

Impact of HR Practices on job Satisfaction: A Study on Teachers of Private and Public Sector

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Abstract

The research is conducted to determine the impact of HR practices i.e. supervision, compensation, co-worker and intent to leave on job satisfaction of employees of public and private sector (school and colleges of Okara, Renala and Depalpur). Hypothesis testing is used to explain the relationship among variables as the research is explanatory. The study is on schools and colleges of district Okara. Sample size used for this purpose is 100 respondents. The independent variables are supervision, compensation, co-worker and intent to leave. Dependent variable is job satisfaction. SPSS 16 is used to analyze the data. The analyzed results shows that there is some impact of supervision, compensation, co-worker and intent to leave on job satisfaction but supervision and compensation have significant positive impact on job satisfaction as compare to co-worker and intent to leave. Co-worker and intent to leave have no significant relationship with job satisfaction. The largest influence comes from supervision and compensation.

Key Words: *Supervision, Compensation, Co-Worker, Intent to Leave, Job Satisfaction.*

Introduction

Job satisfaction is the designation of how happy teachers with their job. In our study, we will research the satisfaction level of teachers to find out their intention to leave or not. So, our results of this research helps in education sector for knowing the satisfaction level in teachers as well as reduce the turn over level. In this research we will explain different variables such as job satisfaction and Human Resources practices there dimension is compensation, supervisor, intent to leave and relation with co-workers. We will define the relationship of these variables that they have significant or not with job satisfaction. And also define individually relation with job satisfaction. Job satisfaction is Independent Variable in our research. (Adeel Mumtaz, 2011).

On the other hand there are many factors that affect the job satisfaction of teachers within an Organization, which may be individual, social, cultural, and environmental. Some factors related to individual such as personality, education, intelligence and abilities, age, marital Status. Social factors also have impact on job satisfaction such as relationships with colleagues, group working and norms, opportunities for interaction and Informal communication. Cultural factors are also affect the attitudes, beliefs and values. Organizational Factors include nature, structure and size, personnel policies and procedures, employees 'Relation, type of the work, technology and working condition, supervision and method of Leadership and management. Environmental factors are also affecting the job satisfaction of teachers that are economic, social and technical. (AZIZ, 2013).

The past researches on the job satisfaction also attempt the importance of job satisfaction and employees as define job satisfaction as the general attitude towards one's job or the difference between the amount of reward receive employees believe that they should receive. She also says that employees are the back bone of an organization. Job satisfaction is that factor in which influence the motivation of employees & there is correlation between job satisfaction and turn over. (Kehinde, 2011).

Another research emphasis the importance of employees as employees plays a vital role in achieving the organizational goals and objectives. In our study we are on the aim to reduce turnover level of so we want to find out job satisfaction level in teachers in district Okara. Especially find out the different job satisfaction level between governments and private school teachers. Job satisfaction is the attitude of employees towards their jobs. It may be positive or negative according to provided rewards or benefits. If the attitude is positive then it means the job satisfaction level is maximum and employee is motivated. Respectively if the attitude of employee towards his job is negative then the turnover rate will be high and employee will be demotivate so if the moral and satisfaction level of employee is high then the turn over level will automatically decrease. There is direct relation between job satisfaction and turn over level. (Muhammad Masroor Alam, 2009).

As the research on this topic is done on higher level as at university level, colleges level but not in small educational institutions i.e. in Okara district. We hope that the result of this research will help in education sector as well as decrease the turnover rate among teachers. The main objective of our research is to find out the job satisfaction level in education sector among high school teachers in area of District Okara, District Renala, and District Depalpur. And decrease turnover rate. Target audiences are both male and females. This target audience must be related to education sector in private as well as govt. schools.

Background of Problem

Education is most important for the development of students as well as whole society. A Teacher plays a most important role in transfer of knowledge to the students which eventually prepare them for shouldering the responsibilities and development of the nations. Being directly related to the progress and prosperity of the nations, teachers need to be Respected and an environment suitable for their job need to be provided. We will research the satisfaction level of teachers to find out their intention to leave or not. There are

various factors which affect teachers' job satisfaction. (AZIZ, 2013). In this research we will explain the difference between the views of public and private schools teachers' job satisfaction in Okara, Pakistan. In this research we will explain different variables such as job satisfaction and human resources practices and their dimension supervisor, compensation, intent to leave and relation with co-workers. We will define the relationship of these variables that they have significant or not with job satisfaction. And also define individually relation with job satisfaction. Job satisfaction is Independent Variable in our research.

