently job satisfaction can be seen as containing three components: an affective component, a cognitive component and a behavioral component (Jex, 2002). While the affective component refers to a feeling about a job, the cognitive component represents a belief in regard to a job. Often these two aspects are related. The behavioral component is an indicator for behavioral intentions towards a job such as getting to work in time, working hard, etc. Job meaningfulness can be defined as the product of three dimensions: skill variety, task identity and task significance. Experienced responsibility is a function of autonomy and knowledge of results is dependent on feedback. The psychological state that receives the most attention in Hackman and Oldham's study is the meaningfulness of work (Tosi et. al., 2000).

The main objective of reward programs are attract qualified people to join the organization to keep employees coming to work and to motivate employees to achieve high level of performance. Though the rewards are provided by the organization, they are evaluated by the individual. To the extent that the rewards are adequate and equitable, the

individual achieves a level of satisfaction. The rewards can be broadly categorized in to two groups, namely intrinsic rewards and extrinsic rewards. Intrinsic rewards are psychological rewards that are experienced directly by an individual. These are defined as rewards that are part of the job itself. (Gibson, Ivancevich and Donnely, 1991). It had also defined as psychological reward that is experienced directly by an employee (Stoner and Freeman, 1992). Extrinsic rewards are provided by an outside agent such as supervisor or work group. These rewards had been defined as rewards external to the job (Gibson, Ivancevich and Donnely, 1991). 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.

H1.0: There exists no significant difference between employee's job satisfactions with extrinsic rewards.

H1.1: There exists significant difference between employee's job satisfactions with extrinsic rewards.

H2.0: There exists no significant difference between employee's job satisfactions with intrinsic rewards.

H2.1: There exists significant difference between employee's job satisfactions with intrinsic rewards.

PERFORMANCE

On a very general level job performance can be defined as "all the behaviors employees engage in while at work" (Jex, 2002). However, this is a rather vague description. A fair amount of the employee's behavior displayed at work is not necessarily related to job-specific aspects. More commonly, job performance refers to how well someone performs at his or her work.

Performance very much depends on perception, values and attitudes. There appear to be so many variables influencing the job performance that is almost impossible to make sense of them. Performance is defined as a function of individual ability and skill and effort in a given situation (Porter and Lawler, 1974).

The majority of the studies have shifted their focus on defining job performance in terms of outcomes and behavior, since these are easier and more objective to define and to observe than personal traits (Hersén, 2004).

JOB SATISFACTION AND PERFORMANCE

The relationship between job satisfaction and performance has been critically assessed in a variety of organizational settings. Results of these studies have been mixed. Cummings (1970) identified three major points of view concerning this relationship. Satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction. All of these three views are supported by various researches. Mirvis and Lawler (1977) produced conclusive

findings about the relationship between job satisfaction and performance. In attempting to measure the performance of bank tellers in terms of cash shortages, their proposed arguments are satisfied tellers were less likely to show shortages and less likely to leave their jobs. Kornhanuser and Sharp (1976) have conducted more than thirty studies to identify the relationship between satisfaction and performance in industrial sector. Many of the studies have found that a positive relationship existed between job satisfaction and performance. Katzell, Barret and Porker (1952) demonstrated that job satisfaction was associated neither with turnover nor with quality of production. From an employee's point of view job performance is essentially the result of a series of behaviors. The various tasks performed on a daily basis contribute to job performance in general (Cardy, 2004). From a supervisor's perspective, on the other hand, outcomes are the key elements for job performance appraisal. After all, at the end of the day results are more important to an employer than the activities leading to those results (Cardy, 2004).

