

Assessing Employee's Job Satisfaction In The Institute Of Professional Training And Management Of Bangladesh

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Abstract

Job satisfaction holds significant importance for the advancement and efficient operation of crucial governmental organizations, contributing to the overall progress of the country. Consequently, it remains a widely discussed topic within organizational behavior, personnel and human resource management, and organizational management. This paper aims to comprehensively assess employees' job satisfaction and analyze the factors influencing job satisfaction among the employees of the Institute of Professional Training & Management (IPTM) situated in Dhaka, Bangladesh. The survey research involved selected employees of IPTM and data collection was conducted through face-to-face interviews using structured and semi-structured questionnaires. The results reveal that employees predominantly express positive sentiments regarding the state of payment services, availability of necessary resources, training opportunities, and recognition received from management as crucial factors influencing job satisfaction at IPTM. Moreover, employees' attitudes toward professional growth, information sharing, satisfaction with assigned activities, availability of leave, perception of leaders as role models, satisfaction with other benefits, and job security have been recognized as yielding positive outcomes, although some level of dissatisfaction persists. Implementing reward systems based on performance can significantly motivate employees to take on more responsibilities and enhance their commitment to performing better.

Date of Submission: 12-02-2026

Date of Acceptance: 22-02-2026

I. Introduction

Job satisfaction is defined by an individual's feelings toward their work. A satisfied employee demonstrates a positive attitude, while a dissatisfied one shows negativity towards their job, often experiencing nervousness, tension, worry, and distress (BasuMallick, 2021). This attitude reflects personal dispositions and is influenced by various factors. Personal elements like individual needs, aspirations, and group and organizational factors—such as relationships with colleagues and supervisors, working conditions, policies, and compensation—contribute to job satisfaction (StudySmarter, n.d.). A person exhibiting a negative attitude demonstrates a disposition inclined towards experiencing nervousness, tension, worry, upset, and distress; conversely, individuals with a positive attitude tend to feel contented with themselves, others, and their work (Chandrasekaran, 2019).

It indicates the level of fulfillment individuals find in their work and significantly impacts their behavior within the organization. Satisfied employees tend to exhibit lower absenteeism, make positive contributions, and exhibit higher retention rates within their organizations. Job satisfaction stands as a widely discussed topic within organizational behavior, personnel and human resource management, and organizational management (Chandrasekaran, 2019). Given that jobs demand considerable thoroughness and commitment, mental dedication and loyalty prove more crucial than mere physical presence in the workplace. It's crucial to acknowledge the individualized nature of job satisfaction among employees. Even in identical workplace settings, what contributes to one employee's job contentment may not resonate with another (BasuMallick, 2021). Therefore, adopting a multidimensional approach to employee satisfaction becomes imperative.

Moreover, the influence of job satisfaction extends beyond the workplace; content employees are more likely to be content citizens, fostering a more positive outlook on life and contributing to a psychologically healthier society. Mostly, training and education play a significant role in enhancing employee loyalty, efficiency, and an organization's effectiveness. They can also positively influence the creation of a healthy work environment and reduce factors such as retirement, ultimately leading to increased work satisfaction (Bartlett, 2001; Schwepker, 2001). Furthermore, establishing a well-organized workplace and effective administration, along with the implementation of appealing policies for employees, significantly contribute to fostering a climate of security, safety, and satisfaction (Panagiotopoulos & Karanikola, 2017). An exemplary case is Google, which has developed a distinctive human resources management policy. This approach has not only cultivated a highly dedicated staff but has also led to the creation of unique innovations, setting the business apart within its industry (Saylor, 2012).

Thereby, job satisfaction holds immense significance for the advancement and efficient operation of pivotal governmental organizations and the overall progress of the country. It also plays a crucial role in shaping the future expectations of a highly educated and skilled workforce in the institution. The institution is primarily responsible for implementing essential economic policies and activities, focusing mainly on trade and investment, with the aim of contributing significantly to the national economy and fostering social welfare development. However, poor management, heavy workload, inadequate recognition and reward, and limited growth opportunities may decline the job satisfaction of the employees in the institution. In this regard, it is essential to assess the factors and levels of job satisfaction in the professional institutions of Bangladesh.

