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A Study on “Job Satisfaction among the Employees” with Special Reference to Uno Minda Industries Limited, at Hosur

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ABSTRACT

The study aims to explore the level of job satisfaction among the employees of UNO Minda Industries Limited, located in Hosur. Job satisfaction is a critical factor that influences employee performance, organizational commitment, and overall workplace harmony. The research investigates various determinants of job satisfaction, including working conditions, salary and benefits, career development opportunities, supervisory support, and interpersonal relationships within the workplace. A structured questionnaire was used to collect primary data from a representative sample of employees across different departments and levels within the organization. The data was analyzed using statistical tools to identify key factors contributing to satisfaction or dissatisfaction. The findings reveal that while most employees expressed satisfaction with their work environment and job security, there are concerns related to promotion opportunities and recognition system.

INTRODUCTION

In the dynamic and competitive world of industrial growth, employee satisfaction plays a pivotal role in the success and sustainability of organizations. Job satisfaction, a key component of employee well-being, significantly influences productivity, motivation, commitment, and organizational performance. It encompasses various factors including work environment, compensation, job security, relationship with peers and supervisors, and opportunities for growth and development. UNO Minda Industries Limited, a leading global manufacturer of automobile components, has established a strong presence in India and abroad. With its facility located in Hosur, Tamil Nadu, the company employs a diverse workforce involved in different operations and functions. As the company continues to grow, understanding the level of job satisfaction among its employees becomes essential for maintaining a motivated and efficient workforce.

RESEARCH BACKGROUND

The Job satisfaction is a critical component in organizational behavior and human resource management, as it directly influences employee performance, motivation, and overall productivity. It encompasses various factors such as compensation, working conditions, job security, career development opportunities, and the relationship with supervisors and colleagues. High levels of job satisfaction are generally linked to increased employee engagement, lower turnover rates, and better organizational outcomes.

UNO Minda Industries Limited, a leading global manufacturer of automotive components, operates a major unit in Hosur, Tamil Nadu. As the organization continues to expand its operations and workforce, understanding the level of job satisfaction among its employees becomes crucial. The automotive industry, being labor-intensive and dynamic, often experiences challenges in maintaining employee morale and satisfaction due to factors like workload pressure, tight production deadlines, and changing technology.

IDENTIFIED PROBLEM

Despite UNO MINDA Industries Limited's reputation as a leading player in the automotive components industry, there is a growing concern about employee retention, motivation, and overall productivity at its Hosur unit. Preliminary observations and informal feedback suggest potential dissatisfaction among employees related to work environment, management practices, compensation, career development opportunities, and work-life balance. This raises the need to systematically assess the current level of job satisfaction among employees, understand the underlying factors affecting it, and identify areas for improvement. The study aims to explore these aspects to help the management implement better human resource strategies and enhance employee well-being and organizational performance.

OBJECTIVES OF THE STUDY

To assess the overall level of job satisfaction among employees at UNO MINDA Industries Limited, Hosur.

To identify the key factors influencing job satisfaction, such as work environment, salary, supervision, job security, career development, and interpersonal relationships. To examine the relationship between demographic variables (such as age, gender, experience, and designation) and job satisfaction levels. To evaluate the effectiveness of existing HR policies and practices in enhancing employee satisfaction. To provide suggestions and recommendations to the management for improving job satisfaction and employee retention.

