

MOTIVATIONAL FACTORS AFFECTING THE STAFFS' JOB SATISFACTION OF THE PUBLIC ORGANIZATIONS IN DONG NAI PROVINCE

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ABSTRACT: *Nowadays, staffs' job satisfaction is a key element of general satisfaction which gives employees energy to perform and continue his job adequately. Job satisfaction regulates the peace of mind, foster relaxation that leads to more enthusiasm and more innovative work. It gives the clear picture of completeness and accomplishment emanating from his work, a feeling which has nothing to do with money but a feeling of relief that the employee gets out of the work itself. The study results showed that there were 200 staffs related to the public organizations in Dong Nai province who interviewed and answered about 21 questions but 159 staffs processed. Data collected from July 2016 to November 2017 for the staffs of the public organizations in Dong Nai province. The paper had been analyzed KMO test, Cronbach's Alpha and the result of KMO analysis which used for multiple regression analysis. Staffs' responses of the public organizations measured through an adapted questionnaire on a 5-point Likert scale (Conventions: 1: Completely disagree, 2: Disagree, 3: Normal; 4: Agree; 5: completely agree). Hard copy and online questionnaire distributed among 1.000 the staffs of the public organizations in Dong Nai province. In addition, the exploratory factor analysis (EFA) results showed that there were five factors affecting the staffs' job satisfaction of the public organizations in Dong Nai province with significance level 5 percent. The research results processed from SPSS 20.0 software.*

KEYWORDS: Job Satisfaction, Public, Organizations, LHU

INTRODUCTION

At present, the public organizations in Dong Nai province have gone through a major program of quality services. The country has made great changes, including a contribution from the achievements of public administration reform. Despite the remarkable progress in administrative reform over the past 10 years, the pace of administrative reform has been slow, inconsistent and ineffective, compared to the target set by 2020. Dong Nai province continues to build a democratic, clean, strong, professional and modern administration. "Overall, the results achieved in the past 10 years are limited, not commensurate with the requirements, the scale of comprehensive renovation in the spirit of resolutions of the Party and general goals set by the overall program. The result is not sustainable. In addition, the restructuring of the contingent of cadres and civil servants continues training and retraining required improving the quality of both capacity and moral quality.

Besides, staffs' job satisfaction is an old construct that has long been recognized as important to any consideration of turnover behavior, and more recently, to an understanding of turnover intentions as well. Employees, who are more satisfied experience lower rates of absenteeism, have reduced rates of intention to leave. Much of the current theory and research on voluntary turnover springs from the ideas of March and Simon (1958) on the perceive ideas and desirability of leaving one's job. The perceived ease of movement is heavily influenced by

job alternatives and the perceived desirability of movement is heavily influenced by job satisfaction. Job attitudes combined with job alternatives predict whether employees intend to leave an organization, which is the direct antecedent to turnover.

The job satisfaction of an employee is a topic that has received significant attention by managers and researchers alike (Gautam; Mandal and Dalal, 2006). Job satisfaction deals with the feelings that an individual has about his/her job. Organizational behavior research has revealed that individuals who express high satisfaction in their jobs are likely to be more productive, have higher involvement and are less likely to resign than employees with less satisfaction. In 1959, Herzberg, Mauser and Snyderman found that job satisfaction is elusive even chimerical concept that has been immensely confronted since. In any field of business job satisfaction has been a matter of concern and attention nowadays. Job satisfaction is the backbone for an organization's success; the key to successful organization is the secret of satisfied workers. Facing this situation, the researchers had chosen topic "*Motivational factors affecting the staffs' job satisfaction of the public organizations in Dong Nai province*" as a paper. This paper helps policy makers who apply them for improving policy on the management of the public human resources in Dong Nai province.

LITERATURE REVIEW

Staffs' job satisfaction: It is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their job satisfaction, willingness to learn and perform at work. Drivers of employee job satisfaction are: Employee perceptions of job importance, employee clarity of job expectations, career advancement/improvement opportunities, regular feedback and dialogue with superiors, quality of working relationships with peers, superiors, and subordinates, perceptions of the ethos and values of the organization, effective internal employee communications and reward to engage.