II. Objectives Of Study

The objectives of the study are to explore the comprehensive assessment of employees' job satisfaction and to analyze the factors of job satisfaction among the employees of the Institute of Professional Training & Management.

III. Literature Review: Concepts And Contexts

Job satisfaction

The concept of job satisfaction is intricate and multifaceted, extending beyond merely the professional aspects of a business. Job satisfaction refers to an individual's emotional state concerning their work experiences. It's the contentment or fulfillment an employee feels towards their job, encompassing various facets of their work environment, duties, relationships, and overall experience. It is influenced by a variety of psychological, economic, social, and cultural factors (Panagiotopoulos & Karanikola, 2017). Job satisfaction is occasionally associated with the positive opinions, attitudes, and behaviors displayed by employees in their workplace productivity levels and organizational behavior (Burke, 2000; Saltzstein et al., 2001).

Overall, Job satisfaction refers to an individual's subjective feelings and attitudes toward their job, encompassing the level of contentment, fulfillment, and happiness they derive from their work experiences. It involves a complex interplay of various factors such as the nature of the job, relationships with colleagues and supervisors, compensation, work-life balance, opportunities for growth, and alignment of personal values with the organization's goals. Job satisfaction reflects the extent to which an individual perceives their job positively or negatively, impacting their motivation, engagement, performance, and overall well-being in the workplace.

Professional training

Training encompasses both personal and social development, serving as an ongoing process that continually enhances an individual's knowledge and skills within the workforce (Griffin, 2009). Abiodun (1999) distinguishes training from education by highlighting that training focuses on enhancing the specific abilities and skills required for effective task or job performance, whereas education involves the broader acquisition of knowledge and abilities not necessarily tied to a particular job. Furthermore, training not only upgrades skills but also influences beliefs, ideas, and an individual's behavior within workgroups and organizations. It plays a pivotal role in shaping how individuals interact within their work environments, fostering changes that contribute to improved job performance and dynamics within teams.

Professional training refers to educational programs or courses designed to enhance the skills, knowledge, and expertise of individuals in a specific field or profession. These training programs are structured to provide practical and theoretical instruction aimed at improving job-related competencies, keeping individuals updated with industry advancements, and enhancing their professional capabilities. Professional training can take various forms, including workshops, seminars, certifications, on-the-job training, online courses, or formal education programs offered by educational institutions or specialized training providers. Its focus is to develop and refine the skills necessary to excel in a particular profession, whether it's technical skills, leadership abilities, specialized knowledge, or industry-specific expertise. The ultimate goal of professional training is to equip individuals with the tools and knowledge needed to perform effectively, adapt to changing work environments, and advance in their careers.

Employee's Job satisfaction in the institutions

Job satisfaction in institutions includes various steps and factors. Locke's Job Satisfaction Theory suggests that job satisfaction is determined by how content individuals are with the outcomes of their work. When workers receive valuable outcomes, they tend to be more satisfied with their jobs. Job satisfaction isn't solely influenced by the quantity but also by the type of rewards received. Employees seek desirable rewards in exchange for their efforts. Moreover, satisfied workers tend to actively support the improvement and advancement of the organization (Locke, 1969). According to Locke (1969), the process leading to job satisfaction involves three steps. Initially, employees encounter elements within the work environment. Secondly, they employ a value standard to assess these work elements. Finally, they evaluate how these perceived work elements align with the

attainment of preferred values (Davis, 2012). When a perceived work element elicits positive emotions, this process culminates in job satisfaction. As per Kaplan (2008), the emotional aspect pertains to one's feelings concerning the job, while the cognitive aspect involves one's thoughts and beliefs about the job. Additionally, the behavioral component refers to people's actions in relation to their job (Zaim et al., 2012).

