

LEVEL OF JOB SATISFACTION IN AGRIBUSINESS SECTOR IN BANGLADESH: AN APPLICATION OF HERZ-BERG TWO FACTORS MOTIVATION THEORY

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Abstract

The purpose of this study is to investigate the factors affecting job satisfaction of the employees of agribusiness sector in Bangladesh. In this study the populations are targeted employees of the agribusiness companies. The companies include National Agri Care Ltd, Lal Teer Seed Ltd, ACI Agribusiness Ltd, Krisibid Group Ltd, Kazi farms Ltd, etc. The data was collected and administered by means of a structured questionnaire based on the two factors Herzberg Motivation theory. The sample size is 100 for the purpose of determining the adequacy of Herzberg two factor theories, where stratified random sampling method is used to ascertain the satisfaction in agribusiness sectors (entry level, mid level, top level management) in

Bangladesh. The demographic factors including age, sex, education, designation, family size also influence job satisfaction in agribusiness sectors. The research provided a better understanding regarding the factors affecting level of job satisfaction in agribusiness sectors. Thus, emphasizes that there is still a need to conduct additional research to fill the gaps that have not been solved in the current study. In the final chapter, some recommendations were provided for future use to any researcher in this academic field.

Keywords: Motivation, Job Satisfaction, Hygiene Factor, Participation in Management, Autonomy, Company Policy

INTRODUCTION

Job Satisfaction has been an important concern in the world of professional commitments as, so far it has been undoubtedly believed, the outcome of the industry, to a large extent, Depends on the job satisfaction of the employees.. According to Dawson (2005), employee satisfaction is associated with positive employee behavior. When an employee finds his or her job interesting, rewarding and reliable- this state of the employee is that he or she is satisfied in his or her job. Thus, job satisfaction comprises many factors. Bullock (1952) defined job satisfaction as an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job.

So, job satisfaction is a position of the employee that is believed to have had enough ground to stay at that job with dedication, commitment and professionalism to order to serve both his or her and organization's interests because the employee expectations are met here. The overall job satisfaction depends on what one expects and what he or she receives (Azim and Hoque, 2006). As a result, it is clear that a lot of factors function to bring about job satisfaction and at the same time lack of them is responsible for job dissatisfaction

Academicians had figured out the matter and done a lot research on it. In this respect, Bangladesh has yet to do something credible as the concept is relatively new in Bangladesh. But we intend to reach the global market; we ought to race with the global players. So, it has been realized the fact that job satisfaction has to be taken care of pragmatically. With an increasing number of workers eager to find a greater work/life balance, so in case any organization should find out the ways to keep their employees happy now. Over the years, as business budgets have tightened and remaining employees have been forced to take on larger workloads, employees have experienced. Significantly added stress without receiving compensatory rewards and other extra facilities. Even simple changes will bring employees

feeling a greater balance in their lives. Flexible work hours aren't the only way to increase employee satisfaction. Here are some other steps that can take to retain employees' loyalty and dedication while reducing turnover, provide workers with responsibility and then let them use it, show respect, recognize the whole person, mark out a clear path to growth. During this period learned about the core components that trigger the job satisfaction of the staffs of the various agribusiness organizations. Based on these core components, the level of employee job satisfaction can be measured, like; Job itself, good salary, flexibility, ability to influence decisions, job security, workload, physical work environment, advancement, new technologies, interesting projects, training program, interpersonal relations, challenges, recognition.

Statement of the Problem

Job satisfaction stemming from effective motivation was found to be negatively associated with employee turnover, and operational costs of an organization (Ruble, 1986; Taunton, Krampitz, and Woods, 1989). The consequences of job satisfaction are very much important to an organization in terms of its efficiency, productivity, employee relations, absenteeism and turnover and to an employee in terms of his health and well being. Job satisfaction is the function of the perceived relationship between what one expects and obtains from one's job and how much importance or value he attributes to it. The indicators of job satisfaction such as, health, job safety, sustain facilities provided by respective authority, working environment, relationship with co-workers, salary structure, participation in factory management etc. With the end of the view, the present study is designed to assess on the employees of the agribusiness sectors in Bangladesh in application of Herzberg's Two-Factor Theory of Motivation