Problem Statement

Factors affecting Job satisfaction on intention to leave among high school teachers on Government and Private Sectors in district Okara.

Objectives of the Study

1. To find out the relationship among supervisor and job satisfaction.
2. To analyse the relationship among intent to leave and job satisfaction.
3. To determine the relationship between co-workers and job satisfaction.
4. To find out the relationship among compensation and job satisfaction.

The purpose of the study is to find out possible factors which affect job satisfaction among government and private sector teachers in district Okara.

Research Questions

1. What is the relationship among supervisor and job satisfaction?
2. What is the relationship among intent to leave and job satisfaction?
3. What is the relationship between co-workers and job satisfaction?
4. What is the relationship among compensation and job satisfaction?

Significance of Study

Job satisfaction is the attitude of the employees towards job. It determines the level of job satisfaction on the basis of employee's perception on how much is their satisfied with their job. Reason of using job satisfaction is very important in the job-life of an employee his performance and existence in job is due to his satisfaction with job. As job satisfaction is the positive feeling of an employee towards his job it depends upon many factors such as Human Resources practices such as supervisor, compensation, intent to leave and relation with co-workers mainly. (khare & pandey, 2012).

HR practices have significant impact on job satisfaction level of employees. Management policies are the main issue if HR practices. Training and development of the employees is the part of HR practices. Teacher's behavior with their job task is more effective and efficient if the HR practices are effective. If policies will good then also the turnover rate and absentees rate decreases. (Joseph, 2012).

Supervisor's good and polite communication with employees have a significant impact on motivation and attachment of employee with his job. There is also a positive relationship between supervisor's nonverbal communication such as postures and gestures on the employee's perception regarding his job. The supervisor must build up trust on employees to recognize their capabilities and reliabilities. (Straiter, 2005). Employee perceives him/her job as a source of opportunity to complete the work from start to end. If there is more stress in the job activities then the teachers will automatically have low satisfaction and give more priority to the run off job. Stress is playing a vital role in job difficulties and also reduces the fulfillment activities of job. Satisfactory working conditions have great impact on the employee job satisfaction such

as safety security and health. All the extrinsic rewards that employee receives in exchange of their work e.g. salary and bonuses. (Rabia Inam Khan, 2011).

Compensation is beneficial for employees in the form of increasing self-satisfaction according to their job. Little job contentment and more turnover increase when inequity is down in employees. For maintaining job standard firms make an evaluation with other firm's compensation management. (Peterson, 2009). Employee perceives he/her job accomplishment by the support or the presence of he/her co-worker's attitude and behavior such as selfishness friendly or supportive. Co-workers have positive connection with job satisfaction. (Lin & Lin2, 2011).

Literature Review

Job Satisfaction

Job satisfaction defines as "An attitude that individuals have about their job". According to (Hogue & Islam, 2009) in their article they emphasize that "Behavioral factors to absenteeism of manufacturing working in Bangladesh" absenteeism has direct relationship with stress i.e. as stress increases on employees it will increase absenteeism because employee will feel dissatisfaction with their jobs. The intention to leave among private school teachers is higher than government school teachers. Because of some factors such as stress, low pay less job satisfaction. (Shamsuzzoha & Shumon, 2010). Another researcher works on absenteeism and works attitude and says in this research that there is positive relation between employees performance and work attitude, it is directly influence in job satisfaction among employees. (Breaugh, 1981).

Researcher works on journal theories of education reveals that there is Positive relationship between job satisfaction and salary and social status and creativity. There is a job satisfaction level difference between the teachers who works at private educational institutions which also inspire of fact that they work at the same organization climate. (Mehmet Gürsel SÖNMEZER, 2008). Professional support, training receive, working conditions, remuneration have an impact on job satisfaction while opportunity of career development have no effect on job satisfaction. (Liyanage, 2008). Job satisfaction is the attitude of the employees towards job. It determines the level of job satisfaction on the basis of employee's perception on how much they are satisfied with their job. (Alam & Mohammad, 2009).

