

Job Satisfaction among Women Entrepreneurs Study of Hyderabad Region

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Abstract

Job satisfaction plays a vital role in enhancement of worker's efficiency and effectiveness, those organizations which take care of employee's job satisfaction, their employee become more effective and efficient. Owners of organizations always tries to increase level of job satisfaction among their workers, thus satisfaction is very much important in every context either in job or in life. In the context of a work environment, satisfaction denotes the happiness a worker derives from his/her work and from work-related factors alike salary, opportunities for promotion, co-workers, supervision and so far. Job satisfaction is basically individual's emotional behavior regarding their job that either that particular job fulfills their needs and wants or not. There are certain factors that influence on employee satisfaction towards their jobs, according to literature evidences about women owned enterprises, the influencing factors which have been identified are salary, career development and promotions. job security, working conditions of enterprises, Interpersonal relationships among co-workers. organization's rewards and recognition policies, supervision of authorities so far. In any organization employee work satisfaction is main issue, for the reason that employee prefer Those organizations where they feel good and happy.

Keywords: Job Satisfaction, Women Entrepreneurs, Hyderabad Region, Employees

Introduction

The belief that satisfied employees are more Creative in their jobs has gained ground in the literature " (Holdaway, 1978). There is enough literature evidences on job satisfaction in different contexts in various fields and in different Countries, most of the literature evidences belongs to western countries especially UK, the USA d Canada (Koustelios. 2001). Rice et al. (1991) reported that, in last sixteen years more than 3000 studies have been conducted on issues of job satisfaction, most of the study was belonging to factors of psychology in industry of public administration and business not in context of educational institutes, beauty parlors and other type of enterprises. According to Locke references of Hoppock (1935) who

published 1st detailed research on job satisfaction, after his research management become more aware that if they will take care of their employee job satisfaction aspects, their employee will perform more. This research having motive is to identify the different factors of job satisfaction among women entrepreneurs in Hyderabad region. Several research studies examined and analyzed the determinants of job satisfaction and have studied several applications to western perspective. Notwithstanding, in the context of south Asia generally and Pakistan particularly, the phenomenon is relatively very new, unclear and at what extent female employees in women owned organization feel satisfied in their job and regarding different aspects of job satisfaction.

Female Entrepreneurship

There are two main reasons which highlighted need that women owned enterprises should be studied, firstly that women owned organizations are identified during preceding decade as an worthy sources for economic development. Woman owned enterprise having a lot of contribution in perspective of employment particularly of women. The second is that according to Brush and Hisrich (1999) this research woman in entrepreneurship has been mainly neglected In both contexts society in general and social sciences. Different authors having view that women contribution in entrepreneurship enhance employment ration overall as well as for Women also and usually women chose totally different business and approaches as compare to men (Duchénaut. 1997; Franco and Winqvist, 2002; Reynolds and White, 1997), According to Okafor and Mordi (2010) to promote women it requires extra focus upon those issues which hinder women entrepreneurs, furthermore it has been found that in middle class women becoming entrepreneur to enhance their living standards but in respect of lower class, the reason is to facilitate family and to prevail over daily expenses. Furthermore, according to study Jamali (2009) family assistance having a crucial role in entrepreneurship of women. sometimes families are quite supportive and play a positive role but on the other side female consider families as a restriction. Similarly, Itani et al. (2011) reported that females cannot receive any type of appreciation from their families. But this that type of feelings encourages females to come in field of entrepreneurship and prove themselves.

Background of Study

Women owned corporation having very much worthy contribution in economic development. Usually women had been confined to four walls of home, children. Household affairs and family rituals and customs, women are treated as subordinates of men. Banerjee (1989) in his research on women entrepreneurship that literate Indian women are contributing well in non-conventional fields alike marketing, Garments Exporting. Interior decoration, consultancy and several others. further more women have started in coming in certain number in higher income job levels likewise Civil Services, foreign Services, Judiciary, Architecture and Medicine. According to Banerjee (1989) women contribution is quite vital in Indian economy. there are three million small, micro and medium enterprises with almost full of partial women ownership and approximately their enterprises contributing 3.09% of industrial input and providing employment to over 8 million people. Notwithstanding, 78% of women owned enterprises belong to the service sector. Furthermore, according to figures