Objectives

The main objective of this paper is to determine the adequacy of Herzberg Two-factor theory in the Entry level, Mid-level and Top level management in agribusiness sector. There are also substitute objectives regarding the Contemplative Scrutiny of the Adequacy of Herzberg's Motivation-Hygiene Theory:

1. To evaluate whether the factors in the motivation (achievement, advancement and so on) always promote satisfaction.
2. To determinate the acceptability of the component of hygiene factors (Company policy, work security) provides any kind of satisfaction of the employees in the work places.
3. To make an overall assessment of the perceptibility of the two factor theory of Herzberg.
4. To study on demographic characteristics of the employees of agribusiness sector.
5. To find out problems in agribusiness sector.

Hypotheses

H1: Financial benefits influence employees significantly to achieve job satisfaction agribusiness sector.

H2: Working condition influences employees significantly to achieve job satisfaction agribusiness sector.

H3: High recognition forcing of an individual to achieve job satisfaction

H4: In an organization amicable peer relation helps to gain job satisfaction of an individual.

H5: Participation in management influences employees significantly to achieve job satisfaction agribusiness sector.

H6: Fair promotion influences employees significantly to achieve job satisfaction agribusiness sector.

H7: Social acceptance of the job influences employees significantly to achieve job satisfaction agribusiness sector.

Significance of the Study

There are many employees' are engaged in the private sectors organization in Bangladesh. They are involving with a huge number of problems. But they don't get scope to express their opinion to the higher authority due to stress, fear, lack of knowledge etc. On the other hand they have a limited power to find out the actual problem involving with their job. The private sector organizations of our country are involving with strike, bribe, slowdowns, non-cooperation, lock out etc. Only by the help of job satisfaction it is possible to overcome. The knowledge of job satisfaction is very much important to understand their problems at the workplace. But no substantial work has so far been conducted on socio economic background, job satisfaction and job security of the non-government organizations; especially on the agribusiness sector in Bangladesh. So it is very essential to conduct a research study on levels of job satisfaction of the employees of the agribusiness sector due to our economy mainly depends on agriculture

REVIEW OF LITERATURE

In this chapter the relevant literature will be reviewed to gain better understanding of the importance of the factors affecting job satisfaction in agribusiness sectors. For this reason, it has become significant task of every agribusiness company manager to express their concern for job satisfaction for two reasons.

Firstly, many of these managers may feel morally responsible for sustaining high level of job satisfaction in their company. Whether these employees find their job satisfying, challenging, boring, frustrating, significant or meaningless become a serious concern for these managers.

Secondly, managers are concerned about the effect that job satisfaction has on performance. Many of the agribusiness company top management believe that job dissatisfaction can lead to poor performance, high absenteeism, strike, turnover and increase in union activities.

There had been no research or study in agribusiness sector and employee job satisfaction in Bangladesh. I tried my best to illustrate the job satisfaction in agribusiness sector in Bangladesh.

Herzberg's Motivation-Hygiene Theory of Motivation

As pointed by Vroom (1964), the word "motivation" is derived from the Latin word *movere*, which means "to move". Motivation is an internal force, dependent on the needs that drive a person to achieve. Schulze and Steyn (2003) affirmed that in order to understand people's behavior at work, managers or supervisors must be aware of the concept of needs or motives, which will help "move" their employees to act. According to Robbins (2001), motivation is a needs-satisfying process, which means that when a person's needs are satisfied by certain factors, the person will exert superior effort toward attaining organizational goals. Theories of motivation can be used to explain the behavior and attitude of employees (Rowley, 1996; Weaver, 1998). The theories include content theories, based on the assumption that people have individual needs, which motivate their actions. Theorists such as Maslow (1954), McClelland (1961), Herzberg (1966) and Alderfer (1969) are renowned for their works in this field. In contrast to content theories, process theories identify relationships among variables which make up motivation and involve works from Heider (1958), Vroom (1964), Adams (1965), Locke (1976) and Lawler (1973). The main focus of this paper, however, is on Herzberg's theory of motivation.