Supervision on job Satisfaction

Researcher define supervisor as "The amount of support and guidance I receive from my manager". Supervisor is a person who helps employees in their work. (usman, 2010). job satisfaction has a relationship with the supervisor's attitude has some expectations with the supervisor and character of supervisor as a mentor and supervisor meet with his expectations then the employee will be satisfied. (Mehmet Gürsel SÖNMEZER, 2008). In their research that the collaboration with education professionals is necessary in teaching profession because the teachers should be well trained an teachers. For this purpose teachers need training as well as supervisor's support for achieving best results in their field so, there should be optimum or satisfactory supervisor's support for increase in job satisfaction level of teachers. (Liyanage, 2008).

Another researcher researches on job satisfaction says that the organization will unable to operate smoothly if its employees fail to report. The employees will be not able to report if they find it difficult to communicate with supervisor. (Kehinde, 2011). Communication style and closeness have direct impact on employee's performances and job contentment. This research also highlighting that non-oral or non-verbal communication style such as posters and gestures of supervisor and also goodwill and trustworthiness and smart task also have positive impact on employees attitude and employees contentment. Supervisor's attitude also motivated the employees. So the organization should give more attention on supervisor

training and enhancing their non-verbal communication skills for achieving best results and employees. (virginia p. Richmond and james C, 2000). Supervisor engage in recreation of frame work of organization and providing feed back to employees. when the supervisor creats frindly atmosphere and prais the work of employee then this thing will enhance the motivation as well as job satisfaction level of employee. (Mark A, 2001).

Compensation & Job Satisfaction

“All the extrinsic rewards that employees receive in exchange for their work composed of the basic wages or salary, any incentive or bonus and any benefits”. (Anis Eliyana, 2012). Compensation is most dominatig factor in incresasing the employee’s job satisfaction and organizational commitement. compensation is the most cognitive factor for achiving the commitemrnt of employee as well as job performance.it is the basic utensil to motivate employees . they difine the compensation as “The items were “The amount of pay and fringe benefits I receive” and “The degree to which I am fairly paid for what I contribute to this company” means there should be pay to satisfied the employees. (usman, 2010) and (Alam & Mohammad, 2009). All extrinsic rewards that employee receive in exchange of their work e.g. salary and bonuses. It is a most extrinsic indicator of job satisfaction. benefits are the monitory and monitory rewards which incress the employees performance and happiness with with their job.if the employees enequality regarding their extrinsic or instrinc rewards they will feel dissatisfaction regarding their job and will give poor performance or may join union or go on strick or quit the job.continues reward system enthused the employees.

(Aslam & Lodhi, 2011) Henry Ford, an American Industrialist pointed out the importance of human resources by saying: “Take my business, burn up my building, but give me my people and I will build the business right back again” so human are the asset of organization but not machine. So researchers develop HR practice for the betterment of human workforce. (ROUSSEL, 1999) there are three main components of compensation are “fix pay,flexible pay and benefits” fix pay is the pay which is surly pay on the base of services of employee.i.e base pay and seniority bonuses.Flexible or elastic pay is the sum of gain sharing income bouses and shere in company and outstanding payments.Last one is benefits as payment for traspotaion expensea and food etc for the purpose of motivation of employees. compensation also enhance self confidence and efforts of employees for their work.

Intent to Leave with Job Satisfaction

“HR practices make it possible for employer to set ground rules for employee’s behaviors, ethics and professionalism so that there is consistency in the work place”. Many researchers conduct research on HR policies in current as well as in past. Job satisfaction is relate with the effect of human resource practices. HR practices pays significant role in increasing or decreasing the job satisfaction level of teachers. HR practices such as teachers learning instructional practices reorganization and reward for good work and equal distribution of work load encourage the teachers. There is a strong relationship in teacher’s perception among HR practices in university culture. (Adeel Mumtaz, 2011).

Traing and development which is a part of HR practices has no significant impact on the job satisfaction in public sector in pakistan as ther is no strong corrilation between job satisfaction and and training and development.and there is strong corrilation between job satisfaction and reward and recognition of employees.there is direct relationship between reward and job satisfaction. all the organizations needs HR practices to en hance employees performace and better understandings between employer and employees. (Javed, Rafiq, Ahmad, & Khan, 2012).

