

FACTORS INFLUENCING JOB SATISFACTION: A STUDY OF EMPLOYEES OF SMALL AND MEDIUM SCALE ENTERPRISE (SMES)

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***Abstract:** This study concentrated on the factors positively and negatively influencing the job satisfaction among small and medium enterprise employees, around sixteen factors were selected like present position, salary, rewards and promotions, relationship with supervisor, co-worker, workload, job security and so on in a structured questionnaire. Survey is conducted for a total sample of 240. Based on the data collected, factor analysis tool is used to reduce the job satisfaction factors to five, percentage method helps in finding the highly influencing positive factors and negative factors. Interpretation of the result is been done followed by the relevant discussions and suggestions.*

Key words: Job satisfaction, Influencing, Factors, Employee

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Introduction

India has a vibrant SME sector that plays an important role in sustaining economic growth, increasing trade, generating employment and creating new entrepreneurship in India. In keeping in view its importance, the promotion and development of SMEs has been an important plank in our policy for industrial development and a well-structured programme of support has been pursued in successive five-year plans for SMEs in India have recorded a sustained growth during last five decades. The number of SMEs in India is estimated to be around 13 million while the estimated employment provided by this sector is over 31 million. The SME sector accounts for about 45 per cent of the manufacturing output and over 40 per cent of the national exports of the country.

Common Characteristics of SMEs

SME start ups tend to evolve along a single entrepreneur or a small group of entrepreneurs; in many cases; leveraging on a skill set. There are other SMEs being set up purely as a means of earning livelihood. These includes many trading and retail establishments while most countries continue SMEs to manufacturing services, others adopt a broader definition and include retailing as well. The direct involvement of owner(s), coupled with flat hierarchical structures and less number of people ensure that there is greater operational flexibility. Decision making such as changes in price mix or product mix in response to market conditions is faster. SMEs have lower overheads. This translates to lower cost of production, least up to limited volumes. Traditionally SMEs have shown a propensity of being able to adopt and internalize the technology being used by them. SMEs skill in innovation, improvisation and reverse engineering are legendary. By being able to meet niche requirements, they are also able to capture export markets where volumes are not huge. SMEs are usually the prime drives of jobs, in some cases creating up to 80%. Jobs SMEs tend to be labour intensive per se and are able to generate more jobs for every unit of investment, compared to their bigger counterparts.

Unlike large industries where divisibility of operations is more difficult, SMEs enjoy the flexibility of location. Thus, any country, SMEs can be found spread virtually right across, even through some specific locations emerge as 'clusters'.

India embarked on the path of opening up its economy and integrating it with the global economy in 1991. The liberalization of economy, while offering tremendous opportunities for the growth and development of Indian industry including SMEs, has also thrown up new challenges in terms of fierce competition. The very rules which provide increased access for

our products in the global markets also put domestic industry under increased competition from other countries. In today's world, access on a global basis to modern technology, capital resources and markets have become the most critical determinants of international competitiveness.

In India, the enterprises have been classified broadly into two categories

(i) Manufacturing; and (ii) Those engaged in providing/rendering of services.

Both categories of enterprises have been further classified into micro, small and medium enterprises based on their investment in plant and machinery (for manufacturing enterprises) or on equipments (in case of enterprises providing or rendering services).

Table 1: Classification of Micro, Small and Medium Enterprises based on investment

Classification	Investment Ceiling for Plant, Machinery or Equipments	
	Manufacturing Enterprises	Service Enterprises
Micro	Upto Rs.25 lakh	Upto Rs.10 lakh
Small	Above Rs.25 lakh & upto Rs.5 Crore	Above Rs.10 lakh & upto Rs.2 crore
Medium	Above Rs.5 crore & upto Rs.10 crore	Above Rs.2 crore & upto Rs.5 crore

Source: (http://www.dcmsme.gov.in/ssiindia/MSME_OVERVIEW09.pdf)

