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# **Consequence of Job Satisfaction Factors on the Productivity Level of Operating Core**

Baaren, Terence and Galloway, Cornelia

Institute of Employee Well Being, Imperial University

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# Consequence of Job Satisfaction Factors on the Productivity Level of Operating Core

\* Terence Baaren

\* Cornelia Galloway

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*The purpose of this article is to uncover the relationship of job satisfaction factors on the productivity level of operating core of manufacturing firm in textile mill. The theoretical approach that has been in this study to examine job satisfaction is Herzberg's two-factor theory of motivation, Maslow's hierarchy of needs theory. The Minnesota Satisfaction Questionnaire (MSQ) has been used. With the confidence interval of 95% and after analyzing the data and computing the correlation in SPSS software, researcher got the significance value of 0.043. The value of 0.043 is significant at 5% significance level. So therefore the researcher has rejected the null hypothesis and accepted the alternative hypothesis. Hence the results showed that there is a relationship between satisfaction factors and productivity.*

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**T**he textile industry is passing through the worst recession;

Declining sales, low quality products and high employee turnover these all add up to the problem. This trend is expected to continue and therefore there is a growing need for developing strategies to bring back the textile industry back on track.

In order to cope with the situation one needs to rectify the foundation and important factor of Textile industry that is Production worker (Operating Core) The operating core is given a minimum level of target or productivity level to achieve every day or every week. Productivity is the relationship between the output or amount produce in a given period and on unit of the factors of production employed in producing that output (Economic and Industry). While performing the duty several factors hinder or boost up the employees productivity.

The research was conducted to examine the relationship of job satisfaction factors on the productivity level of operating core of manufacturing firm in Al- Karam textile mill in Karachi. The operating core of Al-Karam produces clothes. The employees work from 8 am till 6 pm in the production area. Al-Karam has more than 500 employees in the operating core.

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\* Terence Baaren

- Institute of Employee Well Being

\* Cornelia Galloway

- Imperial University

Corresponding author Terence Baaren.

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## BACKGROUND:

The theoretical approach that has been in this study to examine job satisfaction is Herzberg's two-factor theory of motivation (Freidrik Herzberg (1966)), Maslows hierarchy of needs theory (Abraham Maslows). Additionally to enhance Herzberg's theory regarding job satisfaction factors, facet-specific job satisfaction theory (Cf. Smith, Kendall, and Hulin's (1969)) (i.e., Job Description Index (JDI)) will also be utilized. (Cf. Wallace D. Boeve 2007)

## PROBLEM STATEMENT:

Cook, Hepworth, Wall and Warr (1981) reviewed job satisfaction questionnaires and found that the job facets most often investigated were relationships with coworkers, kind of work, pay, personal growth, promotion prospects, and supervision. The procedural problem of this study was to assess the effect of job satisfaction factors on the productivity level of operating core of a manufacturing firm in Karachi.

## RESEARCH QUESTIONS:

Using a quantitative approach, the researchers explored the following research questions:

A. Which Job Description Index factors (JDI) work itself, advancement opportunities, salary, supervisor support, and coworker have more effect on overall operating core's job satisfaction?

B. What is the level of job satisfaction among operating core on the intrinsic and extrinsic job satisfaction facets (Intrinsic:

ability utilization, achievement, activity, advancement, compensation, co-workers, creativity, independence, moral values, social service, social status, and working conditions; and Extrinsic: authority, company policies and practices, recognition, responsibility, security, and variety) as measured by the JDI questionnaire? (Soomro & Shakoor, 2011).

#### **RELEVANCE/ SIGNIFICANCE:**

The research has practical relevance with the field of Human Resource management and the theories in management, Organizational Behavior and organizational theory and design and so forth. Through this research students are actually going to test the aspects of these theories practically.

#### **PURPOSE OF STUDY:**

- To find the reason behind the dissatisfaction,
- To find which factors have more importance to workers
- To assess facet-specific levels of job satisfaction,
- To measure general job satisfaction,

#### **JUSTIFICATION:**

Practically no work has been done in the area before in Pakistan for such a study. It has been recommended by several research papers to test these aspects on Pakistani settings.