98% of women Owned business are on micro basis. Pakistan has one of the lowest rates of female entrepreneurship in the world (IFC 2007). The Labor Force Survey 2010/11 Placed female employers and own account workers at 2.08 million or 15.6 Percent of the total female labor force. but only 0.1 Percent of these fall in the "employer's category. Those surveyed expressed a great demand for business development services and training in areas such as finance and marketing (Goheer 2003). The Labor Force Survey 2010/11 shows 2.1 Million women are currently either employers or self - employed". Promoting entrepreneurship in context. of women is very much significant for Pakistan, availability of capital is major issue which restrict entrepreneurial development, notwithstanding, still 59% micro finance clients are women. availability of financial institutions and their funding Policies will defiantly leave a positive impact on development of female entrepreneurship context of Pakistan.

Research Gap

It is observed from literature that, studies which are found regarding women owned enterprises are particularly focused on developmental issues, policies and obstacle faced by women and belong to western countries job satisfaction factors of employees specifically of female's have been generally overlooked. Furthermore. it has also been observed that still there is a shortage of literature on women entrepreneurship specifically in women owned enterprises. Consequently it need further research contribution all over western and western countries, thus study have motive to contribute in this research gap particularly in Pakistan.

Statement of the problem

As it has been observed from cautious literature analysis that women entrepreneurship is less developed in Pakistan as compared to other western countries, female employees are facing so many problems, they are facing the job security troubles as well as personal securities. lack of promotional opportunities, salaries are not based on the amount of responsibility, surrounding environmental issues in which they are working. lack of employee's commitment in supervisor or owners, less rewards and recognition on behalf of good work, in other words inputs are not equal to their output.

Research Objectives

With the consideration of literature review and research gap, researcher formulated following three objectives.

- To identify the factors of job satisfaction of female employees working in women owned enterprises.
- To explore the association of job satisfaction with organizational commitment of female employees in women owned enterprises in Pakistan.
- To investigate the impact of job satisfaction on female employee's performance in women owned enterprises in Pakistan.

Significance of the study

This research is in perspective of female employees, researcher investigating the certain factors region of job satisfaction among female workers which are employed in women owned organization from Hyderabad region. There are number of elements which justified

this research. From the researcher's knowledge the topic of job satisfaction among female is very interesting. The main reason for their satisfaction or dissatisfaction should be identified in order to increase levels of satisfaction.

Scope of the study

In context of today's world, role of job satisfaction in organization is getting more and more noticeable and significant. So many research has been conducted on employee job satisfaction. the scope of this study having certain circumstances which is quit prominent in title of research that this study having motive to investigate factors of job satisfaction but particularly of women and in women owned enterprises. Furthermore, this study will explore results from Hyderabad.

Literature review

Many researchers of developed and under developed countries has been worked on the topic of job satisfaction, the main motive of this research study is to add the literature on job satisfaction of female employees and identifies job satisfaction factors among female employees working in women owned enterprises in Hyderabad regions of Sindh province. This chapter demonstrate the extensive review of literature interrelated to job satisfaction, factors of job satisfaction, historical background, job satisfaction related theories, hypotheses development and background of women owned enterprises. Since the instigation of Maslow and Herzberg need theory in 1950, Job satisfaction is a wide observable fact. In present epoch. the foremost issue tackling the organizations management is the execution of realistic valuable human development approaches (Bhatti and Qureshi, 2007) such as working environment, employee involvement. Employees commitment and job or organization satisfaction opportunities. In the opinion of Rad and Mohammad Ian (2006), workforces who are more creative and continue the job for extensive time period symbolizes higher level of job satisfaction.

There are numerous aims of literature review chapter as it provides the wide information and Knowledge to both researchers and reader's either they are specialist in the arc or is well know with minor or zero regarding the topic and their background. t also presents a chronological) acuity screening how 1dcas and thoughts have built-up with time. Moreover, the literature review provides a detail description of the problem that the researcher wishes to undertake in the thesis and facilitate in research s question development. Literature review help out he researchers to understand what has been found in past. what the present study can put to the ground and what new views and elucidation might be obtainable (Bader. 1996). or the purpose of knowing research problem and their back researcher has assessment the topic throughout books, thesis, journals, research articles and documents.

