



A study of the relationship between Job Satisfaction and Life Satisfaction

Dr. Sweta Banerjee

Associate Professor, D.Y. Patil Institute of Management Studies, Akurdi, Pune.

Introduction

Job Satisfaction is the fulfillment and the gratification that comes from work. It is not the money, the benefits or the vacations. It is the general good feelings we receive from doing the work itself. It is achieved daily by digging out satisfier's wherever they can be found. Many people get considerable satisfaction from doing ordinary jobs. They make quality time out of their working hours no matter what their assignments may be. It is thus a topic of wide interest for both people who work in organizations as well as people who study them. It is one of the most frequently studied variables in Organizational Behavior. It is one of the central variables in both research and theory of organizational phenomenon. There are important reasons why we should be concerned with Job satisfaction. First, the humanitarian perspective is that people deserve to be treated fairly and with respect. Job Satisfaction to some extent is the reflection of good treatment. It can, also considered as an indication of emotional well-being or the psychological health.

Subjective well- being (SWB) is a term used by (Diener, Ed. et.al,1997) for how people evaluate their lives. People can evaluate their lives in terms of a global judgment such as life satisfaction or feelings of fulfillment. Thus SWB is an umbrella term, that includes several different components and these components are somewhat independent. People who work for their goals, and achieve them, they experience subjective well- being.

Job Satisfaction is also considered as a part of life satisfaction. The nature of a worker's environment off the job indirectly influences his or her feelings on the job. Similarly, since a job is an important part of life for many workers, life affects work and work affects life.

The result is there is a spillover effect that occurs in both directions between job and life satisfaction. (Davis, Keith, 2002). Wilson (1978) defined Quality of Work Life as enriching the nature of work experience, grappling with issues of efficiency and satisfaction. On the whole Life Satisfaction (LS) is often conceptualized as one of the key aspects of psychological well- being.



Literature Review

Job satisfaction and life satisfaction has been studied and researched by many scholars all over the world. Primarily, satisfaction falls in the domain of psychology. However the scholars in management have shown keen interest in studying satisfaction of their employees. The research paper published in different international and national journals have been reviewed to identify the research gap and problem.

Job Satisfaction

Speroff, B.J.(1955) in their study found out inter correlations between the variables – job satisfaction , age of worker and interpersonal desirability values . Significant correlations were found between one’s job satisfaction score and one’s age as well as one’s interpersonal desirability value score and one’s age but no significant correlation between one’s job satisfaction score and one’s interpersonal desirability value score. Similar studies by Weaver, Charles,N.(1974) measured Job satisfaction across the dimensions of selected independent variables like satisfaction with family income, satisfaction with family housing, education, occupation, race, religion, church, attendance, and number in the household and concluded with findings that there is positive relationship between income and satisfaction, housing situation, important variation among the reports at different levels of education, higher satisfaction in blue collared skilled employees in professional firm, no consistent pattern of association between employee age and job satisfaction, church attendance lacks important association with job satisfaction and males living in smaller households report higher levels of job satisfaction than living in larger households.

Fisher, Cynthia,D.(1980) revealed that the relationship between job satisfaction and performance appears to have some intrinsic appeal. The study asserted that performance is measured at one point of time and as a single act, single observation criterion is obtained, such relation becomes weak, one of the ways to strengthen them would be to obtain a patterned or multiple- observation criterion of behavior, repeated observations of performance measured in several ways. Bartel, Ann, P.(1981) studied job satisfaction amongst blacks and concluded that racial differential in job satisfaction cannot be predicted a priori. While blacks do earn lower wages than whites and should therefore be less satisfied, discrimination may have caused blacks to be less satisfied.

Caston , Richard,J., Braito, Rita.(1985) did an empirical research on nurses and concluded that much more variance can be explained in job satisfaction among workers who value increased job satisfaction highly, than can be explained among workers do not value it highly. There was no relationship between job satisfaction and its importance when it is ranked against other employment goals.. Another research and study by Watson, Larry, W.,



Hillison, John. (1991) amongst agricultural teachers support that there is a relationship between personality temperament and job satisfaction. Teachers of the sensing – perceiving temperament type exhibited the lowest satisfaction scores. The results show a definite pattern of job satisfaction by temperament type, which led credence to the theory that personality patterns may be a logical way to view job satisfaction.