REVIEW OF LITERATURE

The personnel management really concern with the management of the people at work management is an art of getting work done by the people. Dr V. Vanaja, Harini I. S (2020) : In their research "A Study on Employees welfare measures with reference to animation Industry". Welfare measures may be both statutory and non-statutory, laws required the employer to extend certain benefits to salaries. It raises the standard of living workers by indirectly reducing the burden on their pocket. B. Girimurugan, D. Deepika, A. Uma (2016) : In their study "An Organisational study and a study on employee welfare with special reference to Sakthi Sugars Ltd Appakudai". Welfare is the measures of promoting the efficiency of employee. The various welfare measure provided by the employer will have immediate impact on the health, physically and mental efficiency, alertness, morale and overall efficiency of the worker and there by contributing to the higher productivity. Ms. Y.V. Nagakumari, Ms CH. N.S pujitha (2021): In their review "Employee welfare measures in manufacturing industry". Welfare measures may be both statutory and non-statutory, laws require the employer to extend certain benefits to employees in addition to wages or salaries. Dhruval Devani (2020): In their study "The Study on impact of Employee welfare measures in diamond industry". The study was done with the objective of analyzing, safety and welfare measures of the company, knowing the opinion and satisfaction level of employee about health measures, safety measures and welfare followed in the company and the measure followed to prevent from accident in the company. 8 G. Purushothaman, V. Manjula Purushothaman & K. Krishnamurthy (2014): In their analysis "A Study on Employees welfare Measures in Nycer India". An employee has an important role in the industrial production of the country. The personnel management really concern with the management of the people at work management is an art of getting work done by the people. Ms. K. Shara Minnolkodi, Ms. S. Agila (2021): In their research "A Study on Employee's welfare measures at Butterfly Gandhimathi Appliances Ltd". The main aim of labour welfare is to provide welfare facilities and amenities as would enable the workers employed in industries or factories to perform their work in health and high moral. Dr. K. Lalitha, T. Priyanka (2014): In their Study "A Study on employee welfare measures With reference to IT industry". The present study is made an attempt to identify the employee welfare measures adopted in IT industry. Employee welfare means anything done for the comfort and improvement of the employees over and above the wages paid which is not a necessity of the industry. S. Senthilkumar, K. Meganathan, R. Hariprasanth (2020): In their investigation "A Study on Employee Welfare Measures With refence to Thiruvalluvar Textiles private limited at Namakkal District". The present study is made an attempt to make out the employee welfare measures adopt in textile industry. Employee welfare means anything done for the reassurance and improvement of the employees over and above the wages paid which is not a necessity of the textile industry. Dr. Sahana Maiya (2022): In her analysis "A study on labour welfare measures with a special reference to manufacturing sector in post covid 19 pandemic era". Labour welfare schemes provide workers a better working conditions with improved physical, mental health, safe working atmosphere, accommodations, medical care, schooling recreational facilities for employee family. A Varadaraj, D. Charumathi (2019): In their review "impact of welfare measures on the quality of employees performance with special reference to construction industry". The concept of employee welfare is vibrant. Its broad view point and contents are inclined to change, depending on social and economic changes that occurs in society. Employee welfare includes various services, benefits and offered to employees to employer. facilities Megha TM (2022): in her relevance "A study on impact of employee welfare on employee satisfaction Deshabhimani, cochin". Employees welfare work aims at providing such services facilities and amenities which nable the workers employed in an organization to perform their work in healthy congenial surrounding conducive to good health and high moral employees welfare is comprehensive term including various services, benefits and facilities offered by the employer. 9 G Aarthi, P Srinivasan (2018): in their analysis "the study on impact of employee welfare measures in automobile industry". This study explores the importance of welfare rule structure for understanding the effects of the firm compensation practices of the employee force and by identify the areas to take timely correct action to improve the welfare and satisfaction of the employees. Revathi K, Dr. A Geetha (2022): in their study "the influence of welfare measures on employee's productivity in small scale industries in TamilNadu". The concept of employees welfare is vibrant its broad viewpoint and contents are inclined to change, depending on social and economic changes that occurs in society. Employee welfare includes various benefits and offered to employees to employer. Supriya bhagat, Dr. Gajanan B. Patil (2015): In their research "Employee welfare measures in medium scale industry with reference to statutory welfare measures in Nashik MIDC". In the economic development of a country, industries play a significant role. Industries constitute the backbone of any economy of the country and the prosperity of any country is directly related to its industrial wealth and their judicious utilization. Arthi S, Rubini D (2019): in their relevance "a study on labour welfare measures with refence to diamond engineering private limited". Labour welfare measures are an effort towards relieving the industrial workers of his worries and making him happy. It is generally agreed that labour is an under privileged section of our society. Anything done towards the well-being of labour force comes under the preview of labour welfare. Pooam salaria, summit salaria (2013): in their analysis "employee welfare measures in auto sector". Employee welfare the efforts to make life worth living for workman. Employee welfare means anything done for the comfort and improvement, intelligent or social, of the employees over and above the wages paid which is not a necessity of the industry. Mr. S. Jaishree (2015): In their review "A study on labour welfare measures and its impact on employees". Job satisfaction in garments industries, Tirupur". Labour welfare is a state of well-being of the workers by improving their physical, mental, social and cultural conditions of life as well as health, safety security and convenient conditions of work life. "Labour welfare programs ought to improve life of the people at work". P Tamilazhagi, G Srimathi (2022): "the review entitled "A study on employee welfare measures". Welfare