Job satisfaction

The term 'job satisfaction' is quite frequently used for individuals' attitude towards the specific aspects of total work situation. Job satisfaction has been described as an output of a work environment. The agreement between the environment and the workers' expectations result in job satisfaction. Job satisfaction –“affective orientations on the part of individuals towards work roles, which they are presently occupying” (Vroom, 1967) - is a concept most used in sociology and psychology. Lawler (1967) found employees who are not satisfied with their jobs are more likely to be absent and quit since they do not see any relationship between having the job and the satisfaction of their needs. Job satisfaction is person's attitude towards the job. Positive attitude towards the job are equivalent to job satisfaction where as negative attitude towards the job are equivalent to job dissatisfaction. Bullock (2003) described job satisfaction as “an attitude which results from balancing and summation of many specific likes and dislikes experienced in connection with the job”. Locke (1976,p.1300) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Hop Pock (1996) defined employee satisfaction as any combination of psychological, physiological and environment circumstances that causes the person truthfully to say I am satisfied with my job, the job has many desirable facets (Jones et al. 1999). The satisfaction at work has been characterized as a positive or pleasing emotional state which

emerges as the result of evaluating one's work or experiences in the workplace (Locke 1976). Job satisfaction is the result of workers' perceptions of "how well their job provides for those things that are considered important". Within the field of organizational behaviour, it is generally recognized that job satisfaction is the most important and most frequently studied attitude. Studies show that there are many factors which affect the level of job satisfaction (Mitchell & Larson, 1987).

Factors of job satisfaction:

The factors, which are influencing the employees' satisfaction, are broadly classified into three categories:

Personal Factors: They include workers gender, education, age, marital status, work experience, Factors inherent in the job: Workers, supervisors and the skilled workers would rather like to be guided by their own inclination to choose jobs in consideration of 'what they have to do', Factors controlled by the management: They include the nature of supervision, job security, kind of work group, promotional opportunities, duration of work, salary, working environment, health and safety, work-life balance, recreational facilities, employee working alone or in group. All these factors greatly influence the workers. Their presence in the organization motivates the workers and provides a sense of job satisfaction. The following are the determinants of the job satisfaction (Vijayakumar and Annamalai 2008), Job Concrete includes nature of Job, Working conditions, Place of posting, Communication network. Job Abstract explains relation with controlling officers and colleagues, Democratic functioning, Attitudes and morale, Psycho-social includes occupational and social status, Promotion prospects, Attitude towards the job in general. Economic Aspects composed of salary and allowances, rewards, Fringe benefits and perks.

Literature Review

On the general subject of work and life, the frontispiece of Working (1974), Studs Terkel's documentary on "what people do all day and how they feel about it", studies on job satisfaction level have been extensively done by various parties including academicians, researchers, and government agencies both at the national and international levels. Related studies have also been conducted on manufacturing, public and service sectors. This indicates that the importance of job satisfaction is widely recognised and its significance in enhancing productivity is very high. Nevertheless, there is hardly any publication on satisfaction and work environment among SMEs. Hence, the following literature review will discuss job

satisfaction relating to general and large-scaled organisations. This discussion will then be related to SMEs. Only few Small and Medium Enterprises (SMEs) can afford even fledgeling personnel department during the first few years of business operation (Rossiter, 1996). However, a large mass of personnel forms and data generally accumulates rather rapidly from the very beginning. To hold problems to a minimum, specific personnel policies should be established as early as possible. These become useful guides in all areas: recruitment and selection, compensation plans and employee benefits, training, and promotions and terminations (Fine & Cronshaw, 1999). An employee's attitude toward the job may be positive or negative. Health, age, level of aspiration, social status and political and social activities can all influence job satisfaction (Byars & Rue, 1997).

The Job Content Model by Peter Warr identified nine factors to evaluate job satisfaction. These include: opportunity for control, opportunity for skill use, goal and task demands, variety, environmental clarity, availability of money, physical security, opportunity for interpersonal contact and valued social position. Warr thinks that these factors are "psychological vitamins" for healthy job satisfaction (Statt, 1994, pp. 319-320). In considering the nexus between work and life, gender is a significant issue. There is a long tradition in feminist literature which examines the numerous issues relating generally to women's participation in the workforce (Calas and Smircich 1996). The physical environment in which people work affects both job performance and job satisfaction (Clements-Croome, 2000; Studies of stress in the work environment tend to focus on psychosocial influences in the environment where work is performed. It influences on work performance results from physical features of the work environment. Evidence is accumulating that the physical environment in which people work affects both job performance and job satisfaction (Brill, Margulis, & Konar, 1985; Clements-Croome, 2000; Davis, 1984; Dolden & Ward, 1986; Newsham, Veitch, Charles, Clinton, Marquardt, Bradley, Shaw, & Readon, 2004; Vischer, 1989, 1996).

