

Academic Compatibility and Job Satisfaction: An Inter-Services Comparative Study

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Abstract

Though a substantial number of researches for finding the factors responsible for job satisfaction and its impact on employee performance in organisations can be found, an inclusive identification of the dynamics of job satisfaction that arises due to the academic compatibility of the employees is yet to be undertaken in the context of Bangladesh. It is argued that a comprehensive study to explore the effects of the compatibility of the educational background of the employees on their job satisfaction is relevant and necessary. It is also argued that this effect may not be similar in different types of organisations, so, the inter service comparison among them is also important. This study has included different types of organisations. Data was collected from 288 employees having a minimum number of 30 from each type of organisation by using stratified random sampling technique. This study has used Structural Equation Modeling (SEM) to address the simultaneous behaviours of the selected variables. It is seen that educational compatibility has significant influence on the job satisfaction as well as job performances of the employees. But the effect and its significance are not same in the organisations of different nature. Based on the responses from the faculties of the universities, it is found that educational compatibility has significant effect on job satisfaction of the employees which is positive. In case of private bank employees, it is found that the educational background has no significant effect on their job satisfaction. It is also seen that those who had aim and plan to join in this profession are more satisfied. The findings of this paper give some guidelines to the policy makers to understand the current scenario and the expectation of the employees working in different organisations about their job satisfaction in reference to academic compatibility. Findings of the study and the experiences from the interviews with employees recommend that the government should devise an effective long run plan from the tertiary level of education by calculating the needs of subject specific employment for the organisations of the country which may improve the job satisfaction of the employees and in turn their performance and productivity which in the bigger picture helps the growth of national economy.

Keywords: Academic compatibility, Job satisfaction, Structural equation model

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1. Introduction

Job satisfaction is vital for employee performance. It is known that a satisfied employee renders better performance than an employee who is not satisfied. Job satisfaction is one of the most widely analysed subjects in organisational behaviour field. One of the reasons is probably its intuitive link with important employee behaviours such as intention to stay, absenteeism and performance (Schleicher, Hansen & Fox, 2010). Thus, the research on job satisfaction got much emphasis by the researchers. This concept was defined by Hoppock as a combination of an individual's psychological, physical and environmental events related to his/her job (Yew, 2008). It can be defined as the general attitude of employees to their job (Greenberg & Baron, 2000). It includes certain external factors such as the nature of job, organisational culture, salary, working conditions, colleagues, personal development and supervision; and certain internal factors such as individuals' expectations and desires from the work (Demiral, 2014; Çermik, 2001). The effect of educational compatibility with current employment on job satisfaction of the employees in Bangladesh varies in different types of organisations. Effect of educational compatibility with current employment on job satisfaction in banking sector is different from the factors behind creating satisfied employees in education sector. This study aims to identify the distinction in the effect of educational compatibility among different types of organisations. Each individual has his/her unique goal in life. Everyone puts effort to achieve that goal. Individuals pursue their academic education to achieve specific aim or goal. But the fact is some of them can fulfill that specific goal while others cannot. Sometimes people need to compromise with their aim in life. Several social and economic factors can also be responsible for this situation along with the effect of educational compatibility. In most cases getting into the job market in Bangladesh is not by choice rather by scope. The scarcity of jobs compels the fresh graduates to get into a profession even if they do not like it. But the mismatches of the academic background with their employment gradually decrease their job satisfaction and which negatively influences their job performance. Now the question comes, do people enjoy their work if it is not matched with their aim or do they get the satisfaction from their job if it is not matched with their educational background? From the perspective of Bangladesh, it can be said that employment opportunities are not adequate here. Still it is an employers' market. Because of the inadequacy of job, it is not possible for everyone to be employed in the expected job field synchronized with their educational qualification. This research has studied the job satisfaction of the employees in a comprehensive manner by considering the effect of educational compatibility on it. This study has also tried to explore the relationship between aim in life and academic relevance of an employee with the satisfaction level he/she gets from the job.