implies improving faring or getting along nicely. It is an exhaustive term and close to home propriety of a person. Further, the term government assistance is a relative idea. 10 Manasa vadanala, P. Buella prassanna kumari (2017): In their study "A study on employee welfare measures in (BHELL), Ramachandrapuram, Hyderabad". The operation function in the human resource department are analyzed through contribution of employees and their opinion about the function performed by the employees and the opinion about the function performed by the HR department in Bharat Heavy Eleactricals limited (BHEL). R Mohanapriya, G Allwyn, T Dhinakaran (2019): In their research "A study on employee welfare measures at vimpro tech puducherry". The employees welfare measures is a burning issue all over the world. Employees welfare requires everything from service, facilities and benefits that are provided or done by an employer for the advantage or comfort of an employee. Preeti Tilekar, Dr. Kavita Adsule (2016): In their relevance "To study the satisfaction of employees regarding employee welfare facilities provided to them by banking sector in Pune region". An investment constitutes the asset of a company and therefore any investment for welfare of labour would constitute an extra investment in an asset. Industrial progress depends on a satisfied labour force and the importance of labour welfare measures was stressed as early stated the benefits which go under this nomenclature, are of great importance to the worker and which he is unable to serve by himself. P chandrasekaran, P Ganeshprabhu (2020): In their analysis "A study on employee welfare measures in construction industry in India". In India, the welfare benefit to the employees whether it be statutory or voluntary is available only to the workers. Employed in formal sector, who are hardly 10%. Let over 90% of the labours, who are more than 40 crores in number, and employed in unorganized/ informal sector like construction, agriculture industry is either deprived their rights. K Vidhya, Dr VP Sriram (2017): In their research "A study on employee welfare measures in delta enterprise private limited in Trichy". Employee welfare implies anything accomplished for the solace and change of the representatives for beyond the wages paid which is not a need of the business. Meera patel, (2019): in their relevance "To study the satisfaction level of the labours towards the welfare facilities". Welfare facilities plays on crucial role in the life of the labors as it helps in their well-being at the workplace and also in improving the standard of living of the workers. Welfare facilities refers to the extra benefits, amenities and services other than their wages provided to the labors as it helps in their well being at the workplace and also in improving the standard of living of the workers. Welfare facilities refers to the extra benefits, amenities, and services other than their wages provided to the labours. 11 Dr. pooja, Narayanpreet kaur (2018): in their analysis "A study on employee welfare activities in insurance and banking sector in Punjab". During the last few years the private organizations are playing an important role in the overall development of the economy. In today's competitive economy, the business organisations need to focus on providing the welfare activities to the employees as it results in their increased satisfaction towards the organization and improved quality of work life. Dr. M. Senthil (2019): In their study "A study on employee welfare measures with special reference to AVR manufacturers- Coimbatore Tamilnadu". Welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. Locke (1976): Locke defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." His work emphasizes that job satisfaction is influenced by how well outcomes meet or exceed expectations Herzberg's Two-Factor Theory (1959) According to Herzberg, there are two sets of factors affecting job satisfaction: hygiene factors (e.g., salary, company policies, working conditions) and motivators (e.g., recognition, achievement, growth). The absence of hygiene factors causes dissatisfaction, but their presence alone does not ensure satisfaction. Spector (1997): Spector argued that job satisfaction is linked to multiple facets including pay, promotion, supervision, fringe benefits, and the nature of the work. He suggested that measuring these facets provides a more complete picture of employee attitudes. Robbins and Judge (2008): They suggested that satisfied employees are more likely to be productive, creative, and committed to their organization, highlighting the importance of understanding satisfaction levels to drive performance. Pushpakumari (2008): In her study on Sri Lankan employees, she found a significant correlation between job satisfaction and organizational commitment, suggesting that improving satisfaction leads to reduced turnover intentions. Singh and Tiwari (2011): Their research focused on Indian manufacturing industries and emphasized the role of training, employee involvement, and communication in enhancing job satisfaction. Job satisfaction can be defined as a sense of employee achievements and success- es. It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well, and being rewarded for own efforts (Kaliski, 2007; Aziri, 2011). People can also have different approaches to various aspects of their work, such as the type of work they are doing, colleagues, superiors, or subordinates, and their salary (George and Jones, 2008). Different motivation styles and leadership styles can work differently for every employee, resulting in increased work performance and job satisfaction. Therefore, job satisfaction is an essential element in motivating employees and encouraging them to achieve better results (Raziq and Maul b7/akhsh, 2015). Ostroff (1992) says that employee satisfaction is of great importance not only for employees but also for the entire organization. Because satisfied employees are usually happy and motivated to work, consequently the organization can get amazing results from their work, from the other side, those dissatisfied employees will not be encouraged and will be disturbed by their work routine, they will run away from responsibility and even avoid work (sick leave, days off, etc.) (Judge, et al., 2001). Job satisfaction is considered one of the main factors of the effectiveness and efficiency of business organizations. The new managerial paradigm, which insists that employees should be treated primarily as someone who have their own needs and personal desires, is a very good indicator of the importance of Job satisfaction in modern enterprises. Analyzing job satisfaction, it can be concluded that a satisfied employee is a happy employee and a happy employee is a successful employee (Aziri, 2011). The availability of superiors at the time of need, the ability to connect with employees, stimulating creative thinking and knowledge of values, openness in the eyes of employees, and the ability to communicate with employees are basic features of supervision. Various researches have shown that with good and effective supervisors, the level of employee satisfaction was high, while with poorer communication skills, the level of employee dissatisfaction was high (Schroffel, 1999; Raziq and Maul bakhsh, 2015). 6 According to Nancy C. Morse (1997) "Satisfaction refers to the level of fulfillment of one's needs, wants, and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets." Employee satisfaction is a measure of how happy workers are with their job and working environment. Surely, there may be many factors affecting organizational effectiveness and one of them is employee satisfaction. Effective organizations should have a culture that encourages employee satisfaction. Bhatti & Qureshi, (2007) Employees are more loyal and productive when they are satisfied Hunter & Tietjen, (1997), and these satisfied employees affect customer satisfaction and organizational productivity, Potterfield, (1999). There is no limit for the employees to reach satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviors to execute their duties more effectively to gain greater job satisfaction Miller, (2006). Having