Job Satisfaction Conception

The term job satisfaction has been broadly conversed by numerous researchers, because of dissimilarity among researcher's attitude, environment and their cultures point of views. there is no possibly fixed definition has been found (Amri, 1992). Assad (1983) argued about not have an obvious and generally conventional definition of job satisfaction concept. However there are some common points of view. The most generally authentic and accepted

definition of the term job satisfaction is given by Locke (1976) he defined job satisfaction as it is a pleasurable or positive expressive state consequence from the assessment of one's work experience (1976).

Awareness of job satisfaction in recent times has improved, Job satisfaction was initially examined by Frederick M. Taylor (1911). who wanted to enlarge worth and organizational competence in business instead of education (Aldalky 2000), Taylor argued that degree of job satisfaction will enhance if wages are suitable. that would boost performance of an employee, Although, it has been believed this is not a right indication of realism (Aldalky 2000)

Theories of Job Satisfaction

There are various theories on employee job satisfaction: certain theories are explored in this research for the reason that they are quite relevant and helpful to understand concepts and basic essential of job satisfaction. Theories of job satisfaction are given as under:

Maslow's Hierarchy Needs Theory

Maslow stated his research on Human behavior in 1939 and 1943. His theories are well recognized in all over the world. Regarding Greenberg et al. (1993) Abraham Maslow was basically a clinical psychologist who had given theory regarding personal adjustment namely called as Need Hierarchy Theory. it was totally relied on his own clarifications of rights through the year.

Content Theory

content theories are considered as considered concept of two broad theories in perspective employee job satisfaction. These theories are basically sum up of Maslow's needs hierarchy (1943) and Herzberg's Hygiene theory (1966) which are considered now a day as pioneers of money latest studies that include employee job satisfaction in the educational fields.

Job Satisfaction aspects

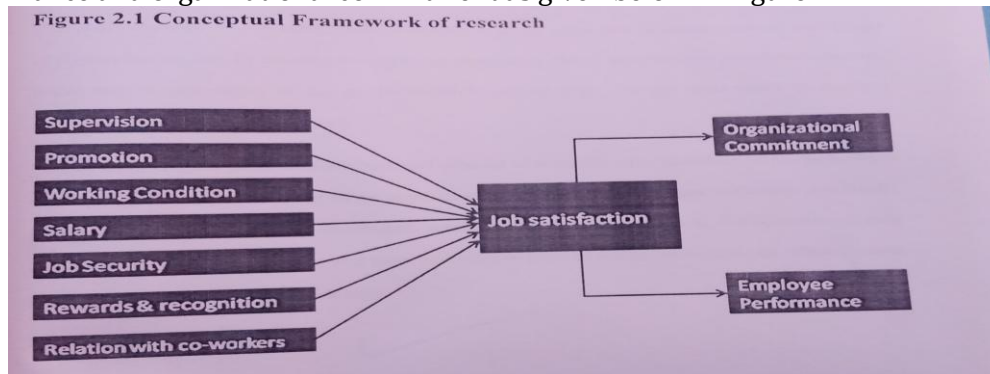
In preceding contests certain theories of job satisfaction were discussed and distinguished. it has been observed from these theories that there are certain factors which are influencing employee job satisfaction, from the above literature it has been found that different authorizes and their theories categories different factors of job satisfaction like Francis (1980) explore seven constructs of job satisfaction, work itself, supervision, promotion, the organization and its management, opportunities, financial benefits and pay, working conditions and co-workers.

Supervision

It has been found in various research studies that supervision having vital role in determining employee job satisfaction, as Herzberg's et al. (195) expressed that supervision having very worthy concern with job satisfaction and it is key element to cause satisfaction because usually work efficiency of employee is directly associated with supervision's quality. Similarly according to findings of Sehroffel (1999) quantity and quality of supervision is very much important, workers having view to enhance supervision for the reason to appraise staff unity and clear communication with self-governing thinking.

