

**THE ROLES OF NON-MONETARY BENEFIT, PAY, NATURE OF WORK AND
RECOGNITION TOWARDS JOB SATISFACTION AMONG EMPLOYEE IN
MANUFACTURING COMPANY IN PENANG**

NOR LAILA BINTI HUSSAIN

MASTER SCIENCE (MANAGEMENT)

UNIVERSITI UTARA MALAYSIA

2012

**THE ROLES OF NON-MONETARY BENEFIT, PAY, NATURE OF WORK AND
RECOGNITION TOWARDS JOB SATISFACTION AMONG EMPLOYEE IN
MANUFACTURING COMPANY IN PENANG**

NOR LAILA BINTI HUSSAIN

**THIS PROJECT PAPER SUBMITTED TO OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS, UNIVERSITY OF UTARA MALAYSIA
IN PARTIAL FULFILMENT TO THE REQUIREMENT FOR THE DEGREE OF
MASTER SCIENCE OF MANAGEMENT.**

UNIVERSITI UTARA MALAYSIA

DECEMBER 2012

PERMISSION TO USE

In presenting this project paper in partial of requirement for a postgraduate degree from the Universiti Utara Malaysia (UUM), the author agrees that the University Library may make it freely available for inspection. The author further agree that permission for copying of this thesis in any manner in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence by the Dean of the Graduate School. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without any written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia (UUM) for any scholarly use which may be made of any material from thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part should be addressed for:

Assistant Vice-Chancellor

Othman Yeop Abdullah Graduate School of Business

University Utara Malaysia

06010 Sintok

Kedah Darulaman.

ABSTRACT

The job satisfaction is necessary to promote functional employee behaviours. The job satisfaction of its workers means a work force that is motivated and committed to high quality performance for their work. Job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours. And, securing commitment and retaining good employees are very important to achieve stability and reduce costly turn over in every company. Therefore, the purpose of this study is to identify the roles of non-monetary benefit, pay, nature of work and recognition towards job satisfaction among employees in the manufacturing company in Penang. The data were analysed using “statistical Package for Social Sciences” (SPSS version 20). Statistical techniques used were as Pearson correlation, Simple Regression and ANOVA test to determine the relationships of variables. A total of 92 of questionnaires were distributed to respondents at their places of work, then completed and returned by respondents. Using 5 likert of scale containing five choices from 1 (Strongly Agree) to 5 (Strongly Disagree) using to associate the variables of dependence and independence. The results indicate that employees at manufacturing companies in Penang expressed that the roles of nature of work emerged as major source of satisfaction, followed by pay. The non-monetary benefit and recognition are the third and fourth important factors to satisfy the employee’s in their daily work. The overall conclusion stated that there are positively relationships between the four independence variable toward dependent variable, job satisfaction among employee in manufacturing company. From this study, the finding contributes the outcome of the study as a guideline for managerial to identify and understand the employee job satisfaction after identify the main job satisfier and relate the job satisfaction variables in the company.