2. Literature Review

Job satisfaction is a widely discussed and analysed topic in organisational research (Spector, 1997). Satisfaction of job of a worker is defined by the financial and moral satisfaction a worker gets from the job (Çivilida 2011). A worker, who is satisfied enough by his/her job, enjoys work and personal life, shows positive attitude, and has a

sound psychological state (Demirel, 2014). A study conducted on academic staffs at public universities in Malaysia indicated that there is a relationship between financial reward and job satisfaction which is positive. Organisations should consider financial reward as one of the crucial factors in promoting job satisfaction among employees (Mustapha, 2013). Another study conducted in Pakistan on Pharmacists found that high work pressure, uncongenial working environment and family responsibilities led to poor work and personal life balance which decreased the satisfaction of the employees from job (Seston et al., 2009). Not only financial reward, job security and favorable working conditions can ensure job satisfaction but the education level of the employees may also have effects on it. Ahmet Gürbüz (2013) conducted a study to analyse the effect of education level on job satisfaction. The study was conducted on the employees of some four and five star hotels. The result suggests that managers should find new methods to increase the education level of their employees for improved job satisfaction. According to a study (Sousa-Poza, 2000), the most crucial determinants of job satisfaction are exciting job, good relationship with management and colleagues and career advancement opportunities. Few years back, a study was conducted by Khamis (2014) in Malaysia on the lecturers in public universities to explore factors crucial for job satisfaction and the study found that workload and relationship with peers notably affected the job satisfaction of lecturers. To some extent, factors responsible for job satisfaction in public organisations are differ from that of private organisations. Kadarisman (2012) used factor analysis to find out the factors of job satisfaction of government service holders and found 11 dominant factors influencing their job satisfaction. These factors include salary, benefits and facilities, relationship between superiors, subordinates and coworkers, development opportunity, education etc. Tims et al (2016) showed that when employees deliberately change aspects of their job to increase challenging job demands, and decrease hindering job demands, employees are likely to improve their person–job fit and consequently their experienced meaningfulness of work. These findings align well with the current view of employees as active agents in their work, not only to fulfill their self-interest but also meaningful contribution to many positive organisational outcomes. A study conducted by Lambert (2001) found that the work environment got more emphasis in shaping the workers' job satisfaction than the demographic characteristics and job satisfaction is a highly prominent precursor of intention to quit. The above discussed studies are based on finding the factors responsible for job satisfaction of the employees working in a particular type of organisation. Studies focused on comparing the factors of job satisfaction in organisations of different nature are rarely found. But it is perceived that the factor of job satisfaction might be different for the employees working in different environments in different organisations. If the job matches with the educational background of the employees, that helps them to perform their job comfortably. It is expected that matching of job and educational background has an effect on job satisfaction of employees. But very few literatures have focused on finding the relationship among academic relevance with current job and job satisfaction of employees in Bangladesh. In this regard, this study has addressed the relationship between the job satisfaction and academic relevance with the job of the employees. In

addition to that, this study also tries to find out the impacts of an individual's target in life and likings of the job on job satisfaction within the organisation as well as among the studied organisations.

3. Conceptual Framework

The conceptual framework for this study has been shown in the following schematic diagram. This study has aimed to find the effects of academic compatibility on job satisfaction of the employees working in organisations of different nature. Educational background is expected to have significant effects on job satisfaction. This study has tried to find the effects of relevance of educational background on job satisfaction, e.g. being a graduate from applied science if he/she is working in the account section of a bank; does it affect his/her job satisfaction? It is expected that academic compatibility may have indirect effects on the job satisfaction of the employees. To examine that, this conceptual model has also included some other job related factors like intention to join in the current job, job likings and matching with career plan or aim in life. This model has estimated both direct and indirect effects of academic relevance on job satisfaction.

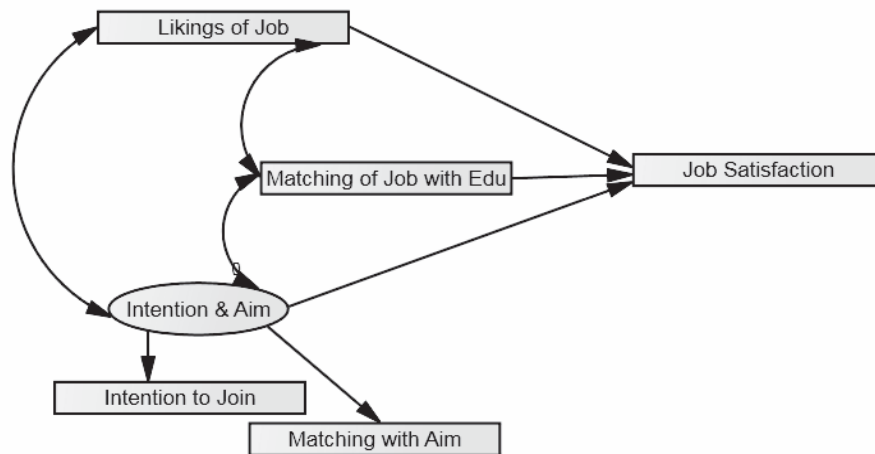


Figure 1: Conceptual Model for Estimating the Effects of Academic Relevance on Job Satisfaction