More importantly, employers consider the working environment as the foremost factor contributing to better job satisfaction. To ensure the continuous upward trajectory of institutions, maintaining employee efficiency, effectiveness, and productivity through various facilities becomes mandatory (Taheri et al., 2020). The working environment stands out as the most critical demand voiced by employees. Consequently, organizations prioritize providing an improved working environment as a prime concern to sustain a consistent workforce and ensure the smooth functioning of the business. Exclusively, the working environment encompasses elements such as job security, employee safety, performance recognition, motivational facilities, and fostering good relationships among coworkers and supervisors (Taheri et al., 2020). This environment is instrumental in strengthening employees' attachment to the organization by ensuring they receive proper importance.

Additionally, factors like wage rates, flexible working periods, and involving employees in decision-making also play vital roles in creating a better working environment (Lane et al., 2010). Another study aimed to assess the influence of reward and recognition, satisfaction with supervision, and satisfaction with the work itself on job satisfaction. A total of 294 usable responses were gathered and analyzed using SPSS 15.0 and the findings revealed a significantly positive relationship between reward and recognition, satisfaction with supervision, and satisfaction with the work itself, all correlating with job satisfaction (Shah et al., 2012). Moreover, a highly positive and significant relationship was observed between job satisfaction and intrinsic motivation; also, it explored the relationship between job satisfaction and work motivation by analyzing responses collected from employees within public educational institutions (Shah et al., 2012).

IV. Theoretical Framework

Herzberg's two-factor theory effectively explains the factors influencing job satisfaction. It distinguishes between motivational factors and hygiene factors. Rewards and benefits fall under hygiene factors; their absence leads to dissatisfaction, but their presence alone doesn't guarantee job satisfaction; while motivating factors encompass aspects of the job that inspire individuals to perform and derive satisfaction, such as achievement, recognition, and opportunities for promotion (Herzberg et al., 1959). These factors are intrinsic to the job itself. On the other hand, hygiene factors refer to elements within the working environment, such as pay, company policies, supervisory practices, and working conditions (Unutmaz, 2014). They contribute to maintaining a suitable and comfortable work environment but might not directly motivate employees intrinsically. Most importantly, Maslow's Needs Hierarchy theory (1970) can effectively provide insight into job satisfaction in institutions.

During the 1940s-50s, A.H. Maslow developed the hierarchy of human needs model, which stands as a fundamental motivation theory. Maslow's theory categorizes human needs into five distinct categories: "Physiological or Basic Needs," "Security or Safety Needs," "Belonging or Affection Needs," "Esteem or Ego Needs," and "Self-Actualization Needs" (Maslow, 1970). These categories encompass all human activities, forming the basis of Maslow's framework. Maslow's hierarchy of needs theory suggests that individuals have a hierarchical set of needs, and as lower-level needs are fulfilled, higher-level needs become more prominent. In the context of job satisfaction, this theory implies that certain needs must be met in the workplace for employees to feel satisfied and motivated. First of all, 'Physiological Needs' such as basic needs like food, water, shelter, and a comfortable work environment must be met. Employers offering fair wages, suitable working conditions, and access to necessary resources contribute to fulfilling these needs (Unutmaz, 2014).

Secondly, 'Security Needs' includes employees seeking stability, job security, and safety. Organizations ensuring a safe work environment, job stability, and benefits like health insurance address these needs, contributing to job satisfaction. Then 'Social Needs' refers to belongingness and social connections matter; for example, positive workplace relationships, teamwork, and a supportive work culture fulfill these needs, impacting job satisfaction positively. And 'Esteem Needs' encompasses employees' desire for recognition, respect, and opportunities for growth (Unutmaz, 2014). Acknowledgment of achievements, promotions, and professional development opportunities satisfy these needs and enhance job satisfaction. Lastly, 'Self-actualization' involves Jobs offering opportunities for creativity, autonomy, and personal growth to contribute to employees feeling fulfilled and satisfied (Maslow, 1970). Understanding and addressing these needs within the workplace can significantly impact job satisfaction.