Smith and Cranny (1968) reviewed the literature and concluded that satisfaction is associated with performance as well as effort, commitment and intention. In the western electric studies (1966) the evidence from the Relay Assembly test room showed a dramatic tendency for increased employee productivity to be associate of with an increase in job satisfaction. Porter and Lowler (1969) suggested that satisfaction will affect a worker's effort, arguing that increased satisfaction from performance possibility helps to increase expectations of performance leading to rewards, Carroll, Keflas and Watson (1964) found that satisfaction and productivity are crucial relationship in which each affects the other. They suggest that performance leads to more effort because of high perceived expectancy. The effort leads to effective performance, which again leads to satisfaction in crucial relationship. David, Joseph and William (1970) suggest that the type of reward system under which workers perform strongly influence the satisfaction performance relationship.

H3.0: There exists no correlation between intrinsic rewards of job satisfaction and performance of the employees.

H3.1: There exists a positive correlation between intrinsic rewards of job satisfaction and performance of the employees.

H4.0: There exists no correlation between extrinsic rewards of job satisfaction and performance of the employees.

H4.1: There exists a positive correlation between extrinsic rewards of job satisfaction and performance of the employees.



METHODOLOGY

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

structured questionnaire.

4.1 Designing of research instrument

Background of the study included exploration into which factors contribute to job satisfaction of the employees working in the organization. The 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 are instructed to tick an appropriate box for each question. Some close – ended questions were also included. To assess the employee job performance with job satisfaction various parameters are considered for the present study. These job facets are self esteem or respect, opportunity for growth, workplace environment, amount of close supervision, opportunity for independent thought, feelings of security, opportunity for feedback on performance, working hours, nature of work, workload, freedom on the job, pay for job, variety on the job, feeling of accomplishment, opportunity to help others, opportunity for participation, opportunity for close friendships, opportunity for promotion, amount of respect and fair treatment, benefits plans and compensation on the job. The employee performance is measured in terms of effort extended to the job. 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 respondents. Such interaction also proved to be of great help in finally deciding on the factors to be included in the study.

4.2 Sampling and mode of contact

A sample of 120 respondents was used for this study. Population for this research was defined as the employees working at the three levels in the Haryana Roadways:

Managers, Non-Managers and Drivers. Multistage Stratified random sampling was used except for managers. Though there are four managers in each sample attribute, there are in all four managers in each district: Traffic manager, Store manager, Works manager and Accounts manager.

As a part of multistage sampling Haryana state was selected from the whole of India. Further in Haryana the respondents were selected from the three districts of Haryana, namely, **Ambala, Hisar, Gurgaon** 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.

Data Analysis

The coefficient of correlation is applied to identify the impact of job satisfaction on performance of employees and it is calculated by using level of job satisfaction as the X-variable (independent variable) and level of performance as the Y-variable (dependent variable) for two employee categories.

The statistical technique of paired comparison of means is also used to determine the satisfaction which is derived from extrinsic rewards or from intrinsic rewards. The reliability check was also conducted on the collected data.

RESULT AND ANALYSIS

Table 1: Composition of the Sample

Category	Number	%
Managers	12	10.0
Non-Managers	54	45.0
Drivers	54	45.0
Total	120	100

The above table gives the composition of the sample the data was collected from three districts of Haryana: Gurgaon, Ambala and Hisar. From the total sample collected 10% are the managers, 45% are the non managers and 45% are the drivers from these three districts.

Employees drive a level of job satisfaction from extrinsic job rewards.