ABSTRAK

Kepuasan kerja perlu untuk menggalakkan tingkah laku pekerja berfungsi. Kepuasan kerja pekerja adalah tenaga kerja yang bermotivasi dan komited untuk prestasi kualiti kerja yang tinggi. Kepuasan kerja boleh menjadi penunjuk penting kepada pekerja merasai tentang pekerjaan mereka dan peramal tingkah laku kerja. Dan, menjamin komitmen dan mengekalkan pekerja yang baik sangat penting untuk mencapai kestabilan dan mengurangkan kos penggantian yang tinggi dalam setiap syarikat. Oleh itu, tujuan kajian ini adalah untuk mengenal pasti peranan manfaat bukan kewangan, bayaran gaji, sifat kerja dan pengiktirafan terhadap kepuasan kerja di kalangan pekerja di syarikat perkilangan di Pulau Pinang. Data dianalisis dengan menggunakan "Pakej statistik untuk Sains Sosial" (SPSS versi 20). Teknik statistik yang digunakan adalah seperti Ujian korelasi, regresi mudah dan ujian ANOVA untuk menentukan hubungan pembolehubah. Sebanyak 92 soal selidik diedarkan kepada responden di tempat kerja mereka, diisi dan dikembalikan. Skala 5 likert mengandungi lima pilihan dari 1 (Sangat Setuju) hingga 5 (Sangat Tidak Setuju) digunakan untuk mengaitkan pembolehubah bergantung dan pembolehubah tidak bergantung. Keputusan menunjukkan pekerja di syarikat-syarikat pembuatan di Pulau Pinang menyatakan peranan sifat kerja adalah sumber utama kepuasan diikuti oleh bayaran gaji. Manfaat bukan kewangan dan pengiktirafan adalah faktor ketiga dan keempat penting untuk memenuhi kepuasan pekerja dalam kerja harian mereka. Kesimpulan keseluruhan menyatakan terdapat hubungkait yang positif antara ke empat-empat pembolehubah tidak bergantung dan pembolehubah bergantung, iaitu kepuasan kerja. Dapatan hasil kajian ini menjadi garis panduan bagi pengurusan untuk mengenal pasti dan memahami kepuasan pekerja selepas mengenal pasti satisfier tugas utama dan mengaitkan pembolehubah kepuasan kerja dalam syarikat.

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to my supervisor, Dr. Amlus Bin Ibrahim for his valuable guidance, assistance, advice and time in reviewing my project paper. His encouragement, understanding, criticism were helpful and important in completing this project. I would also like to give a special thank the management of manufacturing companies in Prai area for permitting me to do my research on the organization. I would like to give special thanks to the employees at the respective company who are being as the respondents on this research that give me positive feedback and very supportive towards this research and for all who give an effort to participate in this project.

My heartiest thanks and appreciation to my dearest family members- my parents, Hussain bin Din and Hajjah Aishah bt Hj Saad, sisters and brother, Norasimah, Noor Hamiza, Roslan bin Hussain and special dedication to my husband, Abd Mutalib bin Omar for their love, care, concern and encouragement. My appreciation also goes to my friends who studied in UUM semester 2010/2011 till semester 2011/2012 for their support and guidance in preparing the report and finally this master project paper.

Last but not least, all praises to Allah, the Almighty, I am able to complete this project paper within the required time.

Nor Laila Binti Hussain

(807321)

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

TABLE OF CONTENTS

CONTENTS	PAGE
TITLE PAGE	i
PERMISSION TO USE	ii
ABSTRACT	iii
ABSTRAK	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	vi - ix
LIST OF TABLES	x - xi
LIST OF FIGURES	xii
LIST OF CHART	xiii
LIST OF GRAPH	xiv
ATTACHMENT	xv
CHAPTER 1 INTRODUCTION	
1.1 Background of Study	1
1.2 Problem Statement	2
1.3 Research Question	4
1.4 Research Objective	4
1.5 Significance of Study	4
1.6 Scope of Research	6
1.7 Limitations of Data	6
1.8 Summary	6

CHAPTER 2 LITERATURE REVIEW

2.1	Introduction	8
2.2	Manufacturing Industry in Penang	9
2.3	Empirical Studies of Job Satisfaction	15
2.3.1	Non-monetary Benefit	18
2.3.2	Pay	20
2.3.3	Nature of Work	24
2.3.4	Recognition	28
2.4	Job Satisfaction	32
2.5	Job Satisfaction Theory	33
2.5.1	Marlow's Need Theory	33
2.5.2	Herzberg's Two Factors Theory	34
2.5.3	Vroom Expectancy Motivation Theory	35
2.6	Theoretical Framework	36
2.7	Summary	37

CHAPTER 3 RESEARCH METHODOLOGY

3.1	Introduction	38
3.2	Research Design	38
3.3	Measurement of Variables	39
3.4	Population and Sample Design	42
3.5	Data Collection Procedures	42