V. Methods And Data

The study follows a systematic procedure, starting from the selection of the topic and progressing through the preparation of the final report. The methodology involves identifying and collecting data sources, followed by their classification, analysis, interpretation, and systematic presentation of key findings. The research

design constitutes the methods and procedures employed in collecting and analyzing the specified variables in the research problem. For this report, a quantitative research design was employed, specifically utilizing face-to-face interviews as the method. The data utilized in this report has been gathered from both primary and secondary sources.



Figure 1: Map of the study area in Dhaka city

The study area, the Institute of Professional Training & Management (IPTM), situated in Green Road, Dhaka (Figure 1), was selected for data collection. IPTM holds a pivotal role in offering multi-sectorial training, arranging experiential exchange visits and study tours, and facilitating technology and knowledge transfer. This strategic expansion has enabled IPTM to engage actively with various stakeholders, including the Government of Bangladesh (GOB), international and bilateral governmental organizations (I/BGOs), and United Nations bodies. For data gathering, primary data was collected through face-to-face interviews utilizing a formal questionnaire. These interviews involved both managers and employees of IPTM.

The study encompassed a sample size of 52 respondents, all of whom were employees of the institution. To select the samples, a convenience sampling technique was employed. Additionally, information was gathered through informal discussions and a survey involving all employees. Observations of working procedures were conducted during regular operations. Secondary sources of data and information included printed materials such as annual reports, brochures, and instruction manuals, along with official files and folders within the organization. Various review journals provided relevant secondary data. Data was also collected from IPTM employees directly, the institution's website, the internet, and selected study reports, including different textbooks and articles. The questionnaire design utilized a well-structured administered format, specifically employed for conducting a customer satisfaction survey to acquire primary data. A single set of questionnaires encompassing both close-ended and open-ended questions was utilized in the research. The average time for administering the questionnaire to each employee was approximately 30 minutes. The questionnaire survey targeted several levels of personnel, including high officials, mid-managers, and general employees, aimed at gathering comprehensive information. The analyses along with frequency distribution and percentage of the data provided below are based on the diverse types of questions used in the research.

VI. Results And Discussions

Factors of job satisfaction from organizational support

Empirical data has been used to explore factors contributing to job satisfaction stemming from organizational support. The analysis highlights various aspects of professional support, including payment services, provision of necessary resources, training opportunities, and recognition from management as essential factors influencing job satisfaction (Table 1). Additionally, the study delves into aspects of working environments, such as job conditions, cooperation among colleagues, and the flexibility of working in a team-oriented environment. The analysis presents the distribution of respondents, revealing that 64 of employees strongly agree and 36% agree, indicating a unanimous positive opinion regarding job satisfaction. Specifically, regarding payment structures, all employees at IPTM either strongly agreed or agreed, signifying overall satisfaction. The data further depicts that 75% of IPTM employees strongly agreed and 20% agreed that they have access to all necessary tools and resources, with the remaining 4% expressing a neutral stance, likely due to being new employees.

Table 1: Factors of job satisfaction from organizational support

Factors of Job satisfaction	Variables	Frequency (N)	Percentage (%)
<i>Demography</i>			
Gender	Male	33	63
	Female	19	37
	Total	52	100
<i>Professional support</i>			
Opinion on payment	Agree	18	36
	Strongly agree	34	64
	Total	52	100
Necessary resources	Agree	10	20
	Strongly agree	39	75
	Neutral	3	5
	Total	52	100
Training opportunity	Agree	5	10
	Strongly agree	42	80
	Neutral	5	10
	Total	52	100
Recognition from the management	Agree	13	25
	Strongly agree	26	50
	Neutral	11	20
	Disagree	2	5
	Total	52	100
<i>Working environment</i>			
Satisfaction on environment	Agree	7	15
	Strongly agree	41	80
	Neutral	3	5
Cooperation with colleagues	Total	52	100
	Agree	8	15
	Strongly agree	44	85
Flexibility with team spirit	Total	52	100
	Agree	15	30
	Strongly agree	31	60
	Neutral	6	10
Total	52	100	