4. Objectives of the Study

The general objective of this study is to estimate the effect of academic compatibility of the employees on their job satisfaction among different types of organisations. Along with this, there are some specific objectives:

- To identify the direct and indirect effects of academic compatibility on job satisfaction.
- To find out the effects of aim in life on job satisfaction.

5. Research Hypothesis

The following hypotheses are addressed in this study:

H1: Factors of job satisfaction vary in different types of organisations

H2: Academic background plays a significant role on the job satisfaction of the employees

H3: Matching of current job and the aim of life are significantly associated with the job satisfaction of the employees.

6. Methodology

6.1 Data and Study Areas

Data has been collected from the educational organisations, bank, manufacturing organisations, government services, and private/multinational organisations. The target population is the employees working in these organisations.

6.2 Sample Design

The sample size of the study has been estimated by the formula; $n_0 = \frac{z^2 pq}{d^2}$ and the sample size is 288. Multi phases sampling techniques have been adopted to select the respondents. In the first phase, non-probability judgment sampling technique has been used to select particular educational organisation, bank, manufacturing organisation, government services and private/multinational organisations. In the second phase, stratified random sampling technique has been used to select respondents from the selected organisations. Respondents have been allocated by applying the proportional allocation technique in different organisations according to the number of employees working in the organisations.

6.3 Data Collection

A structured questionnaire has been prepared and used to interview the respondents to collect data.

6.4 Reliability Analysis

A measure of scale reliability namely Cronbach's alpha (α) that measures how closely related a set of variables as a group, has been used to analyse the reliability of the responses. After analysing the reliability of the collected data, following results have been found and the results suggest sufficient reliability of the qualitative responses.

Table 1: Reliability Analysis of Data Collected from Different Types of Organisations

Reliability Statistics		
Types of Organisation	Cronbach's Alpha	N of Items
Bank	0.571	10
Education institution	0.777	10
Manufacturing organisation	0.555	10
Government service	0.864	10
Private/multinational	0.757	10

6.5 Structural Equation Model (SEM)

In the light of the conceptual framework, a structural equation model has been developed to study both the direct and indirect effects of academic compatibility on job satisfaction by addressing the simultaneous relation among the studied variables.

7.0 Result and Discussion

In this study data has been collected from five different types of organisations and the selection of the number of respondents has been made based on non-probability judgmental sampling procedure. In that process, 50 employees from banks; 50 faculties from private and public universities; 62 employees from the manufacturing organisations; 30 officials from government services and 96 employees from private organisations have been selected.

Table 2: Distribution of Discipline of Graduation with the Current Work Place of the Employees

Discipline at graduation	Workplace					Total
	Bank	Educational institution	Manufacturing	Govt. service	Private	
Applied science	8.0%	-	11.3%	26.7%	17.7%	12.5%
Basic science	16.0%	18.0%	3.2%	33.3%	15.6%	15.3%
Arts	14.0%	22.0%	14.5%	13.3%	17.7%	16.7%
Medical studies/ Biological science	-	-	6.5%	-	13.5%	5.9%
Business	62.0%	60.0%	64.5%	26.7%	35.4%	49.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

From Table 2 it is clear that current employees working in the different selected organisations are from diverse academic backgrounds. Being graduated from the basic science, they are getting employed in banks, educational institutions, manufacturing organisations, government services, and in the private organisations. This shows the scenario of the current state of employment in different organisations in terms of their academic relevance.

In response to the question, whether you like your job or not, half of the respondents replied that they like their current job very much, whether it has matched with their educational background or not. Rest of the respondents replied that they do not like their current job that much. In response to the question, whether they preferred to join the current job, 40 percent respondents replied they did not want to join in this job, but since they were not sure of getting a job relevant to their educational background, they joined the current job despite of reluctance. About 37 percent respondents replied that their job is somewhat matched with their educational background and 22 percent replied that it did not match anyway but still they are continuing as they do not have any alternative. About 56 percent of the employees wish to switch their job.