#### **SCOPE OF STUDY:**

This study will provide insight and knowledge to Management of Al karam Textile Mill and even the other textile firms in Pakistan. Hence they will benefit from it and manage their business accordingly.

It will benefit the students and scholars of business administration to know the effect of Satisfaction Factors.

#### **DELIMITATION OF STUDY:**

The limitations included other possible job satisfaction variables, and any issues related to statistical analysis assumptions.

The first limitation is the failure to include other potentially relevant variables in this study. The survey instrument was adapted from a survey used to assess PA faculty job satisfaction factors and. The previous instrument had demonstrated reliability and validity, but it was not specifically developed for use in Textile industry context. It is possible that job satisfaction factors specific to the Al-Karam textile worker's environment were omitted from this study. Other

factors could have an influence on job satisfaction and should be taken into consideration when reviewing this study. These omissions also provide opportunity for further research.

The final limitation is related to statistical analysis. According to Alreck and Settle (1995),

*Statistical analysis is the process of computation and manipulation of sample data in order to suppress the detail and make relevant facts and relationships more visible and meaningful, and to generate statistics in order to make inferences about the population as a whole.* (Wallace D. Boeve, 2007).

In the conduction of statistical analysis, certain assumptions have valid results on only quantitative data. Significant information can be gained from qualitative data as well. This study statistically evaluated only quantitative data and assumed full response to all questions by all participants. However, the statistical analysis did not account for a responder's decision to skip questions.

Therefore the researcher recommends that generalization shouldn't be made on these grounds.

#### **ASSUMPTIONS:**

The assumptions listed below were necessary to establish a prudent starting point for the study.

- Employees of the Firm will have positive attitude towards the job satisfaction factors.
- Job satisfaction will affect the productivity level of workers.

#### **DEFINITION OF KEY TERMS:**

**PAY:** The amount that is given to employee. No one works for free, nor should they. While pursuing money based on negative motives can lead to a poorer psychological well-being, this is not the same as pursuing money to provide security and comfort for oneself and family. Obviously, employees want to earn fair wages and salaries, and employers want their workers to feel that is what they are getting. To that end, it is logical that employees and employers alike view money as the fundamental incentive for satisfactory job performance. (James Houran & Keith Kefgen)

**PROMOTION:** Reward system is a key determinant of the employee's attitude towards his organization and his work. The systems should be seen as incorporating procedural justice (appraisal systems should be transparent and fair) and

distributive justice (appropriate, adequate and fair differentials in rewards). Employees must have promotion opportunity. (RADHA R. SHARMA, 1997)

**COWORKERS:** Is the work independently performed or is it team or group based. In context of Team, the positive relation leads to performance.

**SUPERVISION:** How much the supervision employees want and prefer? Some Employees like to be controlled and others want the control. The power that an employee has to influence his own work activities, either in terms of timing or in terms of methods or both, so as to fulfill the super-ordinate objectives of the organization is referred to as control at work. (RADHA R. SHARMA, 1997)

**WOKK ITSELF:** There is an optimal level of workload that brings out the best in an employee, and both under load and overload, either quantitative or qualitative, when out of the control of the employee, can be stressful. Both work under-load and overload can result in negative emotions depending upon the discrepancy between the workload and the abilities and aspirations of the employee. Too little work or under-load can lead to apathy, boredom and low morale, or what has been termed ‘rust out’, which is a significant predictor of dissatisfaction, anxiety and depression (RADHA R. SHARMA, 1997)

### **Background Investigation**

#### **OVERVIEW:**

The literature review addressed the (a) meaning of job satisfaction, (b) importance of job satisfaction, (c) theoretical frameworks of job satisfaction, (d) measurement of job satisfaction, (e) Relationship of Job satisfaction and production level:

#### **MEANING OF JOB SATISFACTION:**

Many researchers have defined job satisfaction, but the definitions vary. According to Green, “Even though the definitions vary, a commonality among them seems to be that job satisfaction is a job-related emotional reaction”. A job-related emotional reaction can be a sign of an employee’s emotional wellness, can be affected by an employee’s behavioral influences, and can be an indicator of overall organizational operations; therefore, it is important to clarify the various levels of job satisfaction and the factors that it comprises (Hameed, Soormo & Hameed, 2012). Safran, Miller, and Beckman in 2006 stated, “The links between workplace quality – particularly the presence of a positive, collaborative culture – and staffing outcomes (including burnout, turnover, and staff satisfaction) have been more widely studied than other organizational outcomes” (Cf. Wallace D. Boeve, 2007) Furthermore to grasp the meaning of a construct like job satisfaction, it seems logical to look at how it is defined in the literature. The search for a universal definition of job satisfaction is not a difficult one; it is an impossible one. Even though many researchers define job satisfaction, the definitions vary. The three definitions most commonly referred to among

researchers are Hoppock’s, Locke’s, and Vroom’s. In the thirties, Hoppock’s (1935) response to the question ‘What is job satisfaction?’ was: “...any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, ‘I am satisfied with my job’”. Locke’s (1976) answer to the same question in the seventies was: “...a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Vroom (1982), who used the terms “job satisfaction” and “job attitudes” interchangeably, defined job satisfaction as “...affective orientations on the part of individuals toward work roles which they are presently occupying” (Hameed & Amen, 2011). Even though the definitions vary, a commonality among them seems to be that job satisfaction is a job-related emotional reaction. (Jutta Green, 2000)

#### **IMPORTANCE OF JOB SATISFACTION:**

Previous research presented three reasons to clarify the importance of job satisfaction. First, organizations can be directed by humanitarian values. Based on these values they will attempt to treat their employees honorably and with respect. Job satisfaction assessment can then serve as an indicator of the extent to which employees are dealt with effectively (Hameed, Soomro & Shakoor, 2012). High levels of job satisfaction could also be a sign of emotional wellness or mental fitness. Second, organizations can take on a utilitarian position in which employees’ behavior would be expected to influence organizational operations according to the employees’ degree of job satisfaction/dissatisfaction. Job

satisfaction can be expressed through positive behaviors and job dissatisfaction through negative behaviors (Hameed, Butt, Soomro & Shakoor, 2012). Third, job satisfaction can be an indicator of organizational operations. Assessment of job satisfaction might identify various levels of satisfaction among organizational departments and, therefore, be helpful in pinning down areas in need of improvement. (Jutta Green, 2000)

#### **THEORITICAL BACKGROUND:**

Job satisfaction factors are derived from the various theories and previously done researches. The theoretical approach that was used in this study to examine job satisfaction is Hertzberg's two-factor theory of motivation (Freidrik Hertzberg (1966)), Maslows hierarchy of needs theory (Abraham Maslows). Additionally to enhance Hertzberg's theory regarding job satisfaction factors, different types of measurement-evaluation theories have also explained job satisfaction (i.e., single-item, general, or facet-specific). In the measurement evaluation theories, the Job Description Index (JDI) developed by Smith et al. and the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. were used. (Cf. Smith, Kendall, and Hulin's (1969) (Cf. Wallace D. Boeve, 2007)

The most important demographic variable that receives huge attention in job satisfaction research is sex. A number of empirical studies on job satisfaction have suggested that female workers have lower level of job satisfaction than their male counterparts because male officials dominate most of the public organizations. Another common demographic variable studied is educational level (Hameed & Soomro, 2014). Most of the researches on the relationship between education level and job satisfaction yield consistent findings (Iqbal, Hameed & Devi, 2012). Especially Griffin, Dunbar & McGill (1978) found that workers with higher educational level would tend to be more satisfied with their job than workers with lower educational level. The third commonly identified variable in the research on demographic characteristics is age. Worker's age has been found to have a negative impact on worker's job satisfaction (Buzawa, 1984). This means that younger workers are more satisfied with their jobs than their senior counterparts. For example, a recent study results showed that university graduates were more satisfied with their jobs when these were

consistent with their university majors than when these fell outside their fields of interest (Vandenberg & Lance, 1992). Herzberg (1959; 1966) developed two-factor theory of job satisfaction: "motivation" and "hygiene". According to Herzberg's theory, if handled properly, hygiene issues cannot motivate workers but can minimize dissatisfaction. Hygiene factors include company policies, supervision, salary, interpersonal relations and working conditions.