Source: Field survey 2021

Regarding training opportunities, approximately 80% of employees strongly agreed, 10% agreed, and 36% remained neutral, mainly among newer employees, indicating a positive trend of frequent training opportunities for employees. Furthermore, the study finds that 85% of employees strongly agreed and 15% agreed that their colleagues are cooperative, indicating a high level of satisfaction among IPTM employees with their colleagues (Table 1). Thereby, the data provides a clearer flow of information and a more organized presentation of the findings regarding different aspects of job satisfaction and organizational support within IPTM.

Regarding the assessment of their working environment, 80% of employees strongly agreed that it's conducive (Figure 2). Another 15% agreed, while 5% expressed neutrality, citing slightly higher expectations as the reason for their stance. When employees were questioned about receiving appropriate recognition for their contributions, among 52 IPTM employees, 60% strongly agreed, 25% agreed, but 5% disagreed, attributing the lack of proper management to their perception. Additionally, 20% remained neutral due to feeling they received inadequate recognition for their contributions. That means the condition of job security, employee safety, performance recognition, and motivational facilities seem better making the institution environmentally friendly (Taheri et al., 2020).

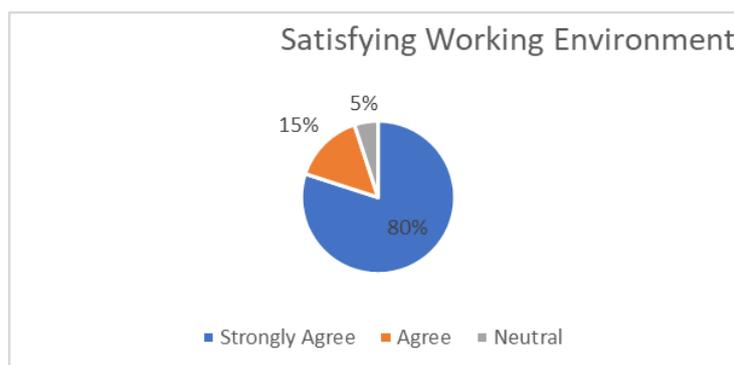


Figure 2: Level of satisfaction in working environment

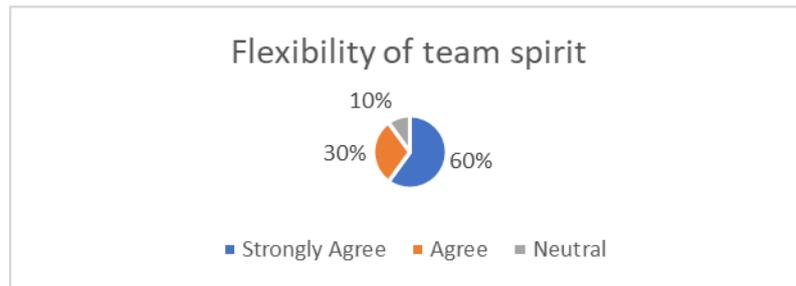


Figure 3: Attitude on team spirit in the institution

Concerning the flexibility of team spirit in the work environment, 60% of employees strongly agreed and 30% agreed that they felt flexible working within the team (Figure 3). However, 10% expressed neutrality. Some of these employees indicated that senior-level staff often perceive junior-level staff as inexperienced in teamwork, impacting their sense of flexibility, particularly among the executive-level employees working with fresher colleagues. This form of data presents a clearer progression of the different aspects of the working environment, recognition, and team flexibility, as well as reasons behind employees' perceptions.