Table 3: Test of Association Between Job Satisfaction and Background Information

Variables	Overall Model (p-value)	Educational Organisation (p-value)	Private Bank (p-value)	Govt. Job (p-value)	Manufacturing Organisation (p-value)	Private Company (p-value)
Gender	0.419	0.547	0.019	0.231	0.875	0.537
Marital Status	0.053	0.174	0.157	0.046	0.247	0.771
Education Level	0.396	0.000	0.000	0.500	0.921	0.289
Monthly Income	0.254	0.162	0.002	0.058	0.876	0.252
Edu. Matching	0.000	0.044	0.014	0.855	0.410	0.058
Matching with Aim	0.000	0.753	0.092	0.099	0.006	0.000
Sense of Belongingness	0.000	0.002	0.339	0.138	0.091	0.068

The chi-squares test of association between job satisfaction and the background variables give a general idea about the job satisfaction and of the employees. From the overall model it is found that the employees' job satisfactions are not associated with their education level, varied amount of earnings or any kind of gender bias. But satisfaction matters with the marital status, relevance of the education with current job and also with the sense of belongingness of the employees. This association of job satisfaction is not same in all types of organisations, as, in the banks, satisfaction varies according to gender and for the government employees it matters with income. It is evident from this association test that relevance of education with job and the sense of belongingness are important factors behind the job satisfaction of the employees.

7.1 Structural Equation Modeling

The first structural model has been done based on the whole data set. Objective of this model was to see the overall effect of educational compatibility on job satisfaction of the employees. This model includes the data from the academic organisations, private banks, government service employees, manufacturing organisations and private organisations. This model is expected to give an idea about the overall effect of the academic compatibility on job satisfaction. At the same time, this model has been compared with the individual models in order to see whether there is any difference of the effect of the academic compatibility on the job satisfaction in the specific organisations.

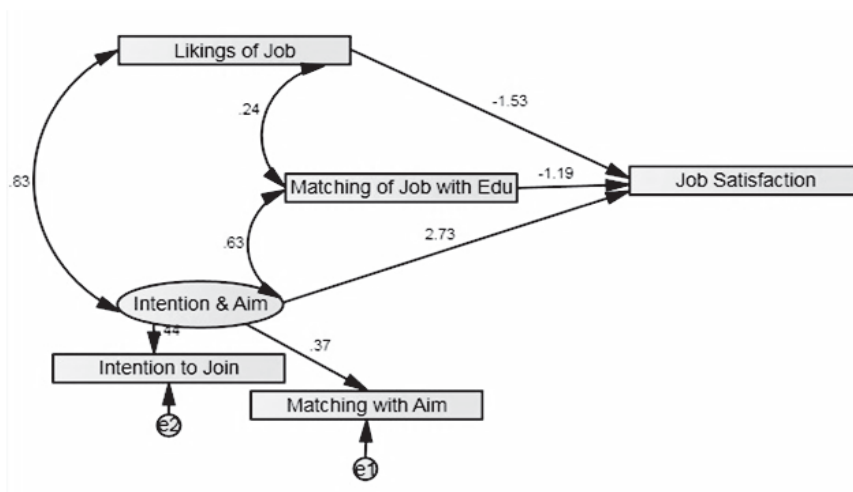


Figure 2: The Path Model for Job Satisfaction based on the Data from Different Types of Organisations

From the overall model (Figure 2) it is found that the academic compatibility has negative effects on job satisfaction of employees. This means that those employees who have mismatch of academic background with their current employment seem to be more satisfied. This is reflecting the current scenario of the job market in Bangladesh. As we know the job seekers are more concerned about getting a job rather than being concerned about job satisfaction. Results suggest that the intention to join in the current job possesses significant positive effect on job satisfaction of employees. This overall model indicates that employees' job satisfaction is not being influenced by their state of liking a job. But the earlier intention to join in the current job makes them satisfied. Intention to join in the job and liking the job are significantly related.