Pool, Steven, W. (1997) studied American adults between ages 20 to 46 years. The study revealed that all but subordinate substitutes were significant predictors of Job Satisfaction. Task substitutes, organizational substitutes, consideration leadership behavior, initiating structure leadership behavior and work motivation were significant and together accounted for 54% of the total variance of job satisfaction more than any other variables. Tietjen, Mark, A., Myers, Robert, M. (1998) had opined in one of their surveys of Job satisfaction that if managers understand the theories propounded by Frederick Herzberg and Edwin Locke, they can focus on strategies of creating job satisfaction. Although aspects of one's personal life as well as non-job factors at work influences the behaviour and eventually, the satisfaction of the worker, it is the work itself which brings fulfillment and job satisfaction.

Syptak, Michael, J., et. al (1999) researched amongst physicians and applied Herzberg's two dimensions of Job satisfaction: Motivation and Hygiene. Their survey revealed that family physicians who created environments that attracted, motivated and retained hard-working individuals created a positive workplace for their employees and could increase their job satisfaction as well. Ramayah, T., et. al (2001) studied all the managers, supervisors and operators employed in the manufacturing sector in Penang. The Job Descriptive Index (JDI) developed by Smith, Kendall and Hulin (1965) was chosen to measure the job satisfaction of the employees. This study proved that individuals do not place the same degree of importance for all facets of JDI. Instead, each individual will have his or her own needs and will rank the importance of the different in regard to them.

The study of Hellgren, Johnny, Sverke, Magnus (2001) resulted in an indication that job insecurity that resulted from downsizing is a significant and negative predictor of job satisfaction and well-being because dissatisfied employees are likely to be less productive and look for alternative employment. Okpara, John, O (2002) surveyed IT managers and concluded that ethical environment might help to enhance job satisfaction. Research from the survey indicated that an instrumental climate has a negative influence in overall job satisfaction in organizations. The findings of the study revealed that organizational ethics influences overall job satisfaction.

Pascobe, Celina, et. al. (2002) focuses on the role played by job satisfaction and morale in collaborative learning. The competitive advantage requires a 'knowledge edge' and this cannot be achieved unless employees engage in behaviours that will result in generative learning. The researcher reported in the paper and pointed out that various factors enable



generative learning and high level of job satisfaction/ positive morale, is one of these. In their study, Krueger, Paul., et. al.(2002) entailed six health care organizations and the result showed that job satisfaction is a multidimensional construct and is a product of the global evaluation of one's work place and context. Specific predictors of job satisfaction were identified and the reports provided, valuable information, about the implications of these findings and deliberated their relation to improve Quality of Work life.

In another study by Wattles , Mathew, G., Harris, Chad (2003) the relationship between fitness levels of the employees were studied in relation to employees' perceived productivity, job satisfaction and absenteeism. This study has identified higher levels of independent components of fitness may positively influence employees' productivity , job satisfaction and absenteeism. The research made by Lund, Daulatram, B (2003) made an empirical investigation and examined the impact of organizational culture types on job satisfaction amongst marketing professionals in the U.S.A. The study focused on Clan, Adhocracy, Hierarchy and Market types of Organizational culture and the study revealed that clan and adhocracy cultures entails higher levels of employee job satisfaction than the other two which emphasizes consensus and cohesion, teamwork and loyalty ,encourage innovation and entrepreneurship.

Another interesting study was conducted by Chandraiah, K., et.al (2003) where Occupational Stress and Job satisfaction among managers were studied and concluded that individuals under excessive stress tends to find their jobs less satisfying . Some of their intrinsic or extrinsic needs may be thwarted or not met sufficiently. The subjects with lower job satisfaction were found to experience more stress in the form of overload, role ambiguity, role conflict, under participation, powerlessness and low status compared to those with higher job satisfaction. In 2003, another study by Lather, Anu, Singh., Goyal, Shilpa(2003) studied job satisfaction amongst managers and engineers in relation to personality and psychopathology. The personality structure of Extremely Satisfied(ES) and Extremely Dissatisfied (ED) is similar and that of Very Satisfied (VS) and Not Satisfied (NS) is similar. Only Moderately Satisfied(MS) employees showed different personality structure.