They are variables related to the worker's environment. By contrast, a worker's job satisfaction was influenced by factors associated with the work itself or by outcomes directly derived from it such as the nature of their jobs, achievement in the work, promotion opportunities, and chances for personal growth and recognition. Because such factors were associated with high levels of job satisfaction,

Herzberg referred them as 'motivation factors'. Hackman and Oldham (1975) proposed five "core" dimensions for evaluating the immediate work environment constituting the Job Diagnostic Survey UDS (Iqbal, Hameed & Qadeer, 2012). These core dimensions turned out to be associated significantly with job satisfaction and a high sense of workers' motivation. That is, the work environment source consisted of five dimensions, namely those of skill variety, task identity, task significance, autonomy and feedback (Reiner, & Zhao, 1999).

#### **Maslow's Hierarchy of Needs Theory:**

Maslow's Hierarchy of Needs theory identifies five levels of needs, which are best seen as a hierarchy with the most basic need emerging first and the most sophisticated need last. People move up the hierarchy one level at a time. Gratified needs lose their strength and the next level of needs is activated. As basic or lower-level needs are satisfied, higher-level needs become operative. A satisfied need is not a motivator. The most powerful employee need is the one that has not been satisfied.

**Level I - Physiological needs** are the most basic human needs. They include food, water, and comfort. The organization helps to satisfy employees' physiological needs by a paycheck.

**Level II - Safety needs** are the desires for security and stability, to feel safe from harm. The organization helps to satisfy employees' safety needs by benefits.

**Level III - Social needs** are the desires for affiliation. They

include friendship and belonging. The organization helps to satisfy employees' social needs through sports teams, parties, and celebrations. The supervisor can help fulfill social needs by showing direct care and concern for employees.

**Level IV - Esteem needs** are the desires for self-respect and respect or recognition from others. The organization helps to satisfy employees' esteem needs by matching the skills and abilities of the employee to the job (Soomro, Hameed, Butt & Shakoor, 2012). The supervisor can help fulfill esteem needs by showing workers that their work is appreciated.

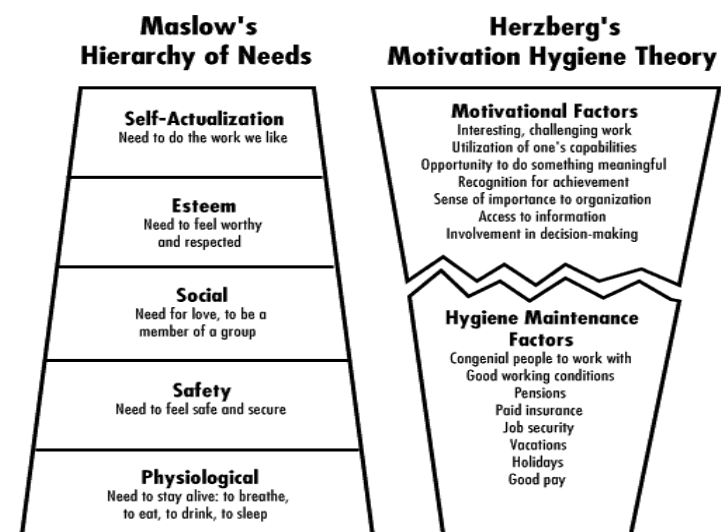
**Level V - Self-actualization needs** are the desires for self-fulfillment and the realization of the individual's full potential. The supervisor can help fulfill self-actualization needs by assigning tasks that challenge employees' minds while drawing on their aptitude and training. (Osborn and Hunt, 2002)

