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Employees' job satisfaction in Ethiopia: A comparative study of selected public and private sectors in Woldia district

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Abstract

This study examined the predictive capacity of job satisfaction factors toward private and public employed workers and job satisfaction differences between the two organizations in Woldia district. In the study 135 public and 189 private organization workers were participated. As the findings of the study indicated, statistically significant mean difference observed between private and public workers job satisfaction of communication and relationship, job security, pay and promotion and fairness. The job satisfaction factors correctly classified the private and public organizations. This classification was imperative and made the prediction prudent. As the likelihood ratio of the study indicated, privately employed workers are 1.8 times more likely satisfied in pay and promotion of their respective organization than the public worker's job motivation of pay and promotion. In the same vein, public employed workers are 1.3 times more likely satisfied in job security of their organization than the privately employed workers.

Keywords: Job satisfaction, public organizations, private organizations

1. Introduction

Employees in an organization have always been a key asset and leading factors that determine the success and failure of an organization in a competitive environment (Fatt, Edward, and Heng, 2010) [5]. Employees in organizations who motivated to contribute their ideas and talents and may be quite satisfied with their jobs in an environment that foster organizational trust and growth of employees and where their knowledge, skills, and abilities are valued and fully used (Callaway, 2006) [4].

In a most basic sense, job satisfaction is a positive emotional state resulting from evaluating one's job experiences (Mathis and Jackson, 2008) [15]. It describes how content an individual is with his or her job. It is a worker's sense of achievement and success and is generally perceived to be directly linked to productivity as well as to personal wellbeing. On the other hand, job dissatisfaction occurs when one's expectations are not met. According to Spector (1997) [20], job satisfaction is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. As it is generally assessed, job satisfaction is an institutional variable. There are a variety of factors that can influence a person's level of job satisfaction (Spector, 1997, Parvin and Kabir, 2011) [20, 11]. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within an organization, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be.

Job satisfaction is one of the critical factors that contribute to high performance, high employee morale, and commitment, and reduce unproductive habits of employees like absenteeism and turnover (Spector, 1997) [20]. High-performance organizations are also believed to trust their employees and provide them with proper empowerment to perform their duties, ensures good governance and sustainable development.

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This empowerment requires management to entrust the workforce with responsibility and authority. Without trust, people assume self-protective, defensive postures that inhibit them learning.

Similarly, according to Bauer (2004) ^[3], high-performance organizations can offer employees the opportunity to perform to their full capacity, share performance information, and engage in the decision-making process, and encourage an innovative and imaginative approach to achieve business results and organizational goals. This sharing of performance information may provide employees with the business knowledge they need to perform their jobs well, enjoy their duties, be satisfied with their jobs and can provide good communication and customer services.

2. Statement of the Problem

Employees are one of the most important determinants and leading factors that determine the success of an organization in a competitive environment. Job satisfaction is an important element for the achievement of organizational goals and ensuring good governance. Organizations that have the ability to develop trusting relationships will have a competitive advantage. According to Dogan (2009), the accomplishments of an organization is to build a workforce in which employees feel included and welcomed and work together with mutual respect in order to enhance individual and organizational productivity.

Hence, job satisfaction is the critical factor for high performance and efficiency of an organization through ensuring high employee morale and commitment and avoiding factors like absenteeism and turnover. Thus, job satisfaction is one of the major criteria for establishing a healthy organizational environment in an organization. However, according to the information obtained from the study area, there is poor customer services, high employee job dissatisfaction, lack of good governance, poor job security, benefits, compensation/pay, opportunities to use skills/abilities and feeling safe in the work environment. Therefore, the researcher has analyzed the job satisfaction dimension of the aforementioned problems.

3. Objectives of the Study

The main objective of this study is to assess the level of employees' job satisfaction on the potential variables of communication and relationship, job security, pay and promotion and fairness.

The study also has the following specific objectives.

1. Identifying which job satisfaction factor is significantly make a difference between private and public organizations
2. Examining which factor dominantly predict the job satisfaction of private and public workers.
3. Investigating whether job satisfaction difference is prevalent among private and public organizations.

4. Hypotheses of the study

- a. There is a significant mean difference in job satisfaction (communication and relationship, job security, pay and promotion and fairness) between private and public employed workers.
- b. The type of organization either it is public or private can be correctly classified by the job satisfaction of workers with a predicted probability of 0.5 and more.

- c. The likelihood of job satisfaction of private workers in pay and promotion, communication and relationship and fairness is better than public organization employed workers.
- d. Job security is the likely predictor of job satisfaction in public employed workers than private organization employees.