Herzberg's motivation-hygiene theory, also known as the two-factor theory, has received widespread attention as having a practical approach toward motivating employees. In 1959, Herzberg published his analysis of the feelings of 200 engineers and accountants from over nine companies in the United States. These professionals were asked to describe experiences in which they felt either extremely bad or exceptionally good about their jobs and to rate their feelings on these experiences. Responses about good feelings are generally related to job content (motivators), whereas responses about bad feelings are associated with job context (hygiene factor). Motivators involve factors built into the job itself, such as achievement, recognition, responsibility and advancement. Hygiene factors are extrinsic to the job, such as interpersonal relationships, salary, supervision and company policy (Herzberg, 1966).

In the retail setting, Winer and Schiff (1980) have conducted studies using Herzberg's two-factor theory. They found that "achievement" was the highest rated motivator. Likewise, "making more money" received the second-highest rating in the study, followed by "chances of

promotion” and “recognition”. In contrast, Lucas (1985) discovered that the “supervisor-employee relationship “was a significant factor influencing worker satisfaction in a study of U.S. retail stores, and two hygiene factors were reported as significant, namely “company policy” and “relationship with peers”.

Herzberg perceived motivational and hygiene factors to be separated into two dimensions affecting separate aspects of job satisfaction. This belief differed from the traditional approach of viewing job satisfaction and dissatisfaction as opposite ends of the same continuum (Herzberg, 1966). Hygiene factors prevent dissatisfaction but they do not lead to satisfaction. They are necessary only to avoid bad feelings at work. On the other hand, motivators are the real factors that motivate employees at work.

The two-factor theory was tested by many other researchers, who showed very different results. Some research has shown that some of the factors declared by Herzberg (1966) as hygiene factors are actually motivators. The results of Herzberg's theory can vary if the test is conducted in different industries. The differences are due to the intensity of the labor requirement and the duration of employment (Nave, 1968).

Job Satisfaction

Job satisfaction which is an index of the affective responses of employees to the work setting , has been a variable of interest to administrators and researchers alike, for a long time. In addition to the intrinsic desirability of having employees at the workplace who are satisfied, administrators have also been concerned about the job involvement of employees which enhances the goal commitment and reduces the turnover of employees (Jauch and Sekaran, 1978). Job satisfaction, which has been studied extensively, is a function of several important variables - especially the characteristics of the job itself (Hackman and Oldham, 1975), and the organizational climate (Litwin and Stringer, 1968). Job characteristics have been shown in many studies to influence the job satisfaction of employees (see for instance, the extensive review by Rabinowitz and Hall, 1977). Various organizational climate factors such as communication, participation in decision-making, and stress have also been examined as to their relationship to job satisfaction and found to be significant predictors. While two- way communication (Bateman, 1977; Price, 1972) and participation in making job-related decisions (Patchen, 1970; White and Ruh, 1973) have a positive effect on job satisfaction, stress has a negative relationship, in the sense that the greater the amount of stress experienced by employees, the lesser is the extent of job satisfaction experienced by them (Bhagat, 1982; Lyons, 1971).

In addition, the work ethic value of individuals has been shown to influence job satisfaction through the intervening variable of job involvement (Kanungo, Misra and Dayal,