There are various definitions of job satisfaction as mentioned, first of all, it can be defined as concerning one's feeling or state of mind related with the work and "an employee's positive attitude towards the company, co-workers and, finally, the job. When the institution meets job expectations, 6 the individual experience positive feelings, so, these positive emotions indicate job satisfaction. **Ellickson. M.C., & Logsdon, K. (2002).**

Factors affecting on the employee job satisfaction. Job satisfaction is concerned with several attitudes including attitudes about the job characteristics, compensation and benefits, status, social security, advancement opportunities, technological challenges and respect. The most widely used factors of job satisfaction are work, pay, promotion, supervision and coworkers. The factors conducive to job satisfaction are: pay, work, environment, co-workers. Similarly, having adequate work equipment, resources, and training opportunities and an equitable workload distribution – also significantly and positively affect employee job satisfaction. Employee and employee's satisfaction of job are a mixture of several factors. These factors are: Working condition, freedom or autonomy, job security, relationship with co-workers, relationship with superior, salary, career advancement and growth... These factors are described below. **Tella A., Ayeni CO., & Popoola SO (2007).**

Working condition: As employee spends most of the time in an organization, it is essential for organization to introduce and maintain proper working conditions. Organization should

provide its employee's all the necessary resources and update all the information essential to do a job. This will help employees to accomplish tasks successfully and which indeed contribute to job satisfaction. Work environment. It located where a task is completed. When pertaining to a place of employment, the work environment involves the physical geographical location as well as the immediate surroundings of the workplace such as a construction site or office building. **Tella A., Ayeni CO., & Popoola SO (2007).**

Freedom or autonomy: Autonomy refers to the degree of freedom that workers have in their work. It means the level of control employees have timing and scheduling their work activities. **Ellickson. M.C., & Logsdon, K. (2002).**

Job security: Job security is another very important factor that may affect employee job satisfaction. Employees will often feel more secure if they believe they will not get fired.

Relationship with co-workers: Every employee seeks to be treated with respect by those they work with. If employees are in touch with supportive colleagues or peer they can do their performance in a better and comfortable way. Relationship with superior; Employees need to know their superior's door is always open for them to discuss any issues to do their jobs effectively. Supervisor support: It defined as the extent to which leaders value their staff contributions and care about their well-being. A leader with high supervisor support is one that makes employees feel heard, valued. Although it sounds simple, providing this kind of support is one of the hardest transitions to make when promoted from employee to supervisor. **Ellickson. M.C., & Logsdon, K. (2002).**

Income and policy: It is one of the most important factors that affect job satisfaction is salary. Companies need to have a instrument in place to assess employee performance and provide salary increases. Prospect to earn special incentives, such as bonuses, extra paid time off or vacations also bring stimulation and higher job satisfaction. Policy: It is usually a documented set of broad guidelines, formulated after an analysis of all internal and external factors that can affect a firm's objectives, operations, and plans. The policy formulated by the firm's board of directors, corporate policy lays down the firm's response to known and knowable situations and circumstances. It also determines the formulation and implementation of strategy, and directs and restricts the plans, decisions, and actions of the firm's officers in achievement of its objectives. Staffs' Income: It is the consumption and savings opportunity gained by an entity within a specified timeframe, which generally expressed in monetary terms. However, for households and individuals, income is the sum of all the wages, salaries, profits, interests payments, rents and other forms of earnings received... in a given period of time. **Ellickson. M.C., & Logsdon, K. (2002).**

METHODS OF RESEARCH

Data Gathering Procedure

Data collection was a self-administrated questionnaire. The questionnaire designed to ascertain the demographic profile of staffs of the public organizations in Dong Nai province. To get the information, the researcher author directly interviewed leaders and staff, investigated the actual situation of operation, as well as the orientation of the public organizations in Dong Nai province. The data collected and analyzed using the statistical indicators with data processing software SPSS 20.0. The targets include descriptive statistics, reliability analysis, correlation

analysis, factor analysis explore, analyze multiple linear regression. Apart conditions Cronbach's alpha coefficient, we must also consider the overall condition correlated variables (Corrected Item - Total Correlation). This value must be at least 0.3. If the sum of the items correlated variables asked any < 0.3 , then we remove it and re-run that asked Cronbach's Alpha analysis.

In analyzing the results of Cronbach's Alpha we also need to pay attention to the last column Cronbach's alpha coefficient when asked removed items (Cronbach's Alpha if Item Deleted). In the case of the coefficient Cronbach's Alpha unsatisfactory, we will see any lines that have a value greater than the value of Cronbach's Alpha now, remove the variable corresponding to that line is gone done the analysis Cronbach's Alpha. We can do this several times until the Cronbach's Alpha achieve results desired threshold.