5. Literature Review

5.1 Definition of Job Satisfaction

There are plethora definitions of job satisfaction. According to Moorman *et al.* (1993) ^[16], there are three practical points of view that illustrate the meaning of job satisfaction: First, is a valuable product of the society; second, is an early warning indicator at an early stage for an organization and third, can serve as a predictor of organizational behavior.

Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997) ^[20]. It is defined as positive feelings about one's job based on one's evaluation of the characteristics of the job (Robbins & Judge, 2007) ^[19]. It can be also be defined as a positive emotional state that results from the evaluation of the experiences given by the job (Locke, 1976) ^[13], or as a set of feelings and beliefs that a person has about his job (George & Jones, 1999) ^[7].

5.2 Theories of Job Satisfaction

For a century research works conducted on job satisfaction. The theoretical basis of this study is commonly known as a rule of thumb. The most frequent theories that referred to this construct is; need hierarchy theory, the two-factor theory, expectancy, reinforcement, achievement and personality theories. These theories explained job satisfaction based on the philosophical assumption of the founder of each theory. Regardless of the practical importance or since they are basics of motivation, some of the theories, summarized below in line of job satisfaction.

5.3 Needs Hierarchy Theory

Extensive research has been conducted in the area of work motivation and satisfaction and many psychologists have attempted to explain it in terms of certain needs, interests, and values. One theory that has explored these factors is Maslow's hierarchy of needs. According to Maslow, the individual personality is dynamic and continuously strives to satisfy a hierarchy of needs with an inherent tendency towards self-actualization (Joubert, 2000 as cited by Luddy, 2005:24) ^[14].

Though the late Abraham Maslow did not design his well-known hierarchy of needs for use in the satisfaction of people at work, it has been widely accepted as an important contribution field. The need hierarchy recognizes five different levels of needs, progressing from the most basic physiological needs to the more refined psychological need of self-actualization. Basic to the application of the need hierarchy is the assumption that the lower level needs must be met before the higher level of need can be satisfied.

5.4 The Two Factor Theory

According to Heller and Hindle (1998; cited in Luddy, 2005:24) ^[14], Herzberg's two factors is a set of motivators that drives people to achieve. The theory consists of two dimensions known as "hygiene" factors and "motivator"

factors. Hygiene needs are said to be satisfied by certain conditions called hygiene factors or dissatisfiers (supervision, interpersonal relations, physical working conditions, salary, benefits, job security, etc.), which concern the context in which the job has to be done. The theory suggests that job dissatisfaction ensues in those cases where hygiene factors are absent from one's work environment. Conversely, when hygiene factors are present, e.g. when workers perceive that their pay is fair and that their working conditions are good, barriers to job satisfaction are removed. However, the fulfillment of hygiene needs cannot in itself result in job satisfaction, but only in the reduction or elimination of dissatisfaction.

5.5 Interpersonal Theory

The degree of satisfaction is different between the standard and what is actually received from a job. Interpersonal comparison theories compare what a person wants (the standard) with, what she or he receives. The smaller the difference, the greater the satisfaction will be. These theories are called interpersonal because the comparisons occur within each individual (Graham, 1982) [9].

5.6 Empirical Research Findings and Job Satisfaction

Factors that affect job satisfaction are different in nature. It can be individual which can be resulted from the demographic and personality of an individual or job and environment-related factors. The magnitude and seriousness of each factor vary from context to context in affecting job satisfaction of workers. Since the main interest of this study is assessing job satisfaction of private and public workers, the focus of the literature will be dominantly focused on the job and environment related factors among the two groups.

Although it seems there are abundant of resource which conducted on job satisfaction, many of the literature revolve around dimensions and individual factors of job satisfaction or focused on separate cases of private and public organizations. Which means there are few number of comparative research findings which can be evidenced the nature of job satisfaction among the two organizations.

Mulugeta and Ayele in (2015) [17] conducted a study which explicitly focused on public health professionals toward their job satisfaction in west Shoa, Oromia. The finding revealed that Overall, only 34.9% of the study participants were satisfied with their job, while nearly a third, 65.1% were dissatisfied with their job. The findings revealed that variables such as management style, salary, working environment, training opportunity, performance evaluation and participation in decision making have a significant influence on the level of job satisfaction.

In the same vein Alemshet and *et al* (2011) [1] witnessed that among the total of 145 health professionals who worked in Jimma university specialized hospital, which is public, 46.2% of the health workers are dissatisfied with their job. The major reasons reported for their dissatisfaction were a lack of motivation, inadequate salary, insufficient training opportunities and an inadequate number of human resources. In the report, only sixty (41.4%) health professionals were satisfied with their job, the reasons given were getting satisfaction from helping others and professional gratification.