### HERZBERG'S TWO-FACTOR THEORY

The study of job satisfaction became more advanced and sophisticated with the introduction of Herzberg's (1966) Motivator- Hygiene Theory. This theory examines the work itself as a principal source of job satisfaction as contrasted to Maslow's hierarchy of needs. The motivator-hygiene theory describes the concept of job satisfaction with two dimensions (intrinsic factors and extrinsic factors). Intrinsic factors are also known as motivators. Extrinsic factors are known as hygiene's. (Iqbal, Hameed & Ramzan, 2012). The motivators pertain to job content or the work itself and include achievement, recognition, work itself, responsibility, and advancement. The hygiene's relate to job context or the work environment and involve company policy and administration, supervision, salary, interpersonal relations, and working conditions. According to the author, motivators are related to job satisfaction when present but not to dissatisfaction when absent. Hygiene's are associated with job dissatisfaction when absent but not with satisfaction when present (Soomro, Hameed & Kaimkhani, 2012; 2013). The Motivator-Hygiene Theory is a major foundational theory on the study of job satisfaction. The intrinsic and extrinsic dimensions of job satisfaction based on motivators and hygiene's allow for the conceptual understanding of work and how it motivates and provide satisfaction for employees (Donald Gary Goff, 2004).

### MEASUREMENT OF JOB SATISFACTION:

The Job Descriptive Index (JDI), created by Smith, Kendall, & Hulin (1969), is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: *pay, promotions and promotion opportunities, coworkers, supervision, and the work itself*. The scale is simple, participants answer either yes, no, or can't decide (indicated by '?') in response to whether given statements accurately describe one's job. (Cf. Wallace D. Boeve 2007).



### RELATIONSHIP OF JOB SATISFACTION AND PRODUCTION LEVEL:

Employee job satisfaction and factors such as productivity, performance, absenteeism, and job turnover have been investigated in several studies. Porter and Steers (1973), Baum and Youngblood (1975), and Bartol (1979) reported that there was a low, but consistently positive correlation between job dissatisfaction and several factors, one of which was job turnover. Carrell (1976) discussed several reasons for examining job satisfaction, including the determination of sources of, and the relationship between, satisfaction and dissatisfaction. He suggested that the relationships of satisfaction to training, absenteeism, and turnover were important. (Larry R. Jewell *et al*, 1990)

The research shows subjective perceptions of risk of job loss and job satisfaction can have important motivational effects for the workforce, which in turn has consequences on productivity, efficiency wages and employment. (Ioannis Theodossiou and Efi Vasileio, 2007)

## Methodology

### **TARGET POPULATION:**

The target population was from Work force of Al-Karam textile mill. The size of the sample was 140 respondents and they were selected from the organizations conducting interviews. The participants were selected on the basis of following characteristics:

1. AGE: range 22 to 40
2. INCOME: above Rs 4000 and below 12000
3. Experience: minimum 1 year on the current job.

### **SAMPLING TECHNIQUE:**

The sampling technique which was used was Random sampling nonsystematic way.

### **RESEARCH METHOD:**

The size of the sample was 140 respondents and they were selected from the organizations conducting interviews. The participants were selected on the basis of following characteristics:

1. AGE: range 22 to 40
2. INCOME: above Rs 4000 and below 12000
3. Experience: minimum 1 year on the current job.

The research was conducted by distributing the questionnaire among the employees in order to get their response about the factors. The questionnaire evaluated the employee's attitude and perception regarding the job satisfaction. The Minnesota Satisfaction Questionnaire will be used (MSQ) is designed to measure an employee's satisfaction with his or her job

### **INSTRUMENT DESIGN:**

The instrument which has been used to conduct this research was questionnaire. Questionnaire was provided to selected sample in order to get their response about the factors. The questionnaire evaluated the employee's attitude and perception regarding the job satisfaction.

The Minnesota Satisfaction Questionnaire (MSQ) has been used. MSQ is designed to measure an employee's satisfaction with his or her job. Short form of the MSQ is being used. The MSQ provides more specific information on the aspects of a job that an individual finds rewarding than do more general measures of job satisfaction. (Wallace D. Boeve 2007)

### **HYPOTHESES DEVELOPMENT:**

The following hypotheses were tested:

**H<sub>0</sub>:** There is no relationship between Job satisfaction Factors and productivity level among the employees of factory worker.

**H<sub>1</sub>:** There is relationship between Job satisfaction Factors and productivity level among the employees of factory worker.