3.6	Data Analysis Technique	43
3.7	Simple Regression	43
3.8	Reliability Analysis	44
3.9	Statistical Tools: Descriptive Statistics	45
3.10	Hypothesis Testing	45
3.11	Person Correlation Coefficient	46
3.12	Summary	46

CHAPTER 4 DATA ANALYSIS AND FINDINGS

4.1	Introduction	47
4.2	Sample Characteristics	47
4.3	Descriptive Statistics of Data Collection	48
4.3.1	Age of respondents	48
4.3.2	Gender of Respondents	49
4.3.3	Age of the Company	49
4.3.4	Headcount of Employee	50
4.3.5	Position of Respondents	50
4.3.6	Education level of Respondents	51
4.3.7	Service Year of Work	52
4.3.8	Salary range of Respondents	52
4.4	Mean and Standard Deviation	53
4.4.1	Non-monetary Benefit	54
4.4.2	Pay	55
4.4.3	Nature of Work	55

4.4.4	Recognition	56
4.4.5	Job Satisfaction	56
4.5	Reliability Analysis	57
4.6	Descriptive Statistics	59
4.7	Restatement of Hypothesis	60
4.8	Test of Hypothesis	60
4.9	Summary	70

CHAPTER 5 DISCUSSION, RECOMMENDATION
& CONCLUSION

5.1	Introduction	71
5.2	Discussion	71
5.3	Conclusion	72
5.4	Implication of the research	75
5.5	Limitation of the research	75
5.6	Recommendations	76

LIST OF TABLES

TABLE		PAGE
Table 2.1.1	Statistic of Expected Hired base Category For Year 2012	10
Table 2.1.2	Statistic of Expected Hired base Category for Year 2013	11
Table 3.1	Summary of the questionnaire	41
Table 3.3	Reliability Statistic	44
Table 4.2.1	Response Rate	47
Table 4.3.1.1	Age of Respondent	48
Table 4.3.2.1	Gender of Respondents	49
Table 4.3.3.1	Age of Company	49
Table 4.3.4.1	Headcount of Employee	50
Table 4.3.5.1	Positions of Respondents	50
Table 4.3.6.1	Education Level of Respondents	51
Table 4.3.7.1	Service Year of Work	52
Table 4.3.8.1	Salary Range of Respondents	52
Table 4.4.1	Mean and Standard Deviation	53
Table 4.4.1.1	Mean and Standard Deviation for items measuring the Non-monetary Benefit	54
Table 4.4.2.1	Mean and Standard Deviation for items measuring the Pay	55
Table 4.4.3.1	Mean and Standard Deviation for items measuring the Nature of Work	55

Table 4.4.4.1	Mean and Standard Deviation for items measuring the Recognition	56
Table 4.4.5.1	Mean and Standard Deviation for items measuring the Job Satisfaction	57
Table 4.5.1	Reliability Statistic for all Variable	58
Table 4.5.2	Reliability Statistic for each Variable	58
Table 4.6.1	Mean and Standard Deviation for Independence Variables	59
Table 4.8.1.1	Model Summary (Non-monetary)	61
Table 4.8.1.1	ANOVA	61
Table 4.8.1.3	Coefficients	61
Table 4.8.1.4	Model Summary (Pay)	63
Table 4.8.1.5	ANOVA	63
Table 4.8.1.6	Coefficients	63
Table 4.8.1.7	Model Summary (Nature of work)	65
Table 4.8.1.8	ANOVA	65
Table 4.8.1.9	Coefficients	65
Table 4.8.1.10	Model Summary (Recognition)	67
Table 4.8.1.11	ANOVA	67
Table 4.8.1.12	Coefficients	67
Table 4.8.1.13	Overall Correlation Analysis	69
Table 5.3.1	Summary of result of Hypotheses Testing	74

LIST OF FIGURES

FIGURE		PAGE
Figure 2.1.1	Approved Investments In the Manufacturing Sector by Location	10
Figure 2.4.1	Theoretical Framework	37

LIST OF CHART

CHART		PAGE
Chart 2.1.1	Total Employment Created in Approved Investments in the Manufacturing Sector	11