Turner, James H., Brown, Gene (2004) through a survey found that amongst sales representatives- feeling safe, career advancement, networking, meaningfulness of the job is important for overall job satisfaction. An interesting study was done amongst Indian academicians and Haque, Israrul, Mohd(2004) suggested that both intrinsic and extrinsic factors affect a teacher's satisfaction . The satisfied persons are inclined to enhance the productivity of their organization . The relationship between age, gender has a direct bearing on the job related behavior such as productivity and employee turnover, motivation, contribution to production are significant factors for the study of job satisfaction.

Another study by Steijn, Bram. (2004) showed whether commitment and participation of workers in the public sector has any relation with the determinants of job satisfaction. It has



been observed that the extent of use of Human Resources Management (HRM) practices does not have a direct effect on overall job satisfaction but has important indirect effects. HRM practices is especially related to higher satisfaction, with the management of the organization, and with career support. It is positively associated with task and pay satisfaction. The findings also illustrates that workers who feel underutilized are dissatisfied with the management, career support and their tasks, and these variables adversely influence job satisfaction. The study by Benarjee, D.B.R.N.K., Rani, Roja, E.(2004) revealed that there is an influence of Quality of Work life(QWL) on job involvement. Where there is less menial work the jobs tend to be more autonomous , employees get involved in decision making and makes the job more interesting and meaningful and hence more Job Satisfaction was found.

In this research .Okpara, John, O.(2004) studied American and Nigerian managers employed in the United States and compared them with job satisfaction and organizational commitment levels. The results showed that American managers have higher levels of job satisfaction and commitment than their Nigerian counterparts. In another study by Carlson, Jessica,H., Mellor, Steven.(2004) resulted that gender and relational self- definition may jointly moderate the influence of job design variables on job satisfaction. The job-design-job-satisfaction relationship may be the strongest when design variables relate to relational self definition of women and men are taken into account. The study proposed how autonomy and individual responsibility in the form of self- actualization opportunity may relate to satisfaction and in contrast, to propose how ethics of care opportunity may relate to satisfaction.

There are many studies that takes into account the leadership behaviours and job satisfaction. O Judge, Timothy, A., Picollo, Ronald, F., Illies, Remus.(2004) revealed that Ohio State Leadership behaviors- consideration and Initiating structure when analyzed that Consideration was more strongly related to Job Satisfaction and Initiating Structure was slightly more strongly related to leader job performance. Arciniega, Luis, M., Gonzalez, Luis(2005) made a study with 30 different companies belonging to the same holding, that an individual who assigns priority to values related to altruism and who scores higher on values associated with altruism will reveal higher scores on all specific facets of job satisfaction than those whose score is lower.

Heller, Daniel., Watson, David (2005) studied the work family interface amongst fully employed married adults and stated that work and family interfaces can both be enemies and allies and are very complex. They stressed the importance of increasing levels of both job and marital satisfaction given the dynamic and reciprocal influences of these variables. They emphasized that managers can view positive spillover as a potential resource and enhance organizational policies such as family friendly policies. Boswell , Wendy,R., Boudreau, John,W., Tichy, Jan(2005) in a study with high level managers found out an equation that if organizations see pattern in job changes do not result in initially higher satisfaction , it may



well be a leading indicator of impending satisfaction- related issues such as reduced citizen behaviors or separation.

Alder, Stoney,G., Ambrose, Maureen,L.(2005) made a study amongst undergraduates data entry workers and examined how the design and implementation of Computerized Performance Monitoring (CPM) system affects individual's performance and attitude. Thus prediction was made that procedural fairness and monitoring fairness was positively related to job satisfaction. Kim, Sangmook.(2005) studied a central paradox of gender and job satisfaction as women's job satisfaction is not lower than men's , given that women's jobs are often inferior in terms of pay , autonomy and promotional opportunity. The revealed that women emphasized intrinsic rewards whereas men emphasized extrinsic rewards and that can be an obvious reason as to why women are more satisfied with their jobs than are men.