good relationships with colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may be related to the increase of employee satisfaction „Employee satisfaction is the terminology used to describe whether employees are happy, contented, and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace.” Susan M. Heath field (About.Com). Cranny, Smith & stone (1992) defined ES as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she receives. According to Moyes, Shao & Newsome (2008), employee satisfaction may be described as how pleased an employee is with his or her position of employment. Spector (1997) defined job satisfaction as all the feelings that a given individual has about his/her job and its various aspects. Employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with companies’ policies, company environment.

RESEARCH GAP

practices. Many While numerous studies have been conducted globally and nationally on job satisfaction, most have focused on general industries or specific sectors like IT, healthcare, and education. Limited research has been carried out specifically within the automotive components manufacturing industry, especially in Tier-2 cities like Hosur. Furthermore, there is a lack of company-specific studies focusing on UNO Minda Industries Limited, a key player in the automotive components sector. Most existing literature also does not account for region-specific factors, workplace culture, or localized management practices that can significantly influence job satisfaction. Therefore, this study aims to bridge the gap by providing focused insights into the job satisfaction levels of employees at UNO Minda Industries Limited in Hosur, considering local socio-economic and organizational factors.

RESEARCH METHODOLOGY

1. Introduction

Research methodology refers to the systematic approach used to collect and analyze data to understand the level of job satisfaction among employees at UNO Minda Industries Limited, Hosur. It includes the research design, sampling method, data collection tools, and data analysis techniques used to achieve the research objectives.

2. Research Design

This study adopts a descriptive research design. The main aim is to describe and analyze the existing job satisfaction levels among the employees in the organization. It helps in identifying the key factors influencing satisfaction such as work environment, compensation, recognition, work-life balance, and growth opportunities.

3. Objectives of the Study

To evaluate the overall job satisfaction level of employees at UNO Minda. To identify the key factors influencing job satisfaction. To study the relationship between demographic factors and job satisfaction. To offer suggestions for improving employee satisfaction based on findings.

4. Area of Study

The study is conducted at UNO Minda Industries Limited, Hosur, a leading manufacturer in the automotive components industry.