Table 2(a): Extrinsic rewards and Job satisfaction

Extrinsic Variables	Mean Values			p values					
	M	NM	D	M-NM		M-D		NM-D	
				Sig.	Sig. (2-tailed)	Sig.	Sig.(2 tailed)	Sig.	Sig. (2 tailed)
Employees treated fairly and equally	4.0000	4.1538	4.0000	.007	.043	-	-	.000	.043
Management listens to employees	3.7500	3.4615	3.3462	.019	.232	.110	.104	.050	.583
Employees treated with respect by management and fellow employees	4.0000	4.1154	4.0000	.018	.265	-	-	.000	.265
Compensated equally for the work they do	1.0000	1.0769	1.0000	.094	.434	-	-	.003	.161
Employees are paid fairly well	4.0000	4.0000	4.0000	.173	1.000	-	-	.014	1.000
Benefit package	3.7500	3.8846	4.0000	.096	.362	.000	.170	.000	.083
Health benefit	1.3750	1.8077	1.7308	.094	.018	.345	.069	.198	.520
Disability Benefit	1.7500	1.7692	1.8077	.445	.933	.519	.734	.051	.784
Retirement Plan	1.7500	1.7692	1.9231	.255	.939	.203	.303	.002	.308
Life insurance Plan	3.8750	3.3077	4.6923	.006	.091	.914	.000	.000	.000
Education assistance for number of kids	3.8750	4.5385	4.7308	.400	.010	.696	.000	.020	.190
Family benefit	4.0000	4.4615	4.8846	.013	.067	.717	.000	.000	.009

Note M- Managers
NM- Non- Managers
D- Drivers

By analyzing the Sig. (2-tailed) value for **managers and non-managers**, since the sig. (2-tailed) value for employees are treated fairly and equally, importance of health benefits and education assistance for number of kids is less than 0.05, we conclude that there is a statistically significant difference between the mean for managers and non-managers.

Since the sig. (2-tailed) value for management listens to the employees, employees are treated with respect by management and fellow employees, employees are compensated equally for the same job, employees are paid fairly well for the job they do, satisfaction with benefit package,

Since the sig. (2-tailed) value for management listens to the employees, employees are treated with respect by management and fellow employees, employees are compensated equally for the same job, employees are paid fairly well for the job they do, satisfaction with benefit package, importance of health benefit, importance of disability benefit, importance of retirement plans and education assistance for number of kids is greater than 0.05, we conclude that there exists no statistically significant difference between the mean for non-managers and drivers.

Employees drive a level of job satisfaction from intrinsic job

Table 2(b): Intrinsic rewards and Job satisfaction

Extrinsic Variables	Mean Values			p values					
	M	NM	D	M-NM		M-D		NM-D	
Employees are provided with constructive and useful feedback	3.6250	3.2308	2.9231	Sig. .197	Sig. (2-tailed) .038	Sig. .796	Sig. (2 tailed) .007	Sig. .480	Sig. (2 tailed) .045
Environment of workplace is complete and safe.	4.2500	4.0385	3.6923	.295	.253	.518	.006	.018	.009
Employees have resources needed to do their job well.	3.0000	2.6923	2.7692	.000	.018	.002	.083	.681	.664
Organization has roadmap for every employee's personal growth.	1.0000	1.5000	1.9231	-	.000	.094	.000	.000	.001
Organization provides employees with opportunities for personal growth.	4.0000	3.1923	2.6154	.000	.000	.000	.000	.012	.003
Working hours	4.3750	4.2308	2.5000	.197	.434	.288	.000	.003	.000
Shift time	4.1250	4.0000	2.5000	.648	.434	.003	.000	.000	.000
Nature of work	4.2500	4.0769	3.0385	.535	.378	.976	.000	.473	.000
Workload	4.2500	4.0769	2.1154	.535	.378	.096	.000	.381	.000
Satisfaction with working of company	3.7500	3.8077	4.0000	.836	.795	.000	.170	.000	.096

Note M- Managers NM- Non- Managers D- Drivers

importance of disability benefit, importance of retirement plans, importance of life insurance plans and satisfaction with family benefit is greater than 0.05, we conclude that there exists no statistically significant difference between the mean for managers and non-managers.

By analyzing the Sig. (2-tailed) value for **managers and drivers**, since the sig. (2-tailed) value for life insurance plans, education assistance for number of kids and satisfaction with family benefit is less than 0.05, we conclude that there is a statistically significant difference between the mean for managers and drivers.

Since the sig. (2-tailed) value for employees are treated fairly and equally, management listens to the employees, employees are treated with respect by management and fellow employees, employees are compensated equally for the same job, employees are paid fairly well for the job they do, satisfaction with benefit package, importance of health benefit, importance of disability benefit and importance of retirement plans is greater than 0.05, we conclude that there exists no statistically significant difference between the mean for managers and drivers.