Sharma, R.D., Jyoti, Jeevan (2006) found that amongst university teachers the various dimensions of job satisfaction are positively correlated but the extent of exerting the influence by them in determining the overall level is different and elements of work, idealness of job influence the determination of the level of Job Satisfaction the most. Lim ,L.S., Yager,J., Cope, D., Leake,B(2006) compared academic and clinical faculty and found no significant differences between the two physicians groups on job satisfaction , total stress, anxiety or depression scores. Academic physicians experienced more conflict between work and personal life, burdened with time pressure, less satisfied with finance.

Life Satisfaction

Diener, Ed.(2000) studied people's cognitive and affective evaluations of their lives , when and why people are happy and what are the processes that influences Subjective Well-Being. Temperament and personality appears to be powerful factors influencing people's SWB, cultural and societal factors also influence SWB in several ways. Some countries are better able to meet people's desires and on the other hand, variations in cultural influences on mean levels of SWB appear to result from variations in optimism and positivism.

Clark, Andrew, E., Oswald, Andrew, J.(2006) in their paper showed that subjective Well Being follows a U – shape through the life course. The article is concerned with a body of work on happiness and age. The study also aptly states that Life – Satisfaction and General Health Questionnaire (GHQ) measures of subjective well- being seem valuably complementary. Libran, Chico, Eliseo.(2006) in their work, examined, the association of well – being with neuroticism and extraversion. 44% of the variance of subjective well-being was accounted by neuroticism and extraversion only explained 8% of the variance.

Krueger, Alan, B., Schkade, David ,A. (2006) in their paper used Day Reconstruction Method (DRM) where participants were required to think about the preceding day, break



into episodes and describe each episode by selecting from several menus. It was found that overall life satisfaction measures and affective experience measures, derived from DRM, exhibited test-retest correlations in the range of .50-.70. A key factor behind the results are that answering a life satisfaction question explicitly invokes a nonsystematic review to one's life which leaves such measures vulnerable to transient influences that draw attention to arbitrary or incomplete information. Kahneman, Daniel., Krueger, Alan, B.(2006) in their paper, discusses how individuals' response to subjective well- being questions vary with their circumstances and other factors. This line of research suggests that the intensity of pain and pleasure that arises during an experience can be plausibly measured in real time and that retrospective assessments are not necessarily a good measure of the sum total of individual's actual experiences.

The relationship between Job satisfaction and Life satisfaction

In the year 1983, Chacko, Thomas, I.(1983) studied the causal relationship of Job and Life Satisfaction and the results indicated that job satisfaction influence occurred more often than did life satisfaction influence. The results are more supportive of the notion that job satisfaction has a greater influence on life or non work satisfaction than vice versa. The study by Chiu, Randy, K.(1998) revealed that job satisfaction directly effects work/family conflicts, job, marital and life satisfactions as the study was done. The findings indicated that work and family conflicts as well as inter role conflict affected job satisfaction and marital satisfaction. Likewise, life satisfaction reported by the respondents was affected by their level of job satisfaction and marital satisfaction as well.

Similar studies by Cramer, Duncan (1995) studied a time related relationship between job and life satisfaction in a two way panel study amongst professional employees of a British engineering company, showed that a Test- retest coefficients for both variables were moderately positive showing that relative ranking of individuals on these variables was fairly stable.

Diener, Ed., Suh, Eunkook., Oishi, Shinehiro.(1997) in their paper attempted to understand people's evaluation of their lives. These evaluations may be primarily cognitive (e.g. life satisfaction or marital satisfaction) or may consist of frequency with which people experience pleasant emotions e.g., joy, and unpleasant emotions e.g., depression.. In another survey, Judge, T.A., et.al.(1998) had studied that core self evaluations, which were hypothesized to comprise self- esteem, generalized self efficacy, locus of control and non neuroticism had a model hypothesized that core self- evaluations would have direct effects on job and life satisfactions. It also was hypothesized that core self- evaluations would have indirect effects on job satisfaction.



Rain, Jeffrey,S., Lane, Irving,M., Steiner, Dirk,D.,(2004) reviewed that theoretical work is too often characterized by repeatedly confirming the spillover hypotheses to the exclusion of advancing theoretical developments. They focused on theoretical and methodological developments which is needed in future research and areas of multiple links ,between job and life satisfaction, life stages, and satisfaction as a disposition which can be developed as potential areas for theoretical advances.