Assessing Job Satisfaction in IPTM

The assessment of job satisfaction within IPTM encompasses various factors including attitudes towards professional growth, shared information, satisfaction with assigned activities, leave availability, perception of leaders as role models, satisfaction with other benefits, and job security (Table 2). Approximately 70% of employees strongly agreed, indicating significant personal and professional growth. Another 20% agreed, highlighting their perception of growth, while 10% expressed neutrality, indicating a lack of perceived change through their association with IPTM (Figure 4).

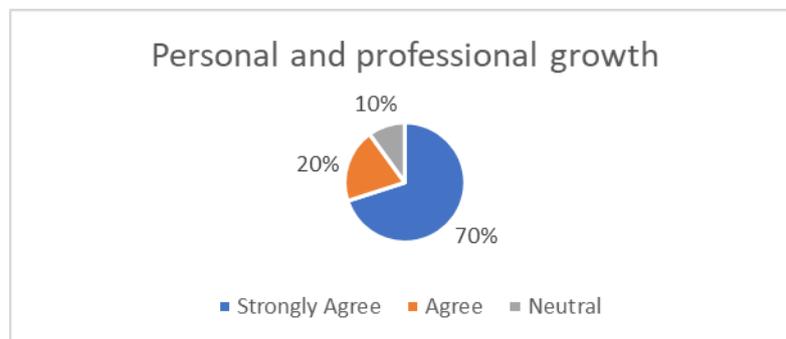


Figure 4: Attitude on personal and professional growth

Regarding information sharing by management, about 73% strongly agreed and 23% agreed, reflecting positive perceptions of being well-informed by supervisors. However, 4% remained neutral, expressing that they believed they were adequately informed by their supervisors about ongoing matters. While most employees are satisfied with the management, a few expressed neutralities, citing a lack of comprehensive information provided by supervisors regarding the organization as a whole. This restructuring aims to provide a clearer flow of information, detailing different aspects of job satisfaction within IPTM and the varying perceptions among employees.

Table 2: Assessing Job Satisfaction in IPTM

Assessing Job satisfaction	Variables	Frequency (N)	Percentage (%)
Attitude on professional growth	Agree	10	20
	Strongly agree	36	70
	Neutral	6	10
	Total	52	100
Properly shared information	Agree	12	23.5
	Strongly agree	38	73.5
	Neutral	2	3
	Total	52	100
Satisfied with assigned activities	Agree	14	27
	Strongly agree	35	68
	Neutral	3	5
	Total	52	100

Having leave when necessary	Agree	7	15
	Strongly agree	36	70
	Neutral	5	10
	Disagree	4	5
	Total	52	100
Leader perceived as role model	Agree	10	20
	Strongly agree	42	80
	Total	52	100
Satisfied with other benefits	Agree	20	40
	Strongly agree	26	50
	Neutral	6	10
	Total	52	100
Satisfied with job security	Agree	16	29.5
	Strongly agree	36	69.5
	Total	52	100

Source: Field survey 2021

The surveyed data (Table 2) provide a clearer flow of information, outlining various aspects of employee satisfaction with leadership, benefits, compensation, job security, and overall organization, while providing reasoning behind employees' perceptions. When surveyed about their current job satisfaction, particularly regarding regular assigned activities, 68% strongly agreed, 27% agreed, and 5% were neutral in their opinions. Some employees expressed agreement with their satisfaction with routine tasks, attributing it to familiarity and experience gained over time. Conversely, 5% remained neutral due to feeling bored with the repetitive nature of their daily activities. They expressed a perceived lack of opportunities to learn from their peers' tasks. Regarding leave availability, 70% strongly agreed, 15% agreed, 5% disagreed, and 10% were neutral. The majority of employees expressed satisfaction, affirming that they receive leaves as needed. This indicates management's attentiveness to employee needs.