Conceptual Framework

This is conceptualized form of research, basically conceptual framework of this study is based on seven independent variables which are supervision, promotion, working conditions, salary/pay, job security, rewards and recognition. Framework expressing that there are certain job satisfaction factors which are independent variables, creating job satisfaction as a mediation variable and satisfaction resulting in two outcomes which are employee performance and organizational commitment as given below in Figure 2.1.



Research Design

The first step of the research methodology is research design. it provides a complete structure based on the all approaches which will used while data collection and data analysis. Research design is basically a set of policies or strategic that researcher chose to investigate and express relationship among variables in appropriate way to address research gap and problem. Research design is to explain how you will find answers to your research questions. The research design sets out the specific details of your enquiry. Kothari (2004) described research design as that research design is all about arrangement of certain conditions or situations for purpose of collection and analysis of information which gathered from participants to anticipate any conclusion, he further explored that research design provide a plan or something like strategy to research for collection of concerned information from participants. As Johan (2004)

Quantitative Research

Basically quantitative research is concerned with information which is presented in statistical form, quantitative analysis is based on the information which is a numerical form and analysis rely on mathematical approaches or statistical tools analyzed data is always expressed in tubular or graphical structure. Kumar (2012) reported that quantitative research is concerned with calculations of quantity and amount. it is suitable concept which can be expressed in quantitative way. On the whole findings of quantitative studies are considered as a more valuable because their results based on accurate facts and figures, participants become abler to express the opinion and perceptions regarding particular factors, According to Bruce (2001) in many sciences which are concerned with society, statistical orientations having more respect which identify tendency of general public to about science as concerned with implying and numbers precisions. Quantitative study is very

much helpful to collect the data form participant because it is based certain predetermined options. on the other hand, in qualitative research normally verbal interviews were used and researcher judge original perception of employees that what they actually want to say, thus sometimes it is become hard to reach at an authentic conclusion from their perceptions and analyze the hypothesis.

Population Targeted

Population is basically the area of study from where organizations will be selected participants will be chosen regarding questionnaire administration This study based on investigation of particular factors that how they are influencing female worker's job satisfaction in those organizations which are governed by women's, as the population of this study is based private sector women owned enterprises but study only focusing on some specific sectors like NGOS, Educational Institutes, Boutiques and Beauty parlors which having population of approximately 5369 Consequently these sectors were chosen from entire population with the help of cluster sampling. additionally, participants were categorized with the help of quota sampling as research is focused to identify opinions of female employees. Finally, 520 female participants were become the part of survey; questionnaire were administered with the help of Non probability / Convenience sampling technique. The sample sire of this study based on 520 participants: actually sample se is number of the participants which participated while data collection, out of 520 questionnaires 324 questionnaires were returned. with the percentage ratio of 62.30 and from 324 questionnaires only 174 were considered for the analysis, remaining were not properly filled and having no variance in results, consequently those were not considered in context of further analysis.

Analysis and conclusion

the Finding section based on result and findings of all exploratory test which has been above in chart, additionally findings explored about percentage and frequency participants about their personal profile likewise educational status, participants gender statistics, working experience and son on. Furthermore, it is identified that how much items having consistency internally, overall and particularly of variables.

Demographic findings

Participants which were targeted during data collections for analyses were most of single with percentage of 65.4 and frequency of 17 while remaining 346 were married with frequency ratio of 9. Consequently, females which are working under woman owned enterprise ae mostly single as given in (Tab. 1)

		frequency	Percent	Valid Percent	cumulative percent
Valid	Married	9	34.6	34.6	34.6
	Single	17	65.4	65.4	100.0
	Total	26	100.0	100.0	

During piloting analysis, it found that female workers which arc working in women owned Organization are young in ape of 20 to 29 with percentage and frequency ratio of 65.4 and 17 respectively, remaining participants were of ape 30 to 39 with percentage ratio of 23.1 and 40 to 49 with percentage of 1 1.5 as given blow in (Tab 2) respectively.