However, in contrary, a research which conducted on factors of job satisfaction in Mekelle University among academic staff members by, reported that, participants were most

satisfied with the content (achievement) of their job and least satisfied with the context (salary) in which their job was performed. This finding seems a bit conflicting with previous research outputs in developing countries. Plus, the research didn't properly investigate job satisfaction factors that can potentially make a difference.

Beyond the locale literature, public workers in Turkey (Karaman) are not satisfied in wages, preferment, appreciation, participation to decisions, execution of the decisions and unrestraint in the execution of decisions (Hakan, 2013) [10].

As the previously reviewed literature indicated that, there are numerous factors that can affect job satisfaction irrespective of their magnitude. In order to see how much these factors are important and higher in priority in the rank, one can see the research report of Society for Human Resource Management on job satisfaction in 2012 and the research work of Kabir and Parvin, (2011) [11], focused on employee job satisfaction. As the Society for Human Resource Management (SHRM) report indicated, among the twenty job satisfaction factors, the top five factors are Opportunities to use skills and abilities (63%), Job security (60%), Compensation/pay (61%), Communication between employees and senior management (57%), and Relationship with immediate supervisor (54%). Similarly, the finding of Kabir and Parvin (2011) [11] concluded that the top five factors that lead to job satisfaction are; working condition (62%), pay and promotion (60.4%), fairness (60.4%), job security (61%), and relation with co-workers (66%). Therefore, it's evidenced that job security, pay, communication, fairness, and relationship are dominantly important job satisfaction factors.

A research finding which can be an explicit evidence for our purpose, i.e., a difference of job satisfaction among private and public workers is, the work of Khan and Parveen (2014) [12] which is conducted among Indian private and public bank workers job satisfaction through some key factors like Salary; Promotion and Training. Accordingly, they came up with the following findings.

Job satisfaction of public sector bank employees was (1) significantly higher than the private sector bank employees; (2) Satisfaction regarding salary, compensation & benefits was significantly higher among the private sector bank employees than the public sector bank employees; (3) Satisfaction regarding Promotion was significantly higher among the private sector bank employees than the public sector bank employees; (4) Major causes of dissatisfaction as perceived by the respondents were poor salary, lack of promotional prospects, poor job status and absence of recognition for good work. (5) Private sector bank employees were dissatisfied with job security as compared to public sector bank employees. On the other hand, public sector bank employees were suffering from poor working conditions and absence of incentive bonus (Khan and Parveen, 2014) [12].

6. Methodology of the Study

6.1 Participants

Participants of the study selected from Woldia administration public and private organizations. A total of 160 government workers and 200 private organization employees taken as a sample of the study. Employees from civil service office, technical and vocational office, Agriculture, Education office, and Health office) was

addressed in the sample size purposefully. Similarly, from the private sectors, employees from banks were incorporated. After having the list of all workers in the respective organization, systematic planning sampling technique (Nth cases) had been employed in order for selecting representatives.

6.2 Measures

The instrument of the present study had been developed by the researcher. The psychometric quality of the instrument was tested and reliability found to be 0.57, 0.52, 0.48, and 0.4 for communication and relationship within workers and supervisors, job security, pay and promotion and fairness respectively. Employees’ job satisfaction against communication and relationship within workers and supervisors, job security, pay and promotion and fairness in treatment or equity were assessed. Five items for each variable administered based on the Likert scale five options.

6.3 Procedures

We introduced the study to participants as an exploration of (a) job satisfaction (b) comparison among private and public employees level of job satisfaction. 35 public and 10 private organization employees filled out the questionnaire wrongly and finally, these cases rejected before the missing value analysis. In the actual analysis, 41.7% of participants are public workers and the rest (58.3%) are privately employed workers. each variable was tested against the assumption of the statistical test. Especially assumptions ANOVA was strictly detected.

Accordingly, the skewness of communication and relationship, job security, pay and promotion and fairness was found to be 0.084, -0.126, 0.83 and 0.66 respectively; normality assumption retained. Wrongly filled questionnaires removed from the list and finally, there was no any report of missing values. Univariate and multivariate

outliers had been detected by z-test and mahallanobis group centroid. After I had taken a remedial action in the univariate outliers a value obtained to be a multivariate outlier in pay and promotion, the case also deleted from the main analysis. Finally, multicollinearity, linearity, and homoscedasticity of the dependent variables checked and all assumptions had been retained.