In their study Theodossior, Ioannis., et.al. (2006) studied and found that job satisfaction is the top factor in employee's overall life satisfaction. This is over, and above satisfaction with family, leisure time, health, finance and social life. They also found that the highly educated have a higher level of job satisfaction and concluded that link between career fulfillment, and life satisfaction cannot be underestimated and is an issue of policy concern and deserves attention. Similar results was revealed by Sharma, R.D., Jyoti, Jeevan (2006) found that University teachers were happy with their jobs as well as life and the results indicated that the individuals satisfied with job are more satisfied with their life and life satisfaction in turn positively influences job satisfaction . Both are reciprocal in their effect on each other.

Yelamanchili, Venkat,Dr.(2006) found that satisfaction with the amount of leisure, environment and with housing come last in the pecking order of happiness and well- being, Career fulfillment provides workers with the means to maintain life satisfaction according to results found by them.

Rationale of the study

The research is also likely to give some insights, into the various problems that executives face from time to time, in manning the workers as there are some inherent problems in the industry. The study would generally refer to an individual's general attitude towards his or her job. The researcher will try to study how executives perceive their job and that whether the job provides them with what is important to them. The study will also find out if life satisfaction is a part of job satisfaction, whether the nature of an employee's environment off the job indirectly influences his or her feelings on the job. So the research and study will generally help the industry as a whole to identify the socio- economic conditions responsible to identify the job dissatisfaction if any and try to arrest the same to enhance job satisfaction.

Research Gap and Problem

The literature reviewed by the researcher, provided various dimensions, on the study of Job Satisfaction and life satisfaction. The studies also entailed various variables associated with them. But, most of the studies that was done on Job Satisfaction and Life Satisfaction were carried on outside India, in the developed nations, but not much research and studies were



conducted organizations in India. The literature review also revealed that if some studies were carried out it was mostly on manufacturing organizations, university teachers, academicians, doctors, nurses.

Conclusion

An attempt will be made to study the implications and impact of Job Satisfaction on Life Satisfaction and vice versa. Moreover there are reasons that site the inherent difficulties in the lives of executives. There is a relationship between job and the holistic life a man leads and this study would likely to prove that a person who is happy with his job is likely to be happy with life general. Alternatively, a person who dislikes his job tends to dislike important things in life for example, family and leisure activities . The research at this time has also become imminent as socio – economic-political conditions of any industry. This will help the organizations to orient themselves towards retaining the executives and the detailed proposal tries to establish the importance of job satisfaction and its effect on life satisfaction . The study is proposed to be a research work based on both the primary and secondary sources of information. The primary data will be collected by distribution of questionnaire . The secondary data required for the study will be collected from several published reports, books , journals, magazines ,bulletins .

The questionnaire can be based on , The Job Descriptive Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ) and Job Satisfaction Scale (JSS) for Job Satisfaction and Satisfaction with life scale (SWLS) for Life satisfaction. The Job Descriptive Index was developed by Smith, Kendall, and Hulin (1969) and the Minnesota Satisfaction Questionnaire was developed by David J. Weiss, Rene V. Dawis., George W. England and Lyod H. Lofquist (1967) and Job Satisfaction Scale by Spector(1997). A comprehensive questionnaire can be designed to study the data for job satisfaction.

The survey for SWLS (Satisfaction With Life Scale) will be used to access the satisfaction with the respondent's life as a whole (Pivot and Diener 1993) and will consist of introspective questions designed to determine life satisfaction, a quality that impacts job satisfaction.

References

- Alder, Stoney, G., Ambrose, Maureen,L.(2005) ”An examination of the effect of computerized performance monitoring feedback on monitoring fairness, performance and satisfaction”. Organizational Behaviour and Human Decision Processes 97 pp.161-177.