Numerous empirical evidence have been found regarding work commitment and its relationships with job satisfaction in large organisations. The findings also indicate that the level of work commitment is also influenced by various factors including demographic characteristics, pay, co-workers, work, supervision, a firms background and employees satisfaction level. Studies on job commitment have used various variables such as individuals background, organisation, employer, work, and job satisfaction. The findings by Aizzat et al. (2003) reveal that marital status (unmarried) qualification (degree) and pay have negative relationships with commitment towards organisation. Employees with a low job satisfaction

level have a high likelihood to quit their job (Price 1977, and Mobley et al. 1979).This is supported by Shaw (1999) study which looks at the relationships between job satisfaction and the inclination to quit. The study found that there is a high inclination for an individual to quit job if his or her level of job satisfaction is low. Additionally, employees in such a situation are also likely to be absent from work (MacShane et al. 1984, Hackett and Guinon 1985, Scot and Taylor 1985).

A study by Sibbald et. al. (2003) on physicists in England demonstrates that job satisfaction is the main contributing factor for employees' inclination to quit their job. The concept of an employment relationship implies that employees work in exchange for some reward, and this reward is often monetary compensation (Brockner, 2002). Satisfaction with pay satisfaction has been shown to exhibit significant relationships with organizationally important outcomes such as absenteeism (Weiner, 1980), turnover intentions (Griffeth & Gaertner, 2001), perceived organizational attractiveness for job seekers (Heneman & Berkley, 1999) organizational citizenship behaviors (Lambert, 2000), and job performance (Mulvey, LeBlanc, Heneman, & McInerney, 2002; Werner & Mero, 1999).

Data Analysis and Interpretation

A total of 240 respondents from the SMEs were surveyed. Most of the respondents were males. Many respondents were between 21-30 years old of 27% and 25 % belonged to the age bracket 41-50.Please refer Table2.

Table 2: Respondents profile

Respondents age	Frequency	Percentage
<20	4	2
21-30	65	27
31-40	57	24
41-50	61	25
>50	53	22

Most of them were married of (72%) and (28%) of unmarried people among total respondents of 240. It shows presence of experienced people and they can tackle the unexpected and risky situations in a best way as possible. Their educational attainment showed that they were best suited high school finished people of (37%), overqualified for the job having finished under graduate of (35%) and completed diploma (28%). Please refer to Tables 3 and 4.

Table 3: Marital status of 240 respondents

Marital status	Frequency	Percentage
Married	172	71
Unmarried	68	29

Table 4: Educational qualification of SME people

Education	Frequency	Percentage
High school	89	37
Diploma	67	28
Under graduate	84	35

Conditions of Work

The type of products sold by the enterprises were more or less similar products like spare parts, ancillaries for boiler and also they involve in exports and imports.

Work experience of respondents

The result shows that, there were only experienced people which varies from less than 1 year of (8%), 1 to 2 years experience of around (31%) and more than 2 years of work experience of (61%). Please refer Table 5.

Table 5: Details regarding respondents working experience

Work experience	Frequency	Percentage
<1 year	20	8
1-2 years	73	31
> 2 years	147	61

Hours of work varied:

During the survey it was observed that employee working hours varies from 8 hours (45%), 10-11 hours (19%), and >12 hours (23%). Those who indicated more than eight hours included the break period because they were not allowed to leave their work stations. Some of them said there is not even a break time. If they need to buy meals or go to the comfort room, they have to ask neighboring sales clerks to keep watch in their absence. (Table 6)

Table 6: Employee working hours

Working hours	Frequency	Percentage
8hr	108	46
9-10hr	44	19
10-11hr	29	12
>12hr	53	23

The survey results with respect to the factors influencing the job satisfaction are as follows,

Based on the survey many respondents indicated satisfaction with their jobs in the following aspects.