Data Processing and Statistical Treatment

Data Processing: The data collected by the researcher and be analyzed by SPSS 20.0. Before having analyzed, the data screened to delete outliers to secure reliability. Creative research systems offers complete data processing services.

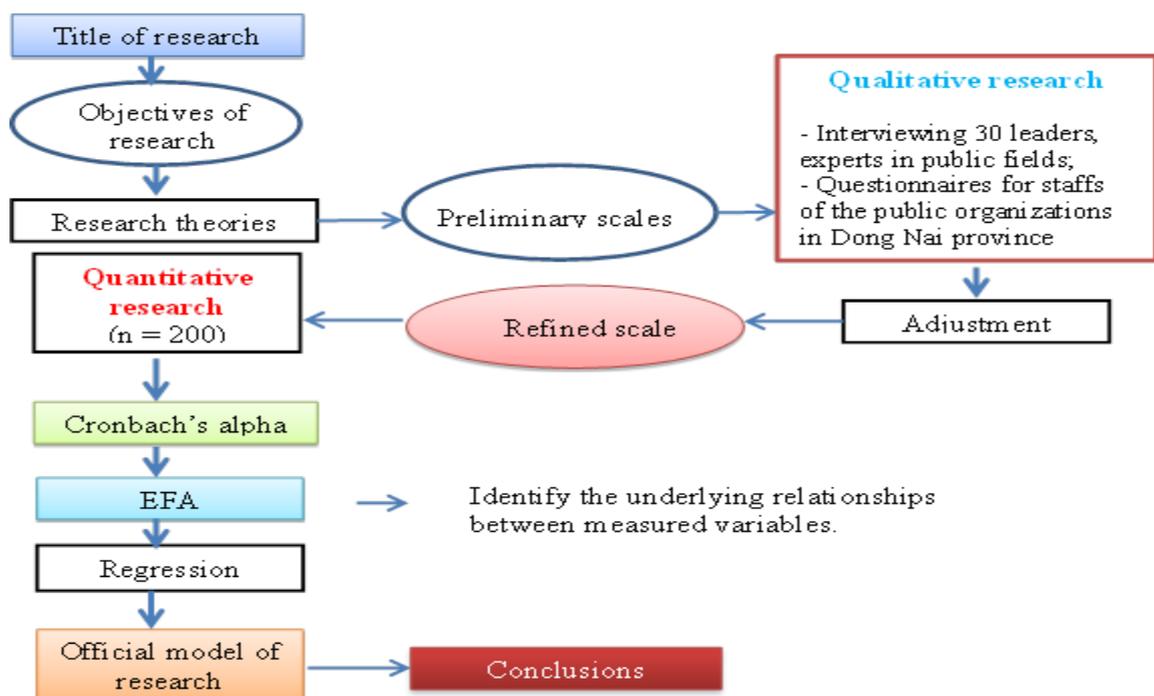


Figure 1: Research processing for the staffs' job satisfaction of the public organizations in Dong Nai province

Statistical Treatment: After the data collected, the researcher turns to the task of analyzing them. The analysis of data requires a number of closely related operations such as establishment of categories, the application of these categories to raw data through coding, tabulation and then drawing statistical inferences.

The unwieldy data condensed into a few manageable groups and tables for further analysis. Thus, researcher should classify the raw data into some purposeful and usable categories.

Coding operation done at the stage through which the categories of data transformed into symbols that tabulated and counted.

Editing is the procedure that improves the quality of the data for coding. With coding, the stage is ready for tabulation.

Tabulation is a part of the technical procedure wherein the classified data put in the form of tables. The mechanical devices made use of the juncture. Computers not only save time but also make it possible to study large number of variables affecting a problem simultaneously.

Analysis work after tabulation is generally to base on the computation of various percentages, coefficients, etc., by applying various defined statistical formulae. In the process of analysis, relationships or differences supporting or conflicting with original or new hypothesis subjected to tests of significance to determine with what validity data to indicate any conclusion(s).

After collecting data, we use Statistical Package for Social Scientists (SPSS) software version 20.0.SPSS for analyzing data and extracting output. There are four tests applied, the order and purpose is described as following:

Descriptive statistic: it presents the frequency, data means, standard deviation, measures of central tendency and dispersion by converting the raw data after collecting to results of factor, which express in single situation.

Sample size should reach the reliability and value for purposes of a stretch for results from a sample population of the population studied.