5. Sampling Design

Population: All employees working at UNO Minda, Hosur. Sample Size: 100 employees (can be adjusted based on access). Sampling Technique: Stratified random sampling is used to ensure representation across departments (e.g., production, quality, HR, etc.)

6. Data Collection Methods

Primary Data: Collected through structured questionnaires using a Likert scale (e.g., 1–Strongly Disagree to 5–Strongly Agree). Data: Collected from company records, HR manuals, reports, journals, and online sources.

7. Tools for Data Analysis

The collected data will be analyzed using the following tools:

Percentage analysis

Mean and standard deviation

Chi-square test

Correlation and regression analysis (if applicable) Software such as MS Excel or SPSS may be used for analysis.

8. Limitations of the Study

The study is limited to one location (Hosur) and one company. Respondents may not provide honest answers due to fear of disclosure. Time and resource constraints may limit the scope of the study.

LIMITATION OF THE STUDY

The present study on “Job Satisfaction Among the Employees” with special reference to UNO Minda Industries Limited at Hosur has certain limitations. Firstly, the study is geographically restricted to a single location and company, which may limit the generalizability of the findings to other regions or organizations. The time constraint was another challenge, as the study had to be completed within a limited duration, potentially affecting the depth of analysis. Additionally, the sample size was limited due to time and accessibility, which may not comprehensively represent the entire workforce. There is also the possibility of response bias, as employees may have been hesitant to express their true opinions despite assurances of confidentiality. Furthermore, the study focused exclusively on job satisfaction without considering other interrelated factors such as motivation, career development, and organizational culture, which could also influence employee satisfaction levels. Lastly, since job satisfaction is dynamic and influenced by various internal and external changes, the findings may not remain applicable over time.

SUMMARY OF FINDINGS

Majority of 36.84% of respondents are aged below 2. From the survey 68.42% of respondents are male and 31.58 are females. 44.21% of employees strongly agree the organization is open to the change. 41.05% of employees strongly agree that the company has an effective work culture. The majority of employees are satisfied that the communication is effective among people. 49.47% of employees strongly agree delegation of work is effective. 56.84% of employees are highly satisfied that the organization provides all kind of required materials. 49.47% of employees are satisfied that the job responsibilities are defined. The overall employees accepted the company follows the strategic objectives. 46.32% of employees agreed that management involves success in personal growth and professional growth. 46.32% of employees strongly agree that the company creates an atmosphere of work-life balance. 42.11% of employees are highly satisfied with their involvement in the organization. 49.47% of the majority of the employees accepted the feedback communication among the employees is made indispensable changes. 42.11% of employees strongly agree that the recognized religious works effectively. 52.53% of employees are highly satisfied that the welfare facilities are provided. The majority of employees are strongly agreeing the training program is carried out regularly.

SUGGESTION

1. Enhance Communication Channels

Improve internal communication to ensure employees are aware of organizational goals, changes, and their roles. Regular team meetings and feedback mechanisms can foster transparency.

2. Recognition and Rewards System

Implement or strengthen employee recognition programs. Acknowledging individual and team achievements boosts morale and job satisfaction.

3. Career Growth Opportunities

Provide clear career progression paths and opportunities for promotions and internal transfers. Employees value long-term career prospects.

4. Skill Development and Training

Organize regular training sessions and workshops tailored to employee needs. This not only enhances skills but also increases engagement.

5. Work-Life Balance Initiatives

Promote flexible working hours, wellness programs, and mental health support to help employees manage stress and maintain productivity.

6. Fair Compensation and Benefits

Conduct regular benchmarking to ensure compensation and benefits are competitive within the industry, reflecting employee contributions.

7. Strengthen Leadership and Management Practices

Encourage managerial training focused on leadership, empathy, and employee engagement to build trust and motivation.

CONCLUSION

The study on job satisfaction among the employees at UNO Minda Industries Limited, Hosur, reveals that overall job satisfaction levels are moderate to high across various departments. Key factors influencing satisfaction include salary, job security, work environment, management support, and opportunities for growth and development. It was observed that while most employees are satisfied with their current roles, there is room for improvement in areas such as career advancement, recognition, and communication between employees and management. Addressing these areas could significantly enhance employee motivation and productivity. Furthermore, the findings suggest that a positive organizational culture and supportive leadership play a crucial role in fostering job satisfaction. It is recommended that the company continues to invest in employee engagement initiatives, transparent communication, and performance-based rewards to sustain and improve job satisfaction levels.

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