- Arciniega, Luis,M., Gonzalez, Luis(2005) "*Other oriented Values and Job satisfaction*", Problems and Perspectives in Management, Vol.4 pp 128-133.
- Ary, D., Jacobs,L.C., & Razavieh, A.(1996). *Introduction to research in education*. Fort Worth, TX: Harcoat Brace College Publishers.
- Barrows, David, Wesson, Tom, (2001)"*A Comparative Analysis of Job Satisfaction among Public and Private Sector Professionals*". The Innovation Journal (July 08).
- Bartel, Ann,P. (1981) "*Race Differences in Job Satisfaction: A reappraisal*". The Journal of Human Resources, Vol. 16, No.2 (Spring) pp 294-303.
- Barlett, James, E., Kotlik, Joe,W., Higgins,Chadwick,C.(2001) "*Organizational Research: Determining Appopriate Sample Size in Survey Research*". Information Technology, Learning, and Performance, Vol. 19, No.1, Spring
- Benarjee, D.B.R.N.K., Rani, Roja, E. (2004) "New perspectives of Quality of Work Life" The Indian Journal Of Commerce, Vol. 57, No. 1. January – March pp 73- 83.
- Caston, Richard, J; Braito, Rita.(1985). "*A Specification Issue in Job Satisfaction Models When Workers Place High Value on Increasing Their Satisfaction?*" Sociological Perspectives, Vol. 28, No.2 (Apr.) pp 175-197.
- Chacko, Thomas, I. (1983)"*Job and Life Satisfaction: A Causal Analysis of Their Relationships*". The Academy of Management Journal. Vol.26, No.1 (Mar., 1983) pp 163-169.
- Chandraiah, K., Agarwal, S.C., Marimuthu, P., and Manoharan,N.(2003) "*Occupational Stress and Job Satisfaction Among Managers*". Indian Journal of Occupational And Environmental Medicine". Vol 7:2(May – August) pp 6 – 11.
- Clark, Adrew, E. (2001)"*The curved relationship between subjective well- being and age*". Paris – Jourdan Sciences Economiques [http:// www. Pse.ens.fr/document/wp200629.pdf](http://www.Pse.ens.fr/document/wp200629.pdf). Viewed on 19th. January, 2007.
- Corbin, Sal. (2001) "*Role Perceptions and Job Satisfaction of Community College Faculty*". Inquiry. Virginia Community College System. Vol. 6, Number 1, Spring .
- Davis , Keith., Newstorm, John.W.(2002) "*Organizational Behaviour Human Behavior at Work*". Tata McGraw- Hill Edition, India.
- Diener, Ed. .(2000) "*Subjective Well- Being The science of Happiness and a proposal for a National Index*" American Psychologist. January, Vol.55 No.1.34-43.
- Diener, Ed., Suh Eunkook., Oishi, Shigehiro. (2006.) "*Recent findings on Subjective Well- Being*".(1997) Indian Journal Of Psychology.. <http://www.psych.uiuc.edu/-ediener/hottopic/paper1.html>. Viewed on 16th. October
- Fairbrother, Kerry. And Warn, James. (2003) "*Workplace dimensions, stress and job satisfaction*". Journal of Managerial Psychology". Vol. 18 No.1 pp 8-21.
- Fisher, Cynthia, D. (1980) "*On the Dubious Wisdom of Expecting Job Satisfaction to Correlate with Performance*". The Academy of Management Review. Vol.5, No.4. (Oct., 1980), pp. 607 – 612.