LIST OF GRAPH

GRAPH		PAGE
Graph 2.2.1	Graph of record hired of employees	13
Graph 2.2.2	Graph of record resigned of employees	14

ATTACHMENT

REFERENCE

APPENDIX A: QUESTIONNAIRE

APPENDIX B: SPSS DATA ANALYSIS

CHAPTER 1

INTRODUCTION

1.1 Background of Study

Today's managers find it hard to ignore the issue of job satisfaction at a time when the demand of meaningful work is increasing. There are two main reasons why managers are concerned with job satisfaction. First, they have a moral responsibility to do what they can to provide their employees with a satisfying work environment. Second, they believe that the behaviour of satisfied workers will make positive contributions to the organization. Some studies have shown that job satisfaction have a direct effect on turnover (Fishbein & Ajzen, 1975; Fishbein, 1980). Therefore the viable organization must achieve a minimum level of productivity and also provide a minimum level of job satisfaction for its members. This is very much true especially in the manufacturing sector in Penang where the labour market is very tight. Many companies are having problems with high labour turnover and difficulty in hiring new employees. There is immense competition for the scarce resource that has resulted in an increased cost of labour. So companies are seeking ways to improve productivity and reduce turnover without having to hire more employees. This can only be done if the company can keep their existing employees satisfied. As the saying goes "a happy worker is a contented worker".

The contents of
the thesis is for
internal user
only

REFERENCES

- Adams, J. S. (1965). *Inequity in social exchange*. In L. Berkowitz (Ed.). *Advances – Experimental Social Psychology*, 2. New York: Academic Press.
- Ali, N. Factors Affecting Overall Job Satisfaction and Turnover Intention. *Journal of Managerial Sciences*, II (2), 239-252.
- Allen, R., & Helms, M. (Fall 2002). Employee perceptions of relationships between strategy rewards and organizational performance. *Journal of Business Strategies*, 19 (2), 115-139.
- Balasundaram, N., & Brabete, V. (2010). *Job satisfaction and employees' work performance: a case study of people's Bank in Jaffna Peninsula, Sri Lanka*.s44-s47. Retrieved at <http://www.mnmk.ro/documents/2010special/5srilankabrabetefff.pdf>
- Baron, R. A. (1983). *Behaviour in organisations*. New York: Allyn & Bacon, Inc
- Barton, G. M. (2002). *Recognition at work*. Scottsdale: World at Work.
- Bawa, M. A., and Jantan, M. (2005). Human Resources Practices As Determinants of Employee Turnover: An Empirical Investigation. *Asian Academy of Management Journal*, 10 (2), 69-80.
- Bishay, A. (1996). Teacher motivation and job satisfaction: A study employing the experience sampling method. *Journal Of Undergraduate Sciences*, 3,147- 154.
- Brief, A. P. (1998). *Attitudes in and around organizations*. Thousand Oaks, CA: Sage.

- Motowidlo, S. J. (1996). *Orientation toward the job and organization*. In K. R. Murphy (Ed.), *Individual differences and behavior in organizations* (p.175–208.). San Francisco: Jossey–Bass.
- Buitendach, J. H., & De Witte, H. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of maintenance workers in a parastatal. *South African Journal of Business Management*, 36(2), 27-37.
- Cascio, W. F. (1991), “Costing *Human Resources: The Financial Impact of Behaviour in Organisations*”, 3rd ed., Boston, M.
- Callahan & Greenhaus (1999). “Career advancement among women”. *Personnel Review*, 39 (2), 190-205.
- Castillo, J. X., & Cano, J. (2004). Factors explaining job satisfaction among faculty. *Journal of Agricultural Education*, 45(3), 65-74.
- Cavana et. al., (2001). *Applied business research: qualitative and quantitative methods*. Melbourne: John Wiley & Sons
- Cherrington, D.J. (1994). *Organizational behavior* (2nd ed.). Boston: Allyn and Bacon, Inc
- Davis, K., & Newstrom, J. (1999). *Comportamiento Humano en el Trabajo: Comportamiento Organizacional* (10th Edn). Mexico: McGraw-Hill
- Deepröse, D. (1994). *How to recognise and reward employees*. New York: AMACOM
- Dipboye, R. L., Smith, C. S., & Howell, W. C. (1994). *Understanding and Industrial and Integrated Organizational Approach Psychology*. Harcourt Brace College Publishers, Fort Worth.