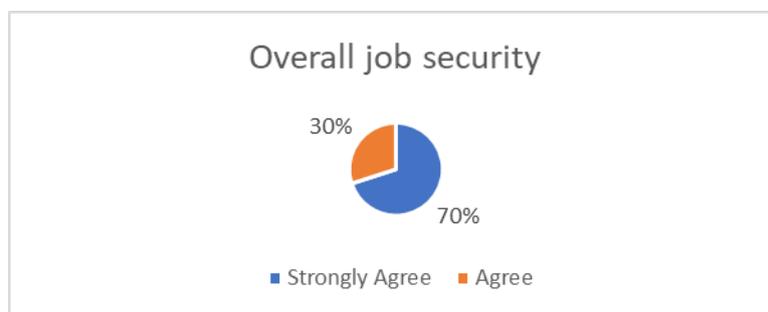


Figure 5: Attitude on job security

In response to whether leaders in the organization serve as positive role models, among 25 employees surveyed, 80% strongly agreed, while 20% agreed. The majority (80%) strongly agreed, attributing this to the active, professional, and helpful nature of their leaders since the beginning of their tenure. Interestingly, 0% remained neutral, likely due to being fresher employees who haven't had the opportunity to learn from the leaders yet. Regarding satisfaction with other benefits offered by the organization, 50% strongly agreed, 40% agreed, and 10% were neutral. Most employees expressed satisfaction with the benefits provided.

Regarding compensations, approximately 55% strongly agreed, 25% agreed, and 15% disagreed. The majority felt positive about their compensation packages. Managers' attentiveness to every employee's needs from the start has resulted in a contented work environment. Furthermore, 70% strongly agreed, and 30% agreed about job security (Figure 5), expressing confidence in not losing their jobs under any circumstance. Ultimately, the opportunities for creativity, autonomy, and personal growth in the organization contribute to employees feeling satisfied (Maslow, 1970). The positive sentiment towards the organization stems from the employees' appreciation of good management and leaders who prioritize the well-being of their employees.

VII. Conclusions And Recommendations

The aim of the study is to assess the level of satisfaction including the factors of job satisfaction in the 'Institute of Professional Training & Management' of Bangladesh (IPTM) of Bangladesh. There are capacity development training programs that facilitate high-profile apprenticeships and monitoring across various fields in the IPTM. Collaborating with esteemed and internationally recognized training agencies, institutes, and universities worldwide ensures IPTM delivers top-quality, result-oriented capacity-building programs. Notably, IPTM prides itself on providing a 'one-stop solution' for all logistical needs, ensuring smooth implementation of

its programs. Despite facing challenges and competing with other companies continually, IPTM strives for continual improvement in its performance. The company remains dedicated to consulting and consistently aims to perform better each moment. With regard to the findings, every employee desires a conducive work environment and is heavily reliant on their harmonious relationship with the company.

Overall, respondents express more positive sentiments regarding the state of payment services, availability of necessary resources, opportunities for training, and the recognition received from management as key factors influencing job satisfaction in IPTM. Additionally, employees' attitudes toward professional growth, shared information, satisfaction with assigned activities, availability of leave, perception of leaders as role models, satisfaction with other benefits, and job security have been acknowledged as yielding better outcomes, although dissatisfaction persists to some extent. Therefore, it is recommended that company policies be structured to offer equal opportunities for all staff members. Financial security from the job is recognized as a key motivator, encouraging staff to exhibit more professionalism and dedication in their service.

Numerous recommendations have been proposed. Salary emerges as the primary and most crucial factor influencing satisfaction, requiring a level high enough to sustain employees' living standards. The authorities should ensure that the salary structure and benefits are reasonable and competitive compared to other organizations. To guarantee overall job security, IPTM should consider formalizing employee contracts. Facilitating the sharing and communication of information among different departments within the organization is crucial for fostering strong interpersonal relationships among employees. Implementing provisions for various types of rewards based on performance can significantly encourage employees to take on more responsibilities and enhance their willingness to perform better.

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