Job autonomy and job enrichment and team work increase the job satisfaction level of employees.It determines the level of job satisfaction of employees on the basis of their satisfaction with the information or guidelines provided to their supervisor to carry out their job. (E.J. Lumley, 2011).

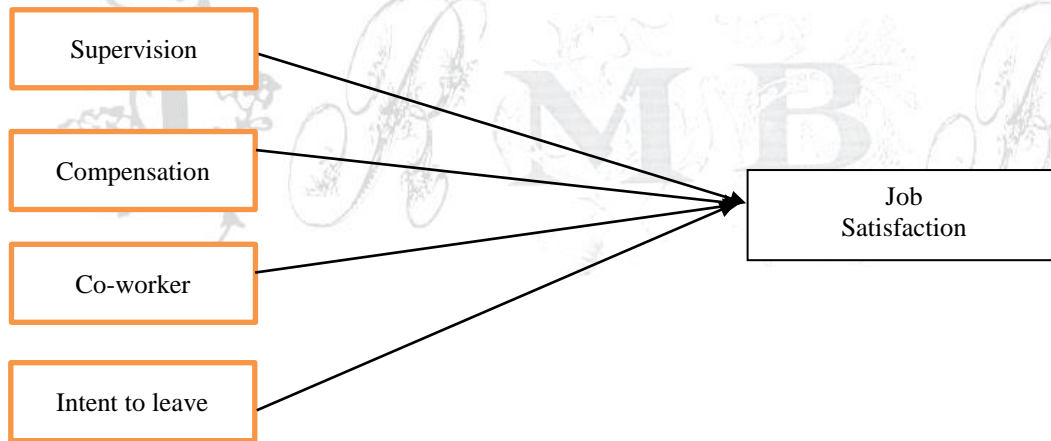
Co-workers and Job Satisfaction

co workers also influence the employees job satisfaction. (usman, 2010) define the term satisfaction with co workers as “*I like the people I work with*”. The association between workforces indicate the atmosphere of organization. It tells that how employee do work their co-workers. (Anis Eliyana, 2012). This dimension indicates that how an employee perceives his/her job accomplishment by the support or the presence of his/her co-worker’s attitude and behavior such as selfishness friendly or supportive. Gracious and encouraging co-workers will be strong mean of increase in job satisfaction and loyalty of employees. The organization has needs to set a working environment which increase work force satisfaction level. (Mark A, 2001).

The communication behaviour between coworkers have a great influence on employee performance and attractiveness with his job.coworkers relationship depends upon two factors leader-member relationship and coworkers interaction.Leadership relationship can be between boss and subordinates, peers. Within groups or with in departments or within whole organization. The interaction between coworkers have a optimistic impact on job satisfaction of workforce (Lin & Lin2, 2011).

(Clark, Kristensen, & Wesergard-Nielsen, 2007) Relative income of employees also has a significant impact on employee enthusiasm and happiness with his job. The employee may feel jealousy or dissatisfaction with their pay if their colleagues’ pay is more than him .or may treated specially or promoted without merit base only on favoritism.

Research Model



Hypothesis

- H₁: There is positive relationship between supervisor and job satisfaction.
- H₀: There is negative relationship between supervisor and job satisfaction.
- H₂: There is positive relationship between intent to leave and job satisfaction.
- H₀: There is negative relationship between intent to leave and job satisfaction.
- H₃: There is positive relationship between co-workers and job satisfaction.
- H₀: There is negative relationship between co-workers and job satisfaction.
- H₄: There is positive relationship between compensation and job satisfaction.
- H₀: There is negative relationship between compensation and job satisfaction.

Research Methodology

Research Design

The main purpose of this research is to find out the relationship between human resource practices and the job satisfaction. This research is descriptive in nature. For this study questionnaire is developed so therefore this is a qualitative research.

Population

The population for this study is the staff of public and private school colleges and universities in Okara Punjab, Pakistan. Because as my base paper future recommendation which was conducted in Rahim Yar Khan.

Sampling Technique and Sample Size

There are many sampling techniques in research. But in this study the population is unknown so we are selected Non-Probability sampling technique. Furthermore simple random sampling is used to collect data from respondents. This study has sample size 100.