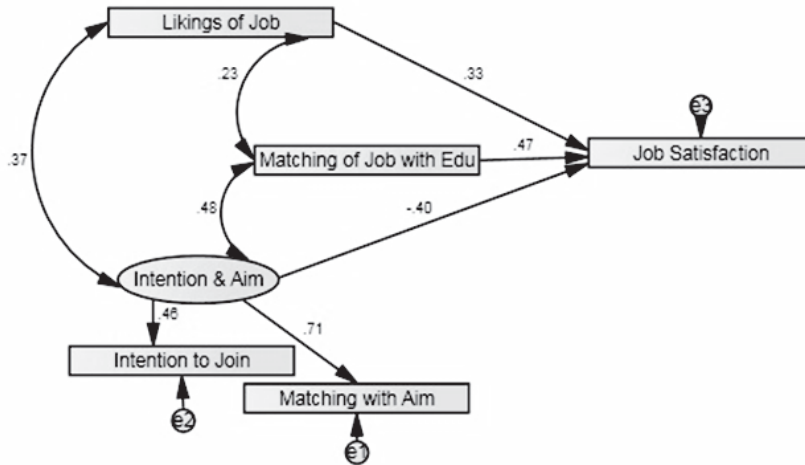


Figure 3: The Path Model for Job Satisfaction based on the Data from Educational Institutions

Based on the responses from the faculties of the universities, this model has been estimated (Figure 3). It is found that educational compatibility has significant effect on job satisfaction of the employees which is positive. It means that matching of educational background is a factor that makes them satisfied irrespective of other factors of job satisfaction. This study has tried to find out whether the faculties had intention to join in this job and does it have any influence on their job satisfaction. It is found they were intended to join and because of getting the job of their interest they become satisfied. It is also found that whether a faculty likes his/her job is significantly correlated with their intention to join in the current job. So, it proves that job satisfaction is highly influenced by educational compatibility and most of the faculties are satisfied with their job because they wanted to join in this noble profession.

Table 4: Significance Values of the Coefficients for the Structural Model of Educational Institutions

Relationships	Coef	t-statistic	P-value
Liking of the Job	0.33	6.50	0.000
Matching of Job with Edu	0.47	6.98	0.001
Intention and Aim	-0.40	3.45	<0.010

In case of private bank employees (Figure 4), it is found that the educational background has no significant effect on their job satisfaction. It is also seen that those who had aim and plan to join in this profession are more satisfied. It is found that those who like their current job are better satisfied in terms of overall satisfaction. This liking of job is irrespective of the availability of other privileges like salary, recognition etc. In most cases, it is found that the academic background does not match with the

requirement of the job in a bank but this mismatch does not significantly influence their job satisfaction. This may be because of the good salary structure of banking sector in Bangladesh.

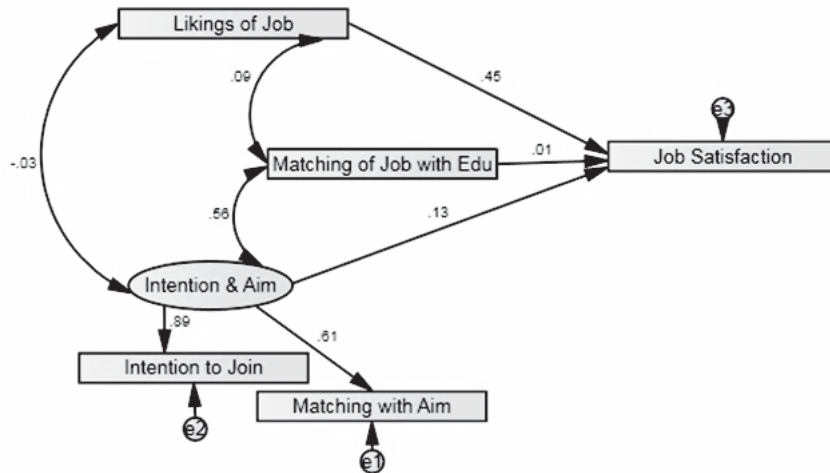


Figure 4: The Path Model for Job Satisfaction based on the Data from Private Banks

Table 5: Significance Values of the Coefficients for the Structural Model of Private Banks

Relationships	Coef	t-statistic	P-value
Liking of the Job	0.45	6.88	0.001
Matching of Job with Edu	0.01	0.43	0.673
Intention and Aim	0.13	2.09	0.037

In case of government services (Figure 5), the academic compatibility does not have significant influence on their job satisfaction. The employees like their job mostly because they wanted to be a government employee and they have been successful in fulfilling their goal.