6.4 Method of Data Analysis

Multivariate analysis technique employed in analyzing the study. The mean difference of job satisfaction (communication and relationship, job security, fairness, and pay and promotion) between public and private workers had been tested by one-way ANOVA. Logistic regression was the main statistical test that used to analyze and predict membership or likelihood of job satisfaction factors either private or public. All tests are checked at 95% confidence interval and SPSS package version 20 used in processing the analysis.

7. Results of the Study

The purpose of this study was to explore job satisfaction difference of employees between private and public organizations and the likelihood of predictors’ membership either in public or private was intended to be examined.

7.1 Job Satisfaction Difference of Workers between the Sectors

A one-way multivariate analysis of variance was applied to the data to test for job satisfaction differences on all of the variables' means (table 1), and it showed a significant differences between public and privately employed workers (table 2); $F(1, 322) = 303.869, p < .000$, for communication and relationship; $F(1, 319) = 94.604, p < .033$, for job security; $F(1, 320) = 6.323, p < .012$, for pay and promotion; $F(1, 322) = 443.762, p < .000$ for fairness.

Table 1: Mean and Standard Deviation of Job Satisfaction of Workers between Private and Public Organizations

		N	Mean	Std. Deviation
Communication & relationship	Public	135	11.86	2.067
	Private	189	7.58	2.258
Job security	Public	132	8.65	1.512
	Private	189	8.00	1.898
pay & promotion	Public	133	5.72	1.463
	Private	189	6.19	1.764
Fairness	Public	135	7.96	2.036
	Private	189	4.33	1.016

Table 2: Mean Difference of Job Satisfaction between Private and Public Workers

		Sum of Squares	DF	Mean Square	F-Anova value	Sig.
Communication & relationship	Between Groups	1444.287	1	1444.287	303.869	.000
	Within Groups	1530.463	322	4.753		
	Total	2974.750	323			
Job security	Between Groups	9.438	1	9.438	4.604	.033
	Within Groups	653.970	319	2.050		
	Total	663.408	320			
Pay & promotion	Between Groups	17.147	1	17.147	6.323	.012
	Within Groups	867.850	320	2.712		
	Total	884.997	321			
Fairness	Between Groups	1033.239	1	1033.239	443.762	.000
	Within Groups	749.733	322	2.328		
	Total	1782.972	323			

7.2 Likelihood Prediction of Job Satisfaction Factors in the Sectors

The present study aimed at investigating the correct classification of public and private organizations based on

the job satisfaction of workers. In order to see the degree of classification, the full model took into consideration and the following result (table 4) observed.

Table 3: Classification of type of organization in job satisfaction of workers

	Observed		Predicted		
			Organization		Percentage Correct
			Public	Private	
Step 1	Organization	Public Private	119	11	91.5
	Overall Percentage		8	181	95.8
a. The cut value is .500					

As it's evidenced by table 3, the overall classification was impressive. On the basis of the *four job* satisfaction factor variables alone, the classification rate is 91.5% for publicly employed workers and, 95.8% for private organization workers; the overall correct classification rate is found to be 94%. Therefore, it's confident to conclude that, the job satisfaction of workers in private and public organization is

classified correctly by taking factors; good communication within workers and supervisors and relationship, job security, pay and promotion and fairness. The likelihood job satisfaction of private organization workers in job security, communication, and relationship and fairness was examined and obtained the following result by using the logistic regression.

Table 4: The likelihood of job satisfaction factors either in public or private organizations

		B	S.E.	Wald	Df	Sig.	Exp (B)	95% C.I. for EXP(B)	
								Lower	Upper
Step 1 ^a	Communication & relationship	-.780	.133	34.562	1	.000	.458	.353	.594
	Job security	.313	.225	1.933	1	.164	1.367	.880	2.125
	pay & promotion	.594	.181	10.803	1	.001	1.812	1.271	2.582
	Fairness	-1.541	.256	36.247	1	.000	0.214	.130	.354
	Constant	10.776	2.618	16.947	1	.000	47865.426		
a. Variable(s) entered on step 1: Communication and relationship, Job security, pay & promotion and fairness.									

Table 4 shows regression coefficients, Wald statistics, Odds ratio, significance levels of predictors and 95% confidence interval of the odds ratio for each interval. As the Wald test report indicates communication and relationship, pay and promotion and fairness are a significant predictor of job satisfaction of privately employed workers. However, the influence of pay and promotion is found to be strong; private organization workers are 1.812 times more likely satisfied in their job by the pay and promotion of their respective organizations than the publicly employed workers. Thus, one can conclude that pay and promotion are the dominant sources or predictor of job satisfaction of privately employed workers.