Table 7: Employee responses on 5-point scale

Factors influencing job satisfaction	VS		SS		N		SD		VD	
	F	%	F	%	F	%	F	%	F	%
Does this job suit your educational qualification	112	46.7	84	35	32	13.3	0	0	12	5
Present position in the company	123	51.3	79	32.9	36	15	0	0	2	0.8
Salary	13	5.4	20	8.3	21	8.8	73	30.4	113	47.1
Rewards and promotions	124	51.7	87	36.3	27	11.3	0	0	2	0.8
Workload	4	1.7	7	2.9	22	9.2	79	32.9	128	53.3
Job security	125	52.1	54	22.5	37	15.4	0	0	24	10
Physical working environment	142	59.2	58	24.2	38	15.8	0	0	2	0.8
Health and safety	129	53.8	73	30.4	34	14.2	0	0	4	1.7
Opportunity to use new technologies	138	57.5	70	29.2	28	11.7	0	0	4	1.7
Recognition from supervisor	113	47.1	84	35	25	10.4	0	0	18	7.5
Relationship with supervisor	119	49.6	77	32.1	35	14.6	0	0	9	3.8
Relationship with co-workers	111	46.3	91	37.9	36	15	0	0	2	0.8
Working alone	83	34.6	77	32.1	67	27.9	0	0	13	5.4
Working in group	123	51.3	80	33.3	34	14.2	0	0	3	1.3
Spending time with your family	133	55.4	91	37.9	13	5.4	0	0	3	1.3
Recreational facilities	4	1.7	7	2.9	22	9.2	79	32.9	128	53.3

VS-Very satisfied, SS-Somewhat satisfied, N-Neutral, SD-Somewhat dissatisfied, VD-Very dissatisfied, F-Frequency

Based on the survey many respondents indicated satisfaction with their jobs in the following aspects, regarding the matching between employees education and suitability to the job among the 240 respondents, (46.7%) of the respondents were very satisfied and only (5%) of the respondents are very dissatisfied, this shows people are very clear about their life and career. they have chosen the best suitable job which matches their profile. With respect to the current position of the employees in SMEs, (51.3%) of the respondents are very satisfied and only (0.8%) are very dissatisfied. This shows that the organisation has given the exact and mostly wished designation and domain to their employees. Survey results showed that the respondents of (5.4%) are very satisfied with their salary,(8.3%) are neutral,(8.8%) are somewhat satisfied,(30.4%),(47.1%) are dissatisfied and very dissatisfied respectively. Organization must take steps to change the situation and look for the monetary benefit of employees to lead their life. Rewards and promotions are like energizing tonics to the employees, (51.7%) of the respondents are very satisfied, (36.3%) are somewhat satisfied.

Stressful life and heavy work load make the employee to lose concentration and the productivity and overall turnover is affected, based on the survey it shows a negative response of around (53.3%) people are very dissatisfied and (32.9%) are very dissatisfied, organization must reschedule the timing and shifts for the employees to reduce their stress level an workload. Job security is one of the most important factors which make the employee to feel proud to work in any organisation. In this survey (52%) people were secured about their job, (15.4%) are neutral and (0.8%) are very dissatisfied. The employee's potential will be increased if the working environment is conducive and peaceful for them to work. Here, (59.2%) of the respondents are very satisfied and (0.8%) are very dissatisfied. It shows a positive contribution towards employee job satisfaction. Health and safety oriented allowances and the nature of work result shows that SMEs employee are (53.8%) very satisfied, (1.7%) very dissatisfied. It shows companies are taking care of employee's physical conditions. Creativity is the mother of all inventions, employees are more interested in seeking for new technology and market trends. In SMEs employees of (57.5%) are very satisfied, only (1.7%) of the people are very dissatisfied.

Whoever they may be, wherever they may be from all individuals' need respect and recognition, based on the result around (47.1%) respondents are very satisfied regarding the recognition from their supervisors or managers. Managers or supervisors are like an engine who shows the direction for the improvement and growth, so that the employee and managers relationship must be positive in nature. Here also the result shows that (49%) of the employees are really feeling happy and very satisfied with their supervisors or managers. Relationship among the co-workers or colleagues must be amicable so that they share their ideas and the efficiency of individuals is improved. The survey result shows (46%) of the people are happy about their relationship with their co-workers. Based on the nature and attitude of the persons, each one will be interested in working either alone or in group. Here (34.6%) of the respondents are very satisfied in working alone. Employees are more satisfied when they work in group (51%). Work-life balance is the most important area to be looked into, the survey result shows that (55.4%) of the respondents are very satisfied regarding the time available for them to spend with their family, (1.3%) are very dissatisfied in their respond. Apart from the employee's routine life, organisation must concentrate on the recreational facilities like get-together, picnic, and family party to make them feel that organisation always working for their employees. Based on the survey it shows that (53.3%)

are very dissatisfied regarding the recreational facilities from the organisation side. So SMEs must take initiatives to improve the social activities.