Table -2 Rank of participants according to Age Group					
		frequency	Percent	Valid Percent	cumulative percent
Valid	20-29	17	65.4	65.4	65.4
	30-39	6	23.1	23.1	88.5
	40-49	3	11.5	11.5	100.0
	Total	26	100.0	100.0	

The educational backdrop of participants as given below in (Tab 4.3) exploring that most of the female workers which were targeted while piloting having MA / MSC degrees with frequency ratio of 11 and percentage of 42.3. and 30 percent workers were educated till Matriculation. 2 percent have Intermediate and remaining 19.2 participants having bachelor degrees. The educational backdrop of participants as given below in (Tab 4.3) exploring that most of the female workers which were targeted while piloting having MA / MSC degrees with frequency ratio of 11 and percentage of 42.3. and 30 percent workers were educated till Matriculation. 2 percent have Intermediate and remaining 19.2 participants having bachelor degrees.

Table -3 Rank of participants to Education/Degree					
		frequency	Percent	Valid Percent	cumulative percent
Valid	Intermediate	2	7.7	7.7	7.7
	Bachelor	5	19.3	19.2	26.9
	MA/MSc	11	42.3	42.3	69.2
	Matriculation	8	30.8	30.8	100.0
	Total	26	100.0	100.0	

During pilot analysis it has been found that employee which are employed in organizations which are govern or owned by females having 73.1 percent experience of 1 to 10 years’ win frequency of 19 and 15.4 percent employee having 11 to 20 years’ experience. Only 3.8% with frequency of 1 having less than 1-year experience as described below in (Tab. 4).

Table -4 Rank of participants according to Experience					
		frequency	Percent	Valid Percent	cumulative percent
Valid	Less than 1 year	1	3.8	3.8	3.8

	1 to 10 years	19	73.1	73.1	76.9
	11 to 20 years	4	15.4	15.4	92.3
	21 to 30 years	2	7.7	7.7	100.0
	Total	26	100.0	100.0	

Reliability of basic variables

Pertain to the linkage of supervision with female employees job satisfaction. This construct restrain five items about supervision like, The manner in which your department head supervises your department is good"" "My manager supports employee in doing a better job. This organization has effective communications between management and employees", the Cronbach's alpha among all five supervision items is .741 as shown in the following table 5

Table -5 Reliability Statistics of Supervision	
Cronbach's Alpha	# of items
.741	5

Pertain to the association of employee promotional opportunities with employee job satisfaction of female employees in women owned organization in Hyderabad region. This clement contain seven statements like Seniority of service have more importance, thus they are receiving more promotions, my promotion speed in my organization is fast and Promotion decisions are taking into account the personal character and conduct of employee. Consistency among items showed that Cronbach's alpha of all seven items is .780 as shown in the following table.

Table -6 Reliability Statistics promotion	
Cronbach's Alpha	# of items
.760	7

To analyze the perception of female employees concerning their working environment in women owned organizations. The items of working condition contain statement like My organization provide good office facilities The quality of your office is satisfying Office and clerical support is good. Reliability showed that the all three items Cronbach's alpha is .863 as given in the following table.

Table -7 Reliability Statistics working condition	
Cronbach's Alpha	# of items
.863	3

To judge the perception of female employees about their salary/ pay scale with job satisfaction in Women owned enterprises. This construct was measured by three statements like The procedure for determining salary Increases is notified, your future salary prospects are identified and There are salary differentials within my Organization. The reliability examination articulated that Cronbach's alpha of all pay items is .620 as given in the following table.

Table -8 Reliability Statistics of Pay	
Cronbach's Alpha	# of items
.620	3

To investigate the job satisfaction of female employees in women owned enterprises in Hyderabad region. Total six items were adopted like The amounts of responsibilities in me present job are reasonable, I am generally satisfied with the kind of work I do in this job and People on this job often think of quitting. The Cronbach's alpha of all six items is .768 as shown in following table.

Table -9 Reliability Statistics Employee Job Satisfaction	
Cronbach's Alpha	# of items
.768	6

AS Security as the main problems of women job security as well as personal security to pertain the linkage between job satisfaction and job security, this variable contains total thrice items like 1 am sure my company will continue my job based on my performance. I am satisfied about me job security and How certain arc you about your job security in this organization. The consistency showed that the Cronbach's alpha of all thrice items had .755 as given in the table.