In the same table, one can see that privately employed workers are less likely satisfied in their job as a result of unsecured job nature. In another statement, public organization workers are 1.32 times more likely satisfied in their job since they have job security than privately employed workers.

8. Discussion and Data Analysis

The objective of the current study was assessing job satisfaction differences of private and publicly employed workers. And also, the study intended in examining the likelihood of prediction of job satisfaction factors toward the type of organization (either public or private). Based on the hypotheses of the study itself and previous findings, the discussion of findings presented under the topic of each research question here below.

8.1 Job Satisfaction Difference among Public and Private Organization Workers

As the finding of the study indicated under table 2, there is a significant mean difference between public and private organizations in job satisfaction factors; $F(1, 322) = 303.869, p < .000$, for communication and relationship; $F(1, 319) = 94.604, p < .033$, for job security; $F(1, 320) = 6.323, p < .012$, for pay and promotion; $F(1, 322) = 443.762, p < .000$ for fairness. The finding is consistent with the hypotheses of the study. This finding is consistent with previous findings of Khan and Parveen, (2014)^[12] and Fiaz & Qadar (2012)^[6]. According to their conclusion, there is a clear job satisfaction difference between private and public organization workers in general. Specifically, private organization workers are highly satisfied in pay and promotion, and also public workers are highly satisfied with job security. In the finding, what the researcher can show is only the difference of the satisfaction between the two working organizations. The descriptive statistics of the ANOVA table indicated relative magnitude difference in the mean and standard deviation of job satisfaction factors. This magnitude difference by itself couldn't tell which factor is dominantly prevalent in either organization. Therefore, interested researchers can pursue their investigation in examining the basic causes why the two organization workers' work motivation is different.

8.2 Job Satisfaction Factors as Predictor of Type of Organization

The other second aim of the present study was a prediction of the type of organization from job satisfaction factors. As table 3 of the analysis section presented, job satisfaction

factors were able in classifying public organizations 91.5% and the private one 95.8%. Again, these factors classify the type of organization 94.0% correctly. This finding is more than the expectation of the hypotheses of the study; which hypothesized that the predicted probability of the classification will be 50% and more. This imperative classification can suggest that the individual job satisfaction factors will make a sound predictive ability either the public or the private organizations are satisfying/dissatisfying their workers in the respective factors.

Having in mind the classification prediction, table 4 depicted that the Wald test is significant at 95% confidence interval for communication and relationship, pay and promotion and fairness since these factors are a significant predictors of job satisfaction of privately employed workers. Beyond the rest factors, pay and promotion is the dominant predictor of private organization job satisfaction; private organization workers are 1.812 times more likely satisfied in their job by the pay and promotion of their respective organizations than the publicly employed workers. This finding is contradictory with the research report of Fiaz & Qadar (2012)^[6]. According to this research, both private and public hospital employed workers are dissatisfied in the pay and promotion of their respective organizations. However, the current finding is consistent with the hypothesis of the study and findings of Karl and Sutton (1998, cited in Norris P, 2004; p.5)^[18]; reported that public sector employees lent greater emphasis to interesting work, while by comparison private sector workers gave higher priority to good wages. Privately employed workers are less likely satisfied in their job as a result of unsecured job nature. In another statement, public organization workers are 1.32 times more likely satisfied in their job since they have job security than privately employed workers. The finding is consistent with the research report of Khan and Parveen, (2014)^[12].

9. Conclusions and Implications

This study investigated job satisfaction differences and predictive membership of factors of job satisfaction between privately and publicly employed workers. The study examined all the research questions and came up with the following major conclusions.

First, there is a significant statistical mean differ between privately and publicly employed workers job satisfaction of selected participants. Second, job satisfaction factors could correctly classify the public organization 91.5%, the private organization 94.8% and in overall 94. %; the classification was found to be excellent. Third, Private organization workers are 1.812 times more likely satisfied in their job by the pay and promotion of their respective organizations than the publicly employed workers. Lastly, Public organization workers are 1.32 times more likely satisfied in their job because they perceived they would have job security than privately employed workers.

Since the area of the problem is reach and broad in its nature, interested researchers can build up their study on these findings; specifically, by taking in to account demographic variables and similar organization. Finally standardized and customized instrument can make a difference in the finding of interested researchers in this area.

The study of job satisfaction depends on individual and job related factors. Accordingly, our study focuses only on the job-related factors. Therefore, based on our findings, we

recommend other researches can also use the factors related to individual like individual loyalty to the organization, experience, age and gender, and education factors. Similarly, it would be better if other researchers incorporate the consequences of job dissatisfaction. Finally standardized and customized instrument can make a difference in the finding of interested researchers in this area.

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