### **Independent Variables:**

1) Pay 2) Promotion 3) Coworker 4)Supervision 5)Work itself

### **Dependent Variables:**

- Productivity

### **PILOT STUDY:**

Researcher gave the questionnaires to the family members and close friends to get their opinion about it and with the approval then we spread the questionnaire on a further large scale. Mainly the pilot study included 10% of the sample size in order to rectify any potential short fall present in the instrument. After the identification of any shortfalls; changes were made accordingly, the instrument was administered at full length.

### **INSTRUMENT RELIABILITY:**

Reliability was tested because our results were an average of the total opinions of the whole sample plus the data collected through the samples was measured for its internal consistency through a probing technique using SPSS version 13.

### **INSTRUMENT VALIDITY:**

The instrument used in our research is worlds recognize questionnaire and measures all the criterias of our research. Some questions have been added under supervision of experts.

### **INSTRUMENT ADMINISTERING /INTERVENTION:**

The researchers were in close touch with the respondents in order to answer any queries. Questionnaire itself had guidelines but even though respondents were provided with specific guidelines in order to reduce errors. Any assistance required by the respondents was also provided. Researchers need to realize that the research process itself is an unrewarded intervention beyond any intentional treatment effects or secondary effects on the research participants or other stakeholders.

### **METHOD OF DATA COLLECTION:**

All the data from the participants was collected through questionnaire. Questionnaire measure job satisfaction factors like pay, promotion, coworker relationship, supervision and work itself. Instrument has rating from 1 to 5:

1= Highly Dissatisfied

2= Dissatisfied

3= Neither Satisfied nor Dissatisfied

4= Satisfied

5= Highly Satisfied

#### **INCLUSION- EXCLUSION CRITERIA:**

We expected a response/return rate of 90%. The respondents who return the completed material provided to

them in a specified time period, which is subject to a variation according to convenience, were only be accepted. The questionnaires that contained any vague or misleading answers or or have been misjudged by the respondents, were not accepted and excluded from the research.

### **Data Analysis**

This research shows that there is a relationship between job satisfaction and productivity level among factory workers (Al-Karam textile Mill). In this research dependent variable is put on X-axis and independent variable is on y-axis. The degree of freedom was 99 with the confidence interval of 95%. After analyzing the data and computing the correlation in SPSS software, researcher got the significance value of 0.043. The value of 0.043 is significant at 5% significance level. So therefore the researcher has rejected the null hypothesis and

accepted the alternative hypothesis. Hence the results showed that in the Al- Karam textile mill; there is a relationship between satisfaction factors and productivity.

The purpose of this research was to find whether there is any relation between job satisfaction factors and productivity level. After surveying the total of 140 employees using a questionnaire and analyzing the data with statistical tool i-e correlation model. The result supported the hypothesis that “Productivity level has relationship with Job Satisfaction”

### **Conclusion**

After surveying the total of 140 employees using a questionnaire and analyzing the data with statistical tool i-e correlation model. The result supported the hypothesis that “Productivity level has relationship with Job Satisfaction” Research was conducted because of the researchers’ interest in determining the aspects of a Factory employee’s job satisfaction. Because Factory environment is different than the normal so to see what keeps employees motivated to achieve their production targets. Even the Supervisors and managers need a more in-depth understanding of these satisfaction factors. There are certain limitations in this research, first of

all, every production factory has different environment so the results can not be generalize. Secondly the list of variables of job satisfaction should be reconsidered and other variables should be included.

Other findings of this study also reveal that new employees are unable to determine their level of satisfaction or dissatisfaction because of their relative inexperience with their new employer. But as they become more experienced they can determine their satisfaction level and satisfaction level begins to stabilize and eventually drop due to lack of learning or challenges if not provided with incentives and satisfaction factors.

### **Recommendations**

The administrators of Al-Karam textile mill or any other manufacturing firm, specifically supervisors, managers, and policy makers should be aware of some recommendations based on this research study’s findings. The results of this research suggest that supervisory support, pay, promotion, coworker itself and work itself has relation and effect on productivity level. If all these factors are provided to employees’ productivity can be improved, hence the sales will

increase. The employees are satisfied with the support they receive from their supervisors and managers.

Managers and policy makers should see that there are some other factors that are effecting and becoming obstacle for achieving desired productivity level. May be the working condition or holiday/ vacation be the factors which they should look upon to sort the problem.

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