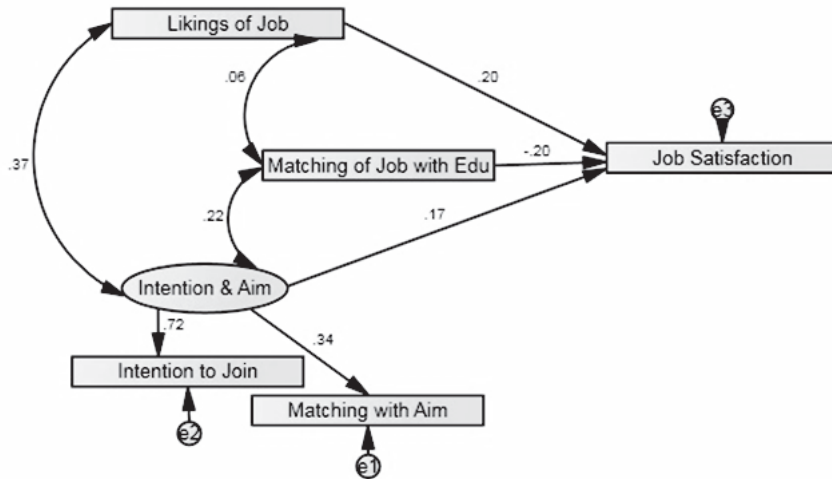


Figure 5: The Path Model for Job Satisfaction based on the Data from Government Service Employees

As they like their job because of the given job security and other privileges, that has an impact on their job satisfaction. It is evident that employees were intended to join in this profession and it made them satisfied. To like the job, government employees are not concerned about their educational compatibility with job responsibilities. This study has found that employees from diverse academic backgrounds are doing the same job in government service. Government service is a kind of obsession in Bangladesh and the employees also get foundation training in most cases at the beginning phase of their job. So, academic compatibility has trivial influence on their job satisfaction.

Table 6: Significance Values of the Coefficients for the Structural Model of Government Service

Relationships	Coef	t-statistic	P-value
Liking of the Job	0.20	2.09	0.037
Matching of Job with Edu	-0.20	0.43	0.673
Intention and Aim	0.34	6.54	0.000

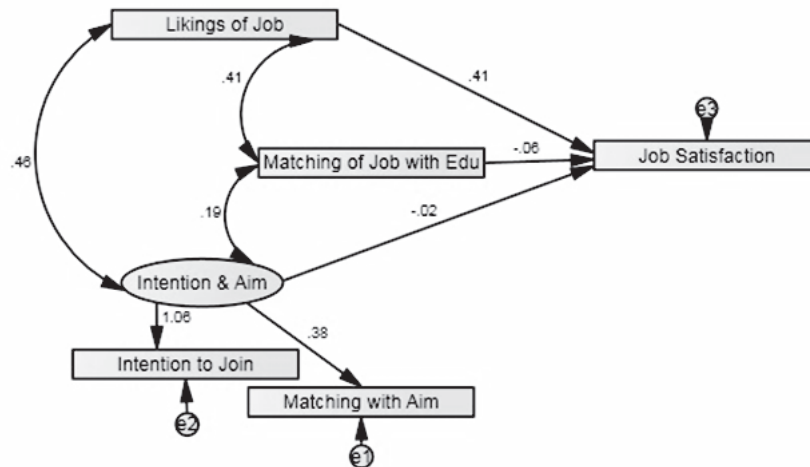


Figure 6: The Path Model for Job Satisfaction based on the Data from the Manufacturing Sector

In the manufacturing sector (Figure 6), the academic compatibility does not have significant direct influence on their job satisfaction. It is not also being influenced by their intention whether they wanted to join in this job or not. But satisfaction matters in case of employees’ likings to perform their current job responsibilities. Though the intention to join in this job has no direct influence on their job satisfaction but it has influence on their job likings and that has indirect effect on their job satisfaction. It is evident that though academic compatibility has no direct effect on the job satisfaction but it matters indirectly by the likings of the job.

Table 7: Significance Values of the Coefficients for the Structural Model of Manufacturing Sector

Relationships	Coef	t-statistic	P-value
Liking of the Job	0.41	3.85	< 0.001
Matching of Job with Edu	-0.06	0.43	0.673
Intention and Aim	-0.02	6.55	< 0.001

In case of private organisations (Figure 7), it is found that educational compatibility has no direct significant effect on job satisfaction of the employees. But matching of academic background influences the employees to like the job and eventually the satisfaction level from the job.