1975). Job involvement has been conceptualized as the identification of the individual with the job and as a psychological self-investment of the individual in the work as a means of seeking some expression of the self at work (Lodahl and Kejner, 1965). Job involvement has been found to be related to the job characteristics of skill variety, task identity, task significance, autonomy, and feedback from the work itself (Hackman and Oldham, 1975; Rabinowitz and Hall, 1977). Job involvement has also been investigated in the context of its relationship with the individual difference variable of Protestant Ethic, a term which signifies the belief 'Work hard and you will get ahead. You are responsible for your destiny' (Hulin and Blood, 1968). It has been found that endorsement of the protestant ethic value and job involvements are significantly positively correlated (Rabinowitz, 1975; Ruh and White, 1974). Similarly, job involvement has also been found to be positively correlated to participation in decision-making (Patchen, 1970; Ruh and White, 1974; Siegel and Ruh, 1973), communication (Patchen, 1970; Sekaran, 1977), sense of competence (Sekaran, 1977; Sekaran and Wagner, 1980), and to job satisfaction (Schuler, 1975; Schwyhart and Smith, 1972; Weissenberg and Gruenfeld, 1968). Job involvement is, however, negatively related to stress (Lyons, 1971; Sekaran, 1977). Job involvement is also related to sense of competence, which reflects the confidence employees have in their own perceived competence at work through the mastery of their work environment (Lorsch and Morse, 1974; Sekaran, 1977; Wagner, 1976). In sum, job involvement is related to job characteristics, the individual difference variable of work ethic, and the organizational variables of communication, participation in decision-making, and stress. It also influences sense of competence and job satisfaction.

White compared the need for effectance to Angyal's (1941) definition of life as a 'process of expansion'. White (1960, 1963) defined competence as the cumulative result of the whole history of transactions with the environment, and described sense of competence as the subjective side of one's actual competence. Lorsch and Morse (1974) applied the concept of sense of competence to the work setting and, like White, defined it as the confidence that one feels in one's own competence. They further described it as the intrapsychic feelings of reward that individuals experience when they have successfully explored, interacted with, and mastered their work environment. The job characteristics, organizational climate, and work ethic variables that are related to job involvement are also related to sense of competence (see for instance, Lorsch and Morse, 1974; Sekaran, 1977; Sekaran and Wagner, 1980; Tharenou and Harker, 1983; Wagner, 1976). Jobs with skill variety, a stress-free work environment, two-way interactive communication, and a sense of having participated in making work-related decisions, will all have a positive influence on one's confidence in one's own work competence

Motivation and satisfaction are very similar and that, in many cases, they are considered to be synonymous terms. According to Hersey and Blanchard (1988), motivation and satisfaction are quite different from each another in terms of reward and performance. He pointed out that motivation is influenced by forward-looking perceptions about the relationship between performance and rewards, whereas satisfaction involves how people feel about the rewards they have received. In other words, motivation is a consequence of expectations of the future while satisfaction is a consequence of past events (Carr, 2005).

Huselid (1995) believes that if workers are not motivated, turnover will increase and employees will become frustrated and unproductive. Various other researchers who have investigated motivation and job satisfaction support this statement (Maidani, 1991; Tietjen and Myers, 1998; Robbins, 2001; Parsons and Broad bridge, 2006). Job satisfaction is an emotional response accompanying actions or thoughts relating to work, whereas motivation is the process that activates behavior.

According to Robbins (2001), motivation is a needs-satisfying process, which means that when a person's needs are satisfied by certain factors, the person will exert superior effort toward attaining organizational goals. Theories of motivation can be used to explain the behavior and attitude of employees (Rowley, 1996; Weaver, 1998). The theories include content theories, based on the assumption that people have individual needs, which motivate their actions.

Theorists such as Maslow (1954), McClelland (1961), Herzberg (1966) and Alderfer (1969) are renowned for their works in this field. Herzberg's motivation- hygiene theory, also known as the two-factor theory, has received widespread attention as having a practical approach toward motivating employees. In 1959, Herzberg published his analysis of the feelings of 200 engineers and accountants from over nine companies in the United States. These professionals were asked to describe experiences in which they felt either extremely bad or exceptionally good about their jobs and to rate their feelings on these experiences. Responses about good feelings are generally related to job content (motivators), whereas responses about bad feelings are associated with job context (hygiene factor).

Motivators involve factors built into the job itself, such as achievement, recognition, responsibility and advancement. Hygiene factors are extrinsic to the job, such as interpersonal relationships, salary, supervision and company policy (Herzberg, 1966). It has been argued that an increase in job satisfaction increases worker productivity (Wright and Cropanzano, 1997; Shikdar and Das, 2003).