Research Instrument

For this study the questionnaire is used as research instrument. The questionnaire is adopted from past Ph.D. thesis and changes as per the current studies and adapted. There are four parts of questionnaire. First part is based on supervisor and employee performance. Second describe the compensation is defining the performance appraisal system and employee performance. Third part is based on relationship with co-workers. Forth describe the intent to leave.

Data Collection

Survey method is used in this research to gathering of data. Questionnaire is use as an instrument to find out the results of this research.

Data Analysis

There are many types to analyze the data. But in this study SPSS is used to analyze the data. Also find out the regression analysis.

Reliability

The reliability of collected data is verified through calculation Cronbach's Alpha value. The value of Cronbach's Alpha should be higher than 0.600 and according to results the calculated value is higher, and it is 0.948 which shows high reliability of collected data. Above 0.900 shows that there is high symmetry and constancy in collected data. The reliability of variables is also given as follows;

Reliability Statistics

Cronbach's Alpha	N of Items
.948	22

Supervision:

Reliability of the measure was tested using SPSS software and the Cronbach’s Alpha value was found to be 0.877. The face validity was checked and found to be high.

Compensation

Reliability of the measure was tested using SPSS software and the Cronbach’s Alpha value was found to be 0.884. The face validity was checked and found to be high.

Co-worker

Reliability of the measure was tested using SPSS software and the Cronbach’s Alpha value was found to be 0.607. The face validity was checked and found to be normal and reliable.

Compensation

Reliability of the measure was tested using SPSS software and the Cronbach’s Alpha value was found to be 0.563. The face validity was checked and found to be normal and reliable. (KHARE, 2012)

Job Satisfaction

Reliability of the measure was tested using SPSS software and the Cronbach’s Alpha value was found to be 0.796. The face validity was checked and found to be high.

Demographic Statistics

There are three age aspects are discuss in this study. 1 is given to 20-30 years old people, 2 is given to 31-40 years old people and 3 is given to 41 and above years old people.

age of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30	30	30.0	30.0	30.0
31-40	33	33.0	33.0	63.0
41 and above	37	37.0	37.0	100.0
Total	100	100.0	100.0	

The above Table shows that 30% respondent belong to age of 20-30, 33% respondent belongs to age of 31-40 and remaining 37% respondent belongs to the age of 41 and above.

gender of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	50	50.0	50.0	50.0
female	50	50.0	50.0	100.0
Total	100	100.0	100.0	

There are two gender factors are respondent and 1 value is given to Male and 2 is given to Female and above data indicate that the data equally collect from men and women in the 100 sample size.

Qualification of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Intermediate	26	26.0	26.0	26.0
Bachelors	38	38.0	38.0	64.0
Masters	36	36.0	36.0	100.0
Total	100	100.0	100.0	

The third demographic dimension is discuss in the study is qualification of respondent. In the SPSS software the value 1 is given to intermediate, 2 is given to Bachelors and 3 is given to the Masters. The above table shows that 26% respondent education level is intermediate, 38% respondent education level is Bachelors and 36% respondent education level is Masters.

Correlation Statistical Results

Correlations

	Job satisfaction	supervisor	Intent to leave	coworker	Compensation
Job satisfaction Pearson Correlation	1	.848**	.732**	.741**	.830**
Sig. (2-tailed)		.000	.000	.000	.000
N		100	100	100	100
supervisor Pearson Correlation		1	.698**	.790**	.825**
Sig. (2-tailed)			.000	.000	.000
N			100	100	100
Intent to leave Pearson Correlation			1	.682**	.810**
Sig. (2-tailed)				.000	.000
N				100	100
Coworker Pearson Correlation				1	.822**
Sig. (2-tailed)					.000
N					100
compensation Pearson Correlation					1
Sig. (2-tailed)					
N					

** . Correlation is significant at the 0.01 level (2-tailed).

Relationship between Supervisor and Job Satisfaction

The correlation between supervisor and job satisfaction is $r= 0.848$ which shows that there is strong positive and significant relationship between supervisor and job satisfaction. Due to these correlation results we accept the hypothesis H_1 that is there is positive relationship between supervisor and job satisfaction and reject H_0 that is there is negative relationship between supervisor and job satisfaction.