Factor Analysis

A principal components analysis followed by Varimax rotation was conducted for the data set. Kaiser Mayer-Olkin measure of sampling adequacy, Bartlett test of sphericity were calculated. A medium value of Kaiser Mayer-Olkin measure of sampling adequacy (0.814), Bartlett test of sphericity (chi-square: 680.258; Significance: $p < 0.000$) was shown. A two-factor solution was accepted for the data set. This accounted for 37.655% of the common variance. The first group of 3 items (12,13,14), the second group of two items (2,4,6) and the third group of items (8,15,16), fourth group of items (1,9) and the fifth items (5,11) are loaded respectively.(see Table 8).

Table 8: Factor matrix of entrepreneurial attributes among SME employees

Factor No.	Attributes	Factors	Factor Loadings	Variance explained (%)
1.	Team cohesiveness	Relationship with your co-workers	0.673	13.369
		What about you working alone	0.526	
		What about you working in group	0.581	
2.	Motivating factors	About your present position in the company	0.700	12.690
		Rewards and promotions	0.778	
		Job security	0.568	
3.	Work-life balance	Health and safety	0.527	11.613
		Spending time with your family	0.745	
		Recreational facilities	0.686	
4.	Job nature	Does this job suit your educational qualification	0.670	8.744
		Opportunity to use new technologies	0.592	
5.	Working relationship	Workload	0.679	8.324
		Relationship with your supervisor	0.618	

After reducing the 16 factors to 5 using the factor analysis, the items under each factor is been tested using percentage method and it helped us to find out the highest positively and negatively influencing factors the result is as follows,

Table 9: The magnitude of employee influence on various factors

Factor No	Factors	% of Positive influence	% of negative influence
1	Relationship with your co-worker	96.9	3
	What about you working alone		
	What about you working in group		
2	About your present position in the company	95.4	4.5
	Rewards and promotions		
	Job security		
3	Health and safety	67	32
	Spending time with your family		
	Recreational facilities		
4	Does this job suit your educational qualification	96	3.8
	Opportunity to use new technologies		
5	Workload	88	13
	Relationship with your supervisor		

Discussions

Survey data indicate that SME workers are satisfied with many aspects of their work and life in general. It can also be inferred from the results that improvements in the economy, peace and order, are probably taking place in India, because of the presence of SMEs. However, employees may even become happier with their jobs if the rewards were improved, which has a significant impact on the level of job satisfaction. In addition to the possibility of raising job satisfaction, granting benefits to employees may also contribute to better employee performance. The survey also showed that employee benefits generate varying degrees of improvement on business performance.

One implication of the survey points to the lack of job security, as indicated by the short-term employment in SMEs. This is related to the absence of social security among SME workers and the apparent need for such protection. Micro enterprise workers, in particular, should be covered by social security benefits to increase their job satisfaction, underscoring the value of social security defined as the “provision of benefits to households and individuals through public or collective arrangements to protect against low or declining living standards arising from a number of basic risks and needs.” Social security is not only concerned with cash benefits and medical care but also with benefits in kind and other needs in such areas as basic education, housing, and even food security.

The survey showed the mentality of people regarding the wish of people to work alone 52% were very satisfied and working in group, 51% of respondents are willing to work in group. The condition of work-life balance seems to be in a negative effect for the organization

because the survey result shows 35% were somewhat satisfied and 5% are dissatisfied. There is a strong bond seen between the employees and supervisors/managers relationship, with 59% of respondents are very satisfied with their relationship. Health and safety related aspect needs lot of improvement, employee expects more on the recreational facilities, which makes them feel that organisation is always for them but unfortunately the survey result shows that the SMEs are not concentrating much of their employees, families, children entertainment and happiness. To wash out this negative effect and to change the routine mechanical life style SMEs can go for the get-together, family meets, game shows, picnic. These kinds of activities make them feel that their company always want their employees to be happy and in fully satisfied mood, which in turn will increase the profit of the organisation.

Conclusion

The main objective of this study is to find the most favourable factors which are positively and negatively influencing the job satisfaction of employee in SMEs. The result using the factors analysis showed that out of 16 factors which are influencing the job satisfaction of employees got reduced to 5 grouped factors under which 3 to 2 items are been linked. Under first factor relationship with co-workers, working alone, working in group are linked, in second factor present position in job, rewards, promotions and job security are linked, in third factor health and safety, spending time with family, recreational facilities are linked, under fourth factor education and job suitability, fifth factor shows workload and relationship with supervisor. Among these factors first factor has 96.9% positive influence with job satisfaction, second factor have 95.4% positive influence, factor third have 67% positive and 32% negative influence on job satisfaction and fifth factor shows the result of 88% positive influence and 13% negative influence.

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