As mentioned by Dunnette, Campbell and Hakel (1967) and Robbins (2001), job satisfaction is an emotional state in which a person perceives various features of his/her work or

the work environment. Herzberg perceived motivational and hygiene factors to be separated into two dimensions affecting separate aspects of job satisfaction. This belief differed from the traditional approach of viewing job satisfaction and dissatisfaction as opposite ends of the same continuum (Herzberg, 1966). Hygiene factors prevent dissatisfaction but they do not lead to satisfaction. On the other hand, motivators are the real factors that motivate employees at work. Locke (1976) indicated that job satisfaction most commonly affects a person's physical health, mental health and social life.

According to Dawson (2005), employee satisfaction is associated with positive employee behavior. It is undeniable that satisfied workers generate customers who are satisfied and loyal. Under Herzberg's (1966) theory, workers who are satisfied with both motivation and hygiene factors would be top performers, and those who are dissatisfied with both factors would be poor performers. Christopher (2005) found no support for this, and his research concluded that Herzberg's results prove accurate only under his original methodology. Shipley and Kiely (1986) agreed that the two-factor theory was a good starting point for managers but is not recommended for strict implementation due to the over-simplification of the theory. Fatehi-Sedeh, Derakhshan, and Manoochehri (1987) also argued that the two-factor theory is an over-simplification of job satisfaction and cannot be used as a reliable model.

Overall job satisfaction was related to age and educational level, and that levels of intrinsic and extrinsic job satisfaction were not the same for different occupational groups – findings that contradicted Herzberg's findings (Schroder, 2008).

RESEARCH METHODOLOGY

As we know, the literature for this study was examined and the information was collected by using the qualitative questionnaires. The study is base on the applicability of Herzberg two factor (motivation–hygiene) theories in agribusiness sector .Primary data have been used to make a conspicuous assumption about the current scenario in Bangladesh.

Firstly, the research problems have been formulated. Then there were also a discussion about the instruments to be used and the decisions that should be made for achieving the purpose of the research. After that research design was created to answer the research objectives or hypotheses.

Population and Samples

In this study the population targeted employee of the agribusiness companies (National Agri Care Ltd, Lal Teer Seed Ltd, ACI Agribusiness Ltd, Krisibid Group Ltd, Kazi farms Ltd, etc.)The present study conducted on the employees of the mentioned agribusiness companies in

Bangladesh. Total 10000 employees are working in these companies. Out of the total 10000 workers, only 100 workers have been selected through stratified random sampling method for the study purpose. The 100 sample respondents have been selected from the three level of management (top management, mid level management and entry level).

Preparation of the Questionnaire

While a wide range of instruments are used for measuring job satisfaction, part A consist of questions related to the biographical information of the employees. Part B is related to overall job satisfaction, respondents are asked to rate items based on a 6- point Likert response format that is related to factors affecting employee job satisfaction in agribusiness sectors. For example

0 = Not applicable

1 = Very dissatisfied

2 = Somewhat dissatisfied

3 = Uncertain

4 = Somewhat satisfied

5 = Very satisfied

Full questionnaire for the study has been presented in Appendix A.

Data Collection

Both primary and secondary data are used for the purpose of the study. The study is mainly based on primary data. The primary data have been collected through personal interview of the employees of agribusiness industries. However, the data could not be collected from primary sources, would be collected through secondary sources. Different types of data and their sources are discussed under the following heads.

The primary data have been collected through personal interview with the employees used by structured questionnaire. To collect the primary data researcher used three sets of interview schedules, specially prepared in the light of the objectives of the study.

The secondary data sources include books, journals, annual report and unpublished research works. The collected data have been analyzed through the following statistical instrument

Statistical Method and Technique of Data Analysis

Various statistical methods can be used to analyze the data that I have collected from the respondents. In this study, the researcher used “The Statistical Package for the Social Sciences” (SPSS, version 15.0) for the statistical analysis. All the variables were coded before

giving the questionnaire to the employee. In this study, the responses and information collected from the survey were tested using Statistical Techniques such as frequency distribution.