By analyzing the Sig. (2-tailed) value for **non-managers and drivers**, since the sig. (2-tailed) value for employees are treated fairly and equally, importance of life insurance plans and satisfaction with family benefit is less than 0.05, we conclude that there is a statistically significant difference between the mean for non-managers and drivers.

rewards.

By analyzing the Sig. (2-tailed) value for **managers and non-managers**, since the sig. (2-tailed) value for employees are provided with constructive and useful feedback, employees have the resources needed to do their job, organizations have roadmap for every employee's personal growth and organization provide employees with opportunities for personal growth is less than 0.05, we conclude that there is a statistically significant difference between the mean for managers and non-managers.

Since the sig. (2-tailed) value for environment of workplace is complete and safe, satisfaction with working hours, satisfaction with shift time, satisfaction with nature of work and satisfaction with workload and satisfaction with working of the organization is greater than 0.05, we conclude that there exists no statistically significant difference between the mean for managers and non-managers.

By analyzing the Sig. (2-tailed) value for **managers and drivers**, since the sig. (2-tailed) value for employees are provided with constructive and useful feedback, environment of workplace is complete and safe, organizations have roadmap for every employees personal growth, organization provide employees with opportunities for personal growth, satisfaction with working hours, satisfaction with shift time, satisfaction with nature of work and satisfaction with workload is less than 0.05, we conclude that there is a statistically significant difference between the mean for managers and drivers.

Since the sig. (2-tailed) value for employees have resources

needed to do their job well and satisfaction with working of the organization is greater than 0.05, we conclude that there exists no statistically significant difference between the mean for managers and drivers.

By analyzing the Sig. (2-tailed) value for **non-managers and drivers**, since the sig. (2-tailed) value for employees are provided with constructive and useful feedback, environment of workplace is complete and safe, organizations have roadmap for every employee's personal growth, organization provide employees with opportunities for personal growth, satisfaction with working hours, satisfaction with shift time, satisfaction with nature of work and satisfaction with workload is less than 0.05, we conclude that there is a statistically significant difference between the mean for non-managers and drivers.

Since the sig. (2-tailed) value for employees have resources needed to do their job well and satisfaction with working of the organization is greater than 0.05, we conclude that there exists no statistically significant difference between the mean for non-managers and drivers.

Correlation between intrinsic rewards of job satisfaction and performance of the employees

There exists a positive correlation between intrinsic rewards of job satisfaction and performance of the employees. The factors of performance that are affected by various intrinsic rewards are work independently to perform duties, deliver quality work and delivers consistent and timely results. Correlation is computed to determine the relationship between intrinsic rewards with performance.

The result shows that there is a positive relationship between the various factors of job satisfaction and job performance of employees. The environment of work place is complete and safe. The employees working in Haryana Roadways have adequate opportunities for personal growth. The employees are satisfied with the number of working hours, with shift or time of work, with nature of work, and also with the workload

they have in the organization. All these factors of Job satisfaction are positively but weakly associated with employees work independently to perform duties, they deliver quality work and also with they deliver consistent and timely results. In summary, intrinsic rewards of job satisfaction are found to affect the job performance of the employees.

Correlation between extrinsic rewards of job satisfaction and performance of the employees

There exists a positive correlation between extrinsic rewards of job satisfaction and performance of the employees. The factors of performance that are affected by various extrinsic rewards are work independently to perform duties, deliver quality work and delivers consistent and timely results. Correlation is computed to determine the relationship between extrinsic rewards with performance.

The results show that there is a positive relationship between the various factors of job satisfaction with the variables of job performance. The employees are satisfied with the training and development of employees. The management listens to complaints of its employees. The employees working in Haryana Roadways have great importance of the health benefits, disability benefits, education assistance for number of kids and family benefit. All these variables of job satisfaction are positively but weakly correlated with employees work independently to perform duties, they deliver quality work and also with they deliver consistent and timely results. In summary, extrinsic rewards of job satisfaction are found to affect job performance of the employees working in Haryana Roadways.