Relationship between Intent to Leave and Job Satisfaction

The correlation between intent to leave and job satisfaction is $r = 0.732$ which shows that there is strong positive and significant relationship between intent to leave and job satisfaction. Due to these correlation results we accept the hypothesis H_1 that is there is positive relationship between intent to leave and job satisfaction and reject H_0 that is there is negative relationship between intent to leave and job satisfaction.

Relationship between Co-worker and Job Satisfaction

The correlation between coworker and job satisfaction is $r = 0.741$ which shows that there is strong positive and significant relationship between coworker and job satisfaction. Due to these correlation results we accept the hypothesis H_1 that is there is positive relationship between coworker and job satisfaction and reject H_0 that is there is negative relationship between coworker and job satisfaction.

Relationship between Compensation and Job Satisfaction

The correlation between compensation and job satisfaction is $r = 0.830$ which shows that there is strong positive and significant relationship between compensation and job satisfaction. Due to these correlation results we accept the hypothesis H_1 that is there is positive relationship between compensation and job satisfaction and reject H_0 that is there is negative relationship between compensation and job satisfaction.

Regression Results Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 ^a	.778	.769	.42952

a. Predictors: (Constant), intent to leave, coworker, supervisor, compensation

In above regression model the value of R and R Square is 0 to 1 that indicate that the model of all research questions are perfectly fitted in the model. The value of adjusted R Square is also confirmed the fitness of research questions of independent variables intent to leave, supervisor, co-worker and compensation.

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	61.451	4	15.363	83.272	.000 ^a
Residual	17.526	95	.184		
Total	78.978	99			

a. Predictors: (Constant), intent to leave, coworker, supervisor, compensation

b. Dependent Variable: job satisfaction

Attitude toward intent to leave, coworker, supervisor and compensation has an impact on job satisfaction significance of ANOVA is less than 0.01 that shows the significance of all results. Means of Square is less that shows the result are error free.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.861	.233		3.703	.000
supervisor	.400	.074	.497	5.434	.000
compensation	.261	.096	.315	2.733	.007
coworker	.002	.115	.002	.019	.985
Intent to leave	.119	.076	.129	1.554	.124

a. Dependent Variable: job satisfaction

Regression analysis is applied on supervisor, compensation, coworker and compensation (independent variables) and job satisfaction (dependent variable). These results of regression shows that supervisor and compensation (independent variables) has significance relationship with job satisfaction (dependent variable) signified by the coefficient of beta factor of supervisor is .497 and t value 5.434 and is significant at 0.000 level so its claims that H₁ is accepted, and also signified by the coefficient of beta factor of compensation is .315 and t value is 2.733 and is significant at level of 0.007 that also claims that H₂ is accepted. The significant level of coworker and intent to leave exceed the level of 0.0 due to these results H₃ and H₄ are rejected and H₀ of both hypotheses H₃ and H₄ are accepted.

Conclusion and Discussion

The public and private sector is an important sector of Pakistan and it has very bright future, for research purpose as well. Data is collected from schools and colleges of Renala, Okara and Depalpur and the findings shows that management of schools and colleges put much effort on supervision and compensation as compare to co-worker and intent to leave. The results of the study also shows that supervision and compensation has significant positive relationship with job satisfaction and these variables significantly increase teachers satisfaction to their job work and this shows keen effort of schools and college management. The results of this research also shows that co-worker and intent to leave has no significant impact on satisfying the job work of employees, so management should focus on these variables as well because these are also vital for job satisfaction. Practically this shows that only supervision and compensation have significant positive impact on job satisfaction of employees of Renala, Okara and Depalpur.

Limitations

The research in conducted on employees of schools and colleges of Renala, Okara and Depalpur. This is conducted in specific cities and specific area, it can be conducted on much broader level and in other sector as well. It also work on limited independent variables of HR and more variables can be explored. According to finding of this study, further work could be done on co-worker and more research could be conducted on intent to leave.

Recommendations

The public and private sector plays a vital role for development of Pakistan so employees of this sector prefer to get compensation rewards, moral supervision, supportive co-worker environment and loyalty related to their and it put great impact on job satisfaction. So management of schools and colleges of Renala, Okara, Depalpur should;

1. Focus on co-worker programs to enhance employee job satisfaction.
2. Also focus on providing environment that reduce intent to leave to increase employee job satisfaction.
3. Other HR variables can be explored such as motivation, training, organizational culture etc. in this area.

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