Dollard, J., & Miller, N. E. (1950). *Personality and psychotherapy*. New York: McGraw-Hill.

Dunham, K. (December 16, 2003). *Career journal: companies offer spa days, gifts to reward, retain employees*. Wall Street Journal, (B8). Retrieved February 4, 2004, Available from <http://80-proquest.umi.com>

Freedman, M, S. (1978). Some Determinants of Compensation Decisions. *The Academy of Management*, 21, 397-409.

Fishbein, M. (1980). *Attitude and the Prediction of Behaviour*. In F. Fishbein (Ed), *Readings in Attitude Theory and Measurement*. New York: Wiley, 477-492.

Fishbein, M., & Ajzen R. (1975). *Belief, Attitude, Intention and Behaviour: An Introduction to Theory and Research*. Reading, Mass: Addison Wesley

Gale, S. F. (2002). *Small Rewards Can Push Productivity*. *Workforce*. June: 81.

Gerhart (Eds.) *Compensation in Organizations: Current Research and Practice*, 61-103. San Francisco, CA: Jossey-Bass.

Ghiselli R. F., Lopa, J. M. L., & Bai, B. (2001). *Job Satisfaction, life satisfaction and turnover intent: Among food-service managers*. *Cornell Hotel Restaurant Admin. Q.*, 42, 28-37.

Griffen, R. W., & Moorhead, G. (2009). *Organizational Behaviour*. (9th ed.). Boston: South-Western College.

Griffeth R. W., Hom, P. W., & Gaertner, S. (2000). A Meta-Analysis of Antecedents and correlates of Employee Turnover: Update, Moderator tests, and Research implications or the next millennium". *Journal of Management*, 26 (3), 463-488.

Hellman, C. M., 1997. Job Satisfaction and intent to leave. *Journal Social Psychology*, 137.

Heneman, H. G. III., & Judge, T. A. (2000). *Compensation attitudes*. In S. L. Rynes & B.

Hulin, C. L. (1968). Effects of Changes in Job Satisfaction Level on Employee Turnover. *Journal of Psychology*, 52, 122-126.

Idson T. L, Feaster D.J (1990). "Selectivity model of employer-size wage differentials". *Journal Labor Econ.* 8, 99-122.

Javed, M., Maqsood, M. R., Ahmed, M. & Khan, M. (2012). Impact of HR Practices on Employee Job Satisfaction in Public Sector Organizations of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(1), 348-363.

Jimenez, R., (October 1999). *Managing employee retention through recognition*. T+D, 53 (10). 53-55.

Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: The role of core evaluations. *Journal of Applied Psychology*, 83, 17–34.

Judge, T. A., Heller, D., & Mount, M. K. (2002). Five-factor model of personality and job satisfaction: A meta-analysis. *Journal of Applied Psychology*, 87, 530–541.

Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: The role of core evaluations. *Journal of Applied Psychology*, 83, 17–34.

Kalleberg, A. L., & Loscocco, K. A.,(1983). Aging, values, and rewards: Explaining age differences in job satisfaction. *American Sociological Review*, 48 (1), 78-90, 677-689.