LIMITATIONS OF THE STUDY

Following are a few limitations of the study:

- The sample size is not diverse enough to give the image of overall functioning of Haryana Roadways.
- The data collected is based on subjective productivity measurement; some other objective method of collecting

Table 3: Intrinsic rewards and performance

	Works independently to perform duties		Delivers quality work		Delivers consistent and timely results	
Environment of workplace is complete and safe	r = .240	p = .065	r = .293	p = .023*	r = .331	p = .010**
Have adequate opportunity for personal growth	r = .436	p = .000**	r = .303	p = .019*	r = .319	p = .013*
Satisfaction with working hours	r = .182	p = .163	r = .338	p = .008**	r = .246	p = .058
Satisfaction with shift or time of work	r = .134	p = .308	r = .348	p = .006**	r = .327	p = .011
Satisfaction with nature of work	r = .284	p = .028*	r = .308	p = .017*	r = .131	p = .320
Satisfaction with workload you have	r = .365	p = .004**	r = .403	p = .001**	r = .397	p = .002**

Note ** Correlation is significant at the 0.01 level (2-tailed). r= indicate the direction of the relationship.
 * Correlation is significant at the 0.05 level (2-tailed). p= indicate the significance level.

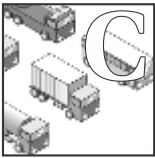
Table 4: Extrinsic rewards and performance

	Works independently to perform duties		Delivers quality work		Delivers consistent and timely results	
Satisfaction with training and development of employees	r = -.366	p = .004**	r = -.339	p = .008**	r = -.435	p = .001**
Management listens to employees	r = .370	p = .004**	r = .000	p = 1.000	r = -.031	p = .815
Health benefit	r = .047	p = .721	r = -.448	p = .000**	r = -.325	p = .011*
Disability benefit	r = .341	p = .008**	r = -.178	p = .173	r = .089	p = .500
Education assistance for number of kids	r = -.321	p = .013*	r = -.244	p = .060	r = -.367	p = .004**
Family benefit	r = -.315	p = .014*	r = -.329	p = .010*	r = -.472	p = .000**

Note ** Correlation is significant at the 0.01 level (2-tailed). r= indicate the direction of the relationship.
 * Correlation is significant at the 0.05 level (2-tailed). p= indicate the significance level.

data can also be used.

- Data is collected by employing the simple method of structured questionnaires; other methods could have been used for collecting data.



CONCLUSION

Organizations evolve overtime and tend to represent a complex network of institutional, material and manpower resources. Since organizations are set up and managed by people the theme of Human resource development assumes of greater significance. Organizations are as efficient and effective as their people. This aspect of efficiency is composed of three elements: mindset, skills and commitment. Whatever sophisticated measures of productivity of an organization we adopt, when these three measures are represented adequately, the eventual impact on the process and content of optimization may be either nominal or too much disjointed.

As the data analysis part reveals job satisfaction is a crucial

determinant of organizational performance. How organizations measure job satisfaction and employee performance determine futuristic action plans for manpower planning and deployment of managerial and non-managerial staff. In this study it was found that at all levels of staff deployment there is sufficient clarity on organizational goals and nature of work. Moreover, organizational structures are defined according to the certain criteria and government appeared rules of conducting business; so within these structures while there is given vertical relationship between the managers and other levels. While there is satisfaction on the given compensation levels, there is some discrepancy in the response regarding incentives and rewards. Obviously as in any HR policy and practice it is not feasible to design and implement "one size fits all" solution. We may also note that the question of employee satisfaction becomes relatively more important in terms of future streams of benefits including job security. So the level of employee satisfaction is not independent of the anticipated future stream of benefits. The data revealed that there is a positive correlation between the factors of intrinsic rewards and extrinsic rewards of job

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