The formula to estimate sample size for factor analysis to be discovered, according to Hair & CTG (1998) noted that a minimum of 5 samples be used to measure a variable. This study model has 21 variable observers, the sample size should be at least 105 (= 21x5) staffs. According to Tabachnick & Fidell (1996), the regression analysis, the sample size determined by the formula: $n \geq 50 + 8 * m$ (n is the sample size, m is the number of observed variables). Thus, to conform to the standards above sample size, this study should use as a sample 110 staffs or more.

Data analysis: In my research, I used SPSS software version 20.0 in order to analyze the collected data. My data analysis procedure has 4 steps: first step is descriptive statistics; second step is reliability testing; third step is exploratory factor analysis; and the final step is regression analysis.

Descriptive Statistics: Descriptive Statistics is a numerical summary of a dataset. Through descriptive statistics, the quantitative descriptions presented in a manageable form; the characteristics of the sample in the method section then described. Descriptive statistics in my research present the minimum value, maximum value, standard deviation, and the mean of all variables.

Reliability Statistic: Reliability Statistics indicate how well the items in a set are positively correlated to one another.

Therefore, to access the reliability of scale, Cronbach's Alpha is the preferred method (Morgan & Greigo, 1998 - excerpts from Gilbert & ctg, 2004), and used most widely (Aron & Aron, 1994 - excerpts Gilbert & ctg, 2004). When we have more than two variables in a factor, the level of correlation between variables in a factor must be inspected by using Cronbach's Alpha coefficient. Acceptable values for this coefficient range from 0.6 and higher. Therefore, the scale of Cronbach's Alpha coefficient ≥ 0.6 used in my research. In addition, the Cronbach's Alpha if item deleted is considered. If this rate of each variable is greater than the corresponding Cronbach's Alpha coefficient, it should be removed to increase the reliability of scale. Besides, the corrected item total correlation shows the correlation coefficient of a variable with the average of the others variables in the same scale. Therefore, the higher coefficient is the higher correlation of the variables with the other variables. According to Nummally & Burnstein (1994), a variable has the corrected item total correlation of less than 0.3 considered as waste variable and should be excluded from the scale.

Exploratory Factor Analysis: If a variable uploads to a factor and uploads to another factor, it should be considered as unvalued (Pottinga, 1989; Singh, 1995 – excerpts from Veloutsou & ctg, 2005). Therefore, Exploratory Factor Analysis (EFA) used to test against this problem, and method is widely accepted to inspect the value of a scale (Gebing & Anderson, 1998 – excerpts from Veloutous & ctg, 2005). The method for conducting an EFA is the “Principal Component Method” and “Varimax Rotation”. The statistics parameters in EFA include:

+ Consider the accordance with EFA: KMO coefficient (Kaiser-Meyer-Olkin), is a criteria for evaluating the accordance of the data for EFA. The EFA is appropriate when $0.5 \leq KMO \leq 1$.

+ The criteria to determine the number of factors to be extracted: all extraction factors must have Eigen value > 1 . This standard is widely accepted as the basis for adding or removing any factor.

+ We consider the hypothesis of Bartlett's Test of Sphericity (H_0) where variables that do not have correlation with the overall (overall matrix is homogeneous). When $sig. \leq 0.05$, the hypothesis of correlation between observed variables is zero in the overall. This data is appropriate when the hypothesis H_0 rejected.

+ The cumulative coefficient of variance explained criteria ≥ 0.5 .

After EFA, those factors and variables that are unvalued rejected or combined with other factors to establish a new factor.

Correlation Testing: The correlation coefficient Pearson (r) used to measure the degree of closeness of the relationship between two or more variables. We know that the absolute value of “ r ” approaches 1 when two factors have a close linear correlation.

Regression Analysis for factors affecting the employee job satisfaction in the public organization:

There is testing the relationship between the independent variables and the dependent variable, multiple linear regression used in my research.

Regression model of factors affecting the staffs' job satisfaction of the public organization in Dong Nai province following:

$$Y = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 + \beta_4 * X_4 + \beta_5 * X_5$$

- Y: The staffs' job satisfaction of the public organization.
- $\beta_0 - \beta_5$: Regression coefficients.
- $X_1 - X_5$: Factors affecting the staffs' job satisfaction.

In the least-squares model, the best-fitting line for the observed data is calculated by minimizing the sum of the squares of the vertical deviations from each data point to the line (if a point lies on the fitted line exactly, then its vertical deviation is 0). Because the deviations are first squared, then summed, there are no cancellations between positive and negative values. The least-squares estimates b_0, b_1, \dots, b_n are usually computed by statistical software.