- Keller, J. (1999). *Motivational Systems*. In H.D. Stolovitch & E. J. Keeps, (Eds.), *Handbook of human performance technology*. (pp. 373-394). San Francisco: Jossey-Bass Pfeiffer.
- Kh Metle, M. (2003). The impact of education on attitudes of female government employees [Electronic version]. *The Journal of Management Development*, 22 (7/8), 603-626.
- Khaleque, A., & Choudhury, N. (1984). Job facets and overall job satisfaction of industrial managers. *Indian Journal of Industrial Relations*, 20(1), 55-64.
- Knerr, M. J. *An Empirical Analysis of the Relationship between Marital Status & Job Satisfaction*. Retrieved from <http://www.kon.org/urc/v4/knerr.html> on 19 September 2012.
- Kovach, K., “*Employee motivation: Addressing a crucial factor in your organization's performance*”. Human Resource Development. Ann Arbor, MI: University of Michigan Press, 1999.
- Lacey, M. Y. (1994). Rewards can cost nothing? Yes they can...really [Electronic version]. *The Journal for Quality and Participation*, 17(3), 6-9.
- Landy, F. J. (1989). *Psychology of Work Behavior* (4th Ed). Belmont:Wadsworth.
- Larwood, L. (1984). *Organisational Behavior and Management*. Boston: Kent Publishing Company.
- Lawler, E. E. III, & Porter, L. W. (1966). Predicting managers' pay and their satisfaction with their pay. *Personnel Psychology*, 19, 363-373.

- Locke, E.A. (1970). *Job satisfaction and job performance:A theoretical analysis*. *Organizational Behaviour & Human Performance*, 5. 484-500.
- Locke, E. A. (1969). *What is Job Satisfaction?* *OB and Human Performance*, Vol. 4, pp 309-336.
- Locke, E. A. (1976). *The nature and causes of job satisfaction*. In M.D. Dunnette (Ed.) *Handbook of industrial and organizational psychology* (pp 1297-1349). Chicago:Rand Mc Nally.
- Locke, E. A. (1995). Commentary: The micro-analysis of job satisfaction: Comments on Taber and Alliger [Electronic version]. *Journal of Organizational Behavior*, 16(2), 123-126.
- Locke, E. A. (2001). Organizational behavior:affect in the workplace. *Annual Review of Psychology*, 53. 279-307, 282.
- Luthans, F. (1998). *Organisational behavior*.(8th ed.). India: McGraw-Hill.
- Luthans, F. (2001). “*Job Satisfaction*”, *Organisational Behaviour*, 9th ed., pp. 230-235.
- Luthans, F. (2006). *Organizational Behavior*. (11th Ed).Irwin:McGraw Hill.
- Lynch, L., (December 2003). *Keeping the best: the difference between retaining and losing top staff talent is leadership*. *Association Management*, 55 (13). Retrieved at January 16, 2004 from <http://nexis.com>
- Mahdi, A. F., Mohd Zin, M. Z., Mohd Nor, M. R., Sakat, A.A., and Abang Naim, A. S.(2012). The Relationship Between Job Satisfaction and Turnover Intention. *American Journal of Applied Science*, 9 (9), 1518-1526 .

- Marjolen, D, Pham V. C., Le, V.A., & Tim, M. (2003). *Identifying factors for job motivation of rural health workers in North Viet Nam*. BMC Complementary and Alternative Medicine 2003, 3-8 (published 18 November 2003). Retrieved on 29th October 2012, Available at =265 <http://www.human-resources-health.com/content/1/1/10>.
- Maslow, A. (1943). A Theory of Human Motivation. *Psychological Review*, 50, 370-396.
- Mobley, W., Griffeth, R, Hand, H., & Megliano, B. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86, 493-552.
- Morrison, R. (2008). 'Negative relationships in the workplace: Associations with organisational commitment, cohesion, job satisfaction and intention turnover', *Journal of Management and Organization*, 14, 330–344.
- Mueller, C. W. & Price, J. L. (1990). Economic psychological and sociological determinants of voluntary turnover. *The Journal of Behavioral Economics*, 19(3), 321-335.
- Mullins J., “*Management and Organizational Behaviour*”, 7ed Mateu-Cromo, Artes Graficas, Spain.
- Nash, M. *Managing Organizational Performance*. Jossey-Bass, San Francisco, CA, 1985.
- Nelson, B. (January 2004). *Everything you thought you knew about recognition is wrong*. Workplace Management. Retrieved at February 16, 2004 from <http://www.workforce.com>.
- Nnandi, E. E., “*A Handbook on Human resources Management for Healthcare Professionals*”, Howard University Press, Washington D.C, 1997.