- Haque, Israrul, Mohd. (2004) “*Job satisfaction of Indian Academicians: A study Based on Gender and Age*” The Indian Journal Of Commerce Vol.57, No.2, April – June. pp 102-113.
- Heller, Daniel, Watson, David. (2005) “*The Dynamic Spillover of Satisfaction between Work and Marriage: The Role of Time and Mood*” Journal of Applied Psychology. Vol.90, No.6. pp 1273-1279.
- Hellgren, Johnny and Sverke, Magnus. (2001) “*Unionized Employees’ Perceptions of Role Stress and Fairness during Organizational Downsizing; Consequences for Job Satisfaction, Union Satisfaction and Well- Being*”. Economic and Industrial Democracy. (SAGE, London, Thousand Oaks and New Delhi), Vol. 22: pp 543 – 567.
- Judge, Timothy, A., Piccolo, Ronald, F. and Ilies, Remus. (2004). “*The Forgotten Ones? The Validity of Consideration and Initiating Structure in Leadership Research*”. Journal of Applied Psychology. Vol. 89, No.1 .pp 36-51.
- Kim, Sangmook. (2005) “*Gender Differences in the Job Satisfaction of Public Employees: A study of Seoul Metropolitan Government, Korea*. Sex Roles, Vol. 52, Nos. 9/10, May .
- Krejcie, R.V., & Morgan, D.W.(1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610
- Lather, Anu Singh, Goyal, Shilpa.(2003) “*An Analytical Study Of Job Satisfaction in Relation to personality and Psychopathology Of Corporate*”. Delhi Business Review . Vol.4, no.1, January- June.pp 51-55.
- Libran, Chico. Eliseo. (2006) “*Personality Dimensions and Subjective Well- Being*”. The Spanish Journal of Psychology , , Vol. 9, No. 1 pg. 38-44.
- Lund, B., Daulatram. (2003) “*Organizational Culture and Job Satisfaction*”. Journal of Business and Industrial Marketing. Vol. 18 No. 3. pp 219- 236.
- Luthans, Fred. (2005) “*Organizational Behavior*”. () McGraw Hill, Internatioal Edition, Singapore.
- Okapara, John O. (2002) “*The influence of Ethical Climate on Job Satisfaction of IT managers: Implications for Management Practice and Development in a Developing Economy*”. Presented at the Academy of Business & Administrative Sciences (ABAS). Seventh International Conference, San Jose, Costa Rica (July 6-8.)
- Okapara, John,O.(2004) “*Job Satisfaction and Organizational Commitment: Are there differences between American and Nigerian Managers Employed In the US MNCs in Nigeria?*” Presented at the Academy of Business & Administrative Sciences (ABAS). 2004 X International Conference Montreux, Switzerland. June 12-14.
- Pascoe, Celina., Ali, Irena,M., Warne Leoni.(2002) “*Yet another Role for Job Satisfaction and Work Motivation – Enabler of Knowledge Creation and Knowledge Sharing*”. Informing Science.



- Ramayah, T., Jantan, Muhamad., Tadisina, Suresh,K.(2001) “Job satisfaction: Empirical Evidence For Alternatives To JDI. National Decision Sciences Conferences, San Fransisco, November.
- Robbins , Stephen, P. (2003) “*Organizational Behavior*”. Copyright (c) by Pearsons Education ,Inc., India
- Sharma.R.D., Jyoti, Jeevan.(2006)”*What influences Job satisfaction the most?*”.Business Vision., Volume 8, No.9(October - December).
- Sharma.R.D., Jyoti, Jeevan. (2006) ”*Does Job Satisfaction influence Life Satisfaction or is it the other way round?*” Nice Journal of Business, Vol.1, No.1 (January-June) pp 27-39.
- Speroff .B.J. (1955) “*Job Satisfaction Interpersonal Desirability Values*” Sociometry. Vol. 18, No.1. (Feb.), pp. 69-72.
- Syptak, Michael J., Marshland, David.W., Ulmer, Deborah. (1999) “ *Job Satisfaction: Putting Theory into Practice.*” Family Practice Management (October).
- Tietjen, Mark, A., and Myers Robert, M. (1998)” *Motivation and Job Satisfaction*”. Management Decision 36/4 MCB University Press (ISSN 0025- 1747) pp 226-231.
- Turner, James,H., Brown, Gene.(2004)” *An improved job dimension scale to measure job Satisfaction in Sales rep.*” Journal of the Academy of Business and Economics, Vol.4.No.2.Aug 78- 94.
- W, Bothell. (2003) “*Faculty Job Satisfaction Survey Report*” Commissioned by the EC – American University Association.April.
- Watson, Larry, W.(1991) “*Temperament Type and Job Satisfaction among Selected West Virginia Agricultural Education Teachers* Journal of Agricultural Education. Winter.
- Wattles, Mathew, G., Harris, Chad. (2003)” *The relationship between Fitness Levels And Employee’s Perceived Productivity, Job Satisfaction, and Absenteeism*” Journal of Exercise Physiology, Vol 6, Number 1, February. Pp 24-32.
- Weaver, Charles, N.(1974) “*Correlates of Job Satisfaction: Some Evidence from the National Surveys*”. The Academy of Management Journal. Vol. 17, No.2 (Jun.) pp 373-375.