In this research, we had used the confident level of 95 % (Sig = 0.05, t-test) for confidence interval.

RESEARCH RESULTS

Table 1: Cronbach's Alpha test for factors of the staffs' job satisfaction of the public organizations in Dong Nai province

1. Job security and development (JSD)	Cronbach's Alpha
JSD1: You completely satisfied about the public organization that has a policy of training and professional development for staffs	0.919
JSD2: You completely satisfied about the public organization that gives you the opportunity to develop personal ability	
JSD3: You completely satisfied about the public organization that always creates advancement opportunities for qualified persons	
JSD4: You completely satisfied about the public organization that all staffs have the opportunity to study and promote fair	
JSD5: You completely satisfied about the support from colleagues that you always get the enthusiastic from the helping of colleagues	
2. Relationship (R)	Cronbach's Alpha
R1: You completely satisfied about your suggestions that is respected by superiors	0.920
R2: You completely satisfied about superiors who are friendly; approachable and superiors support and often help me solve job	
R3: You completely satisfied about superiors who are commonly shared and help me about the difficulties	
R4: You completely satisfied about superiors who are commonly shared th experience with staffs	
3. Income and policy (IP)	Cronbach's Alpha
IP1: You completely satisfied about the income that your current salary is in line with your abilities and the income is enough money for you to study higher	0.963

IP2: You completely satisfied about the income that your current salary ensure your life and the family	
IP3: You completely satisfied about the income that you was rewarded with the results of the working in the public organization	
4. Freedom (F)	Cronbach's Alpha
F1: You completely satisfied about your job that is very interesting and comfortable	0.881
F2: You completely satisfied about managers who you were given authority in accordance with their abilities at work	
F3: You completely satisfied about your job that is is suitable for me and working time is freedom and creative	
5. Working Conditions (WC)	Cronbach's Alpha
WC1: You completely satisfied about the public organization of working conditions where your work is clean, cool and comfortable	0.923
WC2: You completely satisfied about the public organization of working conditions where you provided a full range of vehicles and machinery needed for the job where make your job really become safe	
WC3: You completely satisfied about the public organization of working conditions where working time and your break is consistent	

(Source: The researchers' collecting data and SPSS)

Table 1: continued

6. The employee job satisfaction (EJS)	Cronbach's Alpha
EJS1: You completely satisfied about the public organization that you are willing to sacrifice personal interests for the good work done	0.672
EJS2: You completely satisfied about the public organization that you feel more motivated at work	
EJS3: You are willing to improve the knowledge for working better and introduce your friends for working the public organization	

(Source: The researchers' collecting data and SPSS)

Table 1 showed that Cronbach's Alpha test for factors affecting the staffs' job satisfaction of the public organizations in Dong Nai province include: all of variables surveyed Corrected Item-Total Correlation greater than 0.3 and Cronbach's Alpha if Item deleted greater than 0.6 and Cronbach's Alpha is very reliability. This showed that data was suitable and reliability for researching.

Table 2: KMO and Bartlett's Test for factors of the staffs' job satisfaction of the public organizations in Dong Nai province

KMO and Bartlett's Test							
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.						.751	
Bartlett's Test of Sphericity		Approx. Chi-Square		df		2519.964	
		Sig.				.000	

Total Variance Explained							
Com	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.490	24.943	24.943	4.490	24.943	24.943	3.888
2	3.891	21.617	46.559	3.891	21.617	46.559	3.675
3	2.790	15.500	62.060	2.790	15.500	62.060	3.004
4	2.311	12.839	74.898	2.311	12.839	74.898	2.975
5	1.591	8.836	83.734	1.591	8.836	83.734	3.050
6	.464	2.579	86.314				
7	.390	2.165	88.479				
8	.379	2.106	90.585				
9	.321	1.783	92.368				
10	.271	1.504	93.872				
11	.245	1.361	95.232				
12	.196	1.089	96.321				
13	.171	.948	97.268				
14	.142	.791	98.059				
15	.122	.677	98.736				
16	.100	.558	99.294				
17	.079	.441	99.735				
18	.048	.265	100.000				

(Source: The researchers' collecting data and SPSS)

Table 2 showed that KMO and Bartlett's Test for factors of the staffs' job satisfaction of the public organizations in Dong Nai province such as the results showed that KMO coefficient had: $0.5 \leq \text{KMO} \leq 1$ (KMO: Kaiser-Meyer-Olkin). KMO is an index used to examine the appropriateness of factor analysis. KMO value significantly larger factor analysis is appropriate. KMO coefficient is 0.751 and the level of significance (Sig) is 0.000. Exploratory Factor Analysis (EFA) is consistent with survey data of 200 the staffs of of the public organizations in Dong Nai province but 159 staffs processed by SPSS 20.0.