- Oshagbemi, T. (2003). Personal correlates of job satisfaction: Empirical evidence from UK universities [Electronic version]. *International Journal of Social Economics*, 30, (11/12), 1210-1232
- PFI Newsletter. (2002). A case for incentives. November. [Online]. Retrieved on 2nd October 2012. Available at:
<http://www.pfi-awards.com/newsletters/2002/11-2002.htm>. June 01, 2003.
productivity. *Academy of Management Review* 13 (4), 639-652.
- Priya, C.N. *Employees prefer non-monetary forms of benefits too*. Retrieved on 31st October 2012. Available at <http://economictimes.indiatimes.com/features/slideshows/et-slideshows-made-here/employees-prefer-nonmonetary-forms-of-benefits-too/as-the-person-moves-up-the-career-ladder-aspirations-change/quickiearticleshow/5531876.cms>
- Rast, S., & Tourani, A. (2012). *Evaluation of Employees' Job Satisfaction and Role of Gender Difference: An Empirical Study at Airline Industry in Iran*. *International Journal of Business and Social Science*, 3,(7),91-100, Graham Maslow: 1908-1970. [Online]. Available at:
<http://www.ship.edu/~cgboree/maslow.html>. February 10, 2004
- Riley, S., (2005). *Herzberg's two-factor theory of motivation applied to the motivational techniques within financial institutions*, Eastern Michigan University, Michigan.
- Schneider, D. S., & Vaught, B. C. (1993). A comparison of job satisfaction between public and private [Electronic version]. *Public Administration Quarterly*, 17(1), 68-84.
- Robbins, S. P. (1993). *Organizational behavior (6th ed.)*. New Jersey: Prentice-Hall International.

- Robbins, S. P. (1998). *Organizational behavior (8th ed.)*. New Jersey: Prentice-Hall International.
- Robbins, S. P., Odendaal, A., & Roodt, G. (2003). *Organisational behaviour (9thed.)*. Cape Town: Prentice-Hall International.
- Rue, L. W., & Byars, L. L. (2005). *Management: Skills and Application* (Eleventh Edition). New York: New York. The McGraw Hill Companies.
- Ruthankoon, R., & Ogunlana, S.O. (2003). *Testing Herzberg's two-factor theory in the Thai construction industry* [Electronic version]. *Engineering, Construction and Architectural*, 10(5), 333-341.
- Saari, L. M., & Judge, T. A. (2004). *Employee Attitudes and Job Satisfaction*. *Human Resource Management*, Winter 2004, 43(4), 395–407.
- Samotyj, M. A. (2008). *Job satisfaction in the federal workforce: The role of non-monetary rewards*. Retrieved on 30th October 2012. Available at http://repository.library.georgetown.edu/bitstream/handle/10822/556033/40_etd_ms688.pdf?sequence=3.
- Savery, L. K. (1989) "The Influence of Job Factors on Employee Satisfaction", *Journal of Managerial Psychology*, 4(1), 27 – 31.
- Sekaran, U., & Bougie R. (2010). *Research methods for business: a skill building approach*, p. 295 – 296.
- Sempene, M. E., Rieger, H. S., & Roodt, G. (2002). Job satisfaction in relation to Organisational Culture [Electronic version]. *SA Journal of Industrial Psychology*, 28(2), 23-30.