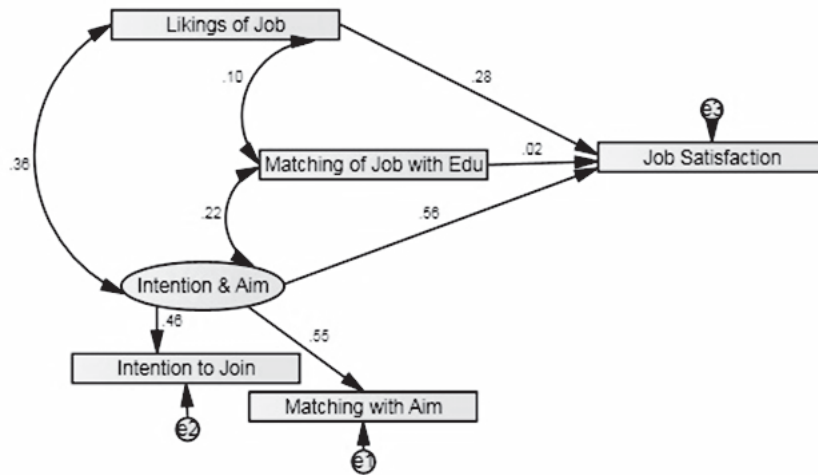


Figure 7: The Path Model for Job Satisfaction based on the Data from the Private Organisations

Academic compatibility also has correlation with the intention and aim to join in the current job and it has a large impact on job satisfaction. So, it is clear that though the academic compatibility has no direct effect on the job satisfaction but it has indirect effect on job satisfaction.

Table 8: Significance Values of the Coefficients for the Structural Model of Private Organisations

Relationships	Coef	t-statistic	P-value
Liking of the Job	0.28	3.37	0.001
Matching of Job with Edu	0.02	0.05	0.958
Intention and Aim	0.56	4.36	< 0.001

7.2 Model Diagnostic

The goodness of fit of all the fitted models was confirmed. The composite reliability and discriminant validity tests were performed and they found the model estimates are valid and reliable. The overall fit statistics has been shown in the following table.

Table 9: Goodness of Fit Statistics for all the Fitted Models

Fit Indices	Value / p-value
CMIN	< 0.01 (p-value)
NFI	>0.85
CFI	> 0.90
RMSEA	<0.06
SRMR	< 0.05

The conventional fit statistics values confirmed the goodness of fit of the estimated structural models and also implying the consistency of the estimated parameters.

8. Conclusion and Recommendations

This study is carried out to see the influence of academic compatibility on job satisfaction of the employees. In the context of Bangladesh, in many cases it is found that the academic compatibility is not a prime factor for job satisfaction. Due to the job scarcity in Bangladesh, the fresh graduates are more eager to get a job rather than finding a job that matches with their academic expertise. At the beginning, it seems that getting a job may reduce the tension of the prospective job seekers, but does it really make them satisfied in the long run? With this question, this study devised the plan to study the satisfaction level of the employees that arises from the academic compatibility. This study has explored the direct effects of academic compatibility on job satisfaction and also the indirect effect by two latent factors, namely, job likings and intention & aim to join in the job. This study has included five different types of organisations. Data was collected from 288 employees, having a minimum number of 30 from each type of organisation by using stratified random sampling technique. This study has used Structural Equation Modeling (SEM) to address the simultaneous behaviours of the selected variables. This study has found that job satisfaction is directly influenced by academic compatibility in the educational organisations. In case of the universities, it is found that educational compatibility has significant effect on job satisfaction of employees which is positive. The other scenario has found in case of private bank employees, it is found that the educational background has no significant effect on their job satisfaction. It is also seen that those who had aim and plan to join in this profession are more satisfied. In case of other organisations, apparently it seems that the academic compatibility has no direct influence on job satisfaction. But when this study analysed the indirect effects of academic compatibility on job satisfaction, it was found that academic compatibility has influence on the job satisfaction through the latent factors. Thus it is argued that the organisations should focus on the academic relevance with job before recruiting the employees to ensure better performance. Despite the scarcity of job, the prospective job seekers should prefer to join a job which is compatible with their educational background for their long run job satisfaction.

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