Table 3: Structure Matrix for factors affecting the staffs' job satisfaction of the public organizations in Dong Nai province

Code	Component				
	1	2	3	4	5
JSD3	.909				
JSD4	.894				
JSD2	.876				
JSD5	.848				
JSD1	.820				
R1		.953			
R4		.923			
R3		.870			
R2		.864			
IP3			.981		
IP1			.972		
IP2			.936		
WC1				.974	
WC2				.921	
WC3				.895	
F2					.933
F3					.904
F1					.845

(Source: The researchers' collecting data and SPSS)

Table 3 showed that structure Matrix for factors affecting the staffs' job satisfaction of the public organizations in Dong Nai province such as there are five factors: X1. Job security and development (JSD); X2. Relationship (R); X3. Income and policy (IP); X4. Freedom (F); X5. Working Conditions (WC).

Table 4: KMO and Bartlett's Test for the staffs' job satisfaction of the public organizations**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.657
Bartlett's Test of Sphericity	Approx. Chi-Square	71.822
	df	3
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.816	60.535	60.535	1.816	60.535	60.535
2	.645	21.495	82.029			
3	.539	17.971	100.000			

Component Matrix^a

	Component
	1
EJS2	.797
EJS3	.794
EJS1	.742

(Source: The researchers' collecting data and SPSS)

Table 4 showed that KMO and Bartlett's Test for the staffs' job satisfaction of the public organizations such as the results showed that KMO coefficient had: KMO = 0.657 (KMO: Kaiser-Meyer-Olkin). KMO is an index used to examine the appropriateness of factor analysis. KMO value significantly larger factor analysis is appropriate. KMO coefficient of the staffs' job satisfaction of the public organizations is 0.657 and the level of significance (Sig) is 0.000.

Table 5: Factors affecting the staffs' job satisfaction of the public organizations**Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.793 ^a	.628	.616	.61953454	1.614

a. Predictors: (Constant), X5, X1, X3, X2, X4

b. Dependent Variable: Y

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.275	5	19.855	51.730	.000 ^b
	Residual	58.725	153	.384		
	Total	158.000	158			

a. Dependent Variable: Y

b. Predictors: (Constant), X5, X1, X3, X2, X4

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-8.435E-017	.049		.000	1.000		
X1	.463	.050	.463	9.235	.000	.964	1.037
X2	.404	.052	.404	7.760	.000	.897	1.115
X3	.140	.051	.140	2.770	.006	.949	1.053
X4	.310	.052	.310	5.921	.000	.884	1.131
X5	.184	.054	.184	3.397	.001	.831	1.203

a. Dependent Variable: Y

(Source: The researchers' collecting data and SPSS)

Table 5 showed that factors affecting the staffs' job satisfaction of the public organizations such as column $t > 2$, smaller significance level 0.05 and statistically significant data to explain the variation of the staffs' job satisfaction, Adjusted R Square is 0.616 or 61.6 %. Besides, the regression coefficient is positive. This means that the impact of the independent variables in the same direction with the staffs' job satisfaction of the public organizations. Moreover, the regression results showed the Durbin - Watson stat = 1.614 said no autocorrelation phenomena. Variance Inflation Factor (VIF) is exaggerated coefficient variance, when VIF value exceeding 10.0 is shown signs of multicollinearity phenomenon. While table 05 results can assert no correlation between the independent variables in the equation. Meaning no multicollinearity phenomenon by VIF values less than 10.

CONCLUSIONS

The study results showed that there were 200 staffs interviewed and answered about 21 questions but 159 staffs of the public organizations processed, lack of 41 samples. The paper had been analyzed KMO test, Cronbach's Alpha and the result of KMO analysis which used for multiple regression analysis. Job security and development (X1); Relationship (X2); Income and policy (X3); Freedom (X4); Working Conditions (X5) that affecting the staffs' job satisfaction of the public organizations in Dong Nai province with significance level 5 percent. The research results processed from SPSS 20.0 software. We have recommendations for the public organizations continued improving the staffs' job satisfaction of the public organizations in Dong Nai province.

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