- Sharma, B. R., & Bhaskar, S. (1991). Determinants of job satisfaction among engineers in a public sector undertaking. *ASCI Journal of Management*, 20(4), 217-233.
- Shamir, B. (1991). *Meaning, self and motivation in organizations*. *Organization Studies*, 12(3), 405-424.
- Shih, C. M., & Chen, C. Y. (2006). The effect of organizational ethical culture on marketing managers' role stress and ethical behavioral intentions. *Journal of American Academy of Business*, 8(1), 89-95.
- Shore, L. M. and Martin, H. J., (1989). *Job Satisfaction and organizational commitment in relation to work performance and turnover intentions*, *Relat.*, 42,625-638
. DOI:10.1177/001872678904200705.
- Schultz, D. P., & Schultz, S. E. (1994). *Psychology and Work Today: An Introduction to Industrial and Organizational Psychology* (6th ed). New Jersey: Prentice Hall, Inc.
- Shutan, B. (September 2003). *Massaging morale. Incentive*, 177 (9). 96.
- Skinner, B. F. (1953). *Science and human behavior*. New York: Macmillan
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes and consequences*, Thousand Oaks, CA, Sage Publications, Inc
- Spector, P. E. (2000). *Industrial & organizational psychology* (2nd ed) New York: John Wiley & Sons.

- Spitzer, D. R. (1998). *Power rewards: rewards that really motivate. Performance Improvement Global Network* . Chapter. [Online]. Available: http://www.pignc-ispi.com/articles/distance/kearsley-virtual_professor.htm #top. February 15, 2003.
- Stansfeld, S., & Candy, B. (2006). *Psychosocial work environment and mental health-a meta-analytic review Scandinavian Journal of Work, Environment and Health*, 32 (6), 443-462.
- Steiner, D. D., & Truxillo, D. M.(1987). Another look at the job satisfaction-life satisfaction relationship: A test of the Disaggregation Hypothesis. *Journal of Occupational Behavior*, 8 (1), 71-77
- Dore, T. L. *The Relationships Between Job Characteristics, Job Satisfaction, and Turnover Intention Among Software Developers*. Retrieved on 21st October 2012, available at <http://www.bookpump.com/dps/pdf-b/1122705b.pdf>
- Taylor, F. W. (1911). *Scientific management. Proceedings of the New England Railroad Club*, 135-187
- Trochim, W. M. K. (2006). *Descriptive statistics*. Retrieved March 2012 from <http://www.socialreserachmethods.net/>
- Ucho, A., Mkavga, T., and Onyishi, I. E. (2012). Job Satisfaction, Gender, Tenure and Turnover Intentions among Civil Servants in Benue State, *Interdisciplinary Journal Of Contemporary Research in Business*. 3(11), 378-387.
- Vanderberg, R. J., and Lance, C. E. (1992). Examining the Causal Order of Job Satisfaction and Organizational Commitment. *Journal of Management*, 8 (1), 153-167.

- Vitell, S. J., & Davis, D. L. (1990). The relationship between ethics and job satisfaction. *Journal of Business Ethics*, 9(6), 489-495.
- Waskiewicz, S. P.(1999), “*Variables that Contribute to Job Satisfaction of Secondary School Assistant Principals*”, Unpublished Ph.D. Dissertation, Virginia Polytechnic Institute and State University, USA.
- Weaver, C. N. (1978). Sex differences in the determinants of job satisfaction. *Academy of Management Journal*, 21 (2), 265-274.
- Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes, and consequences of affective experiences at work. *Research in Organizational Behavior*, 18, 1–74
- Wilson, T. B. (1994). *Innovative rewards systems for the changing workplace United States of America*: R.R. Donnelley & Sons Company.
- Wren, D. A. (1994). *The evolution of management thought*. (4th ed.) New York: Wiley.
- Zainudin, R. and Mat Din, S. Z.(2009). *A Study About Gender, Education Level, Salary and Job Satisfaction*. Conference on Scientific & Social Research.
- Zhao, W., & Zhou, X. (2008). Intraorganisational career advancement and voluntary in a multinational bank in Taiwan. *Career Development International*, 13, 402-424.
- Zigon, J. (1998). *Rewards and performance incentives*. Available AT <http://zigonperf.com>.

Zikmund, W. (2000). *Business Research Methods*, 6th ed. The Dryden Press, Harcourt College Publisher. Retrieved at :
https://www.welcoa.org/freeresources/pdf/job_satisfaction_survey.pdf