Table -10 Reliability Statistics of Job security	
Cronbach's Alpha	# of items
.755	3

To investigate the relationship between female employee job satisfaction and rewards and recognition four items have been adopted including statement like Are you fairly rewarded considering the responsibilities, you have, Arce you fairly rewarded for the amount of efforts you put forth and to what extent are you fairly rewarded for the work you have done well, the Cronbach's alpha of all four items is .650 as given in the below table.

Table -11 Reliability Statistics RR	
Cronbach's Alpha	# of items
.650	4

To explore the association between female employee job satisfaction in women owned enterprises in Hyderabad region. Rewards and recognition was measured by nine items such as I feel close to the people at work. I have people at work who would always take the time to talk over my problems should I want to, my workers in my department usually get along with each other and My workers in my department are friendly. The reliability analysis expressed that the Cronbach's alpha of all nine items had .758 as shown in the following table.

Table -12 Reliability Statistics RWC	
Cronbach's Alpha	# of items
.758	9

To investigate the impact of female employee job satisfaction on employee performance in women owned organizations total five items have been adopted to analyze the perception of employee job satisfaction on employee performance. The Cronbach's Alpha of all five items is .732 as given in the below table.

Table -13 Reliability Statistics EPER	
Cronbach's Alpha	# of items
.732	5

Pertain to the linkage between employee commitment with female employee job satisfaction in organization which are governed by women. This construct was measured by total five items contain statement like Employee workload is higher than average and employee accuracy is good when they perform core job tasks. Reliability of all items showed that Cronbach's Alpha of all five items is .781 as given in the table.

Table -14 Reliability Statistics of OC	
Cronbach's Alpha	# of items
.781	5

Overall reliability

To check the validity and reliability of items of study was conducted in Hyderabad city in different women owned enterprises. For the purpose of study data collected through survey questionnaires, total 50 questionnaires were distributed 26 were returned back from the participants all 26 items were properly filled and all were considered for analysis. The questionnaires of this study is based on total 54 items and 10 variables. 4 items were about the demographic information of the participants and remaining items were consists on basic variable of study, five items regarding supervision, seven regarding promotion, three items regarding working condition, three items about job security, three about pay and salary scale, four items regarding rewards and recognition, 9 items were about relation with co-workers, six items about employee job satisfaction. Five items about employee performance and five items consist on employee commitment. The Cronbach's Alpha of all 54 items were .928 which is given below in the table. The analyses of piloting have been done through SPSS (Statistical Package for specific) version 22.0

Table -15 Reliability Statistics	
Cronbach's Alpha	# of items
.928	50

Path Coefficient

Path coefficient test is based on various analyses of hypothesis, based on beta value, standard error and bootstrapping test. According to Hair et al (2010) and B.Kline (2011) beta value is based on covariance values of latent variable among each other on actual sample size which were used while final analysis at significance level of 0.05 which is default in PLS-SEM. Here

In context of beta analysis test all latent variables covariance is very much significant with values of above than 0.2, most of the relations having vale of above than 0.4 like JS relationship with EJS, RR with EJS, SUP with EJS and WC with FJS at significance level of 0.05 as given in below

Correlation Test			
Hypotheses	Beta value	Standard Error	T Statistics (BT 500 samples)
EJS-> EP	0.300	0.088	3.417
EJS->OC	0.339	0.071	4.803
JS->EJS	0.431	0.035	12.527
PRO->EJS	0.215	0.025	8.541
Pay-> EJS	0.240	0.030	8.079
PR->EJS	0.413	0.039	10.669
RWC->EJS	0.335	0.040	8.472
SUP->EJS	0.476	0.048	9.926
WC->EJS	0.506	0.043	11.789

After that T statistics test has been conducted with help of SPSS boot strapping functi0n. 1 statistics test has been conducted on BT 500 sample size. According to Hair et al (2010) path coefficient T statistics test is significant if covariance values are higher than significance value of 1.65 at boot strapping. In perspective of this research I statistics values are quite significant and above than required value of 1.65, thus covariance among latent variables is very much strong on actual sample size of 26 and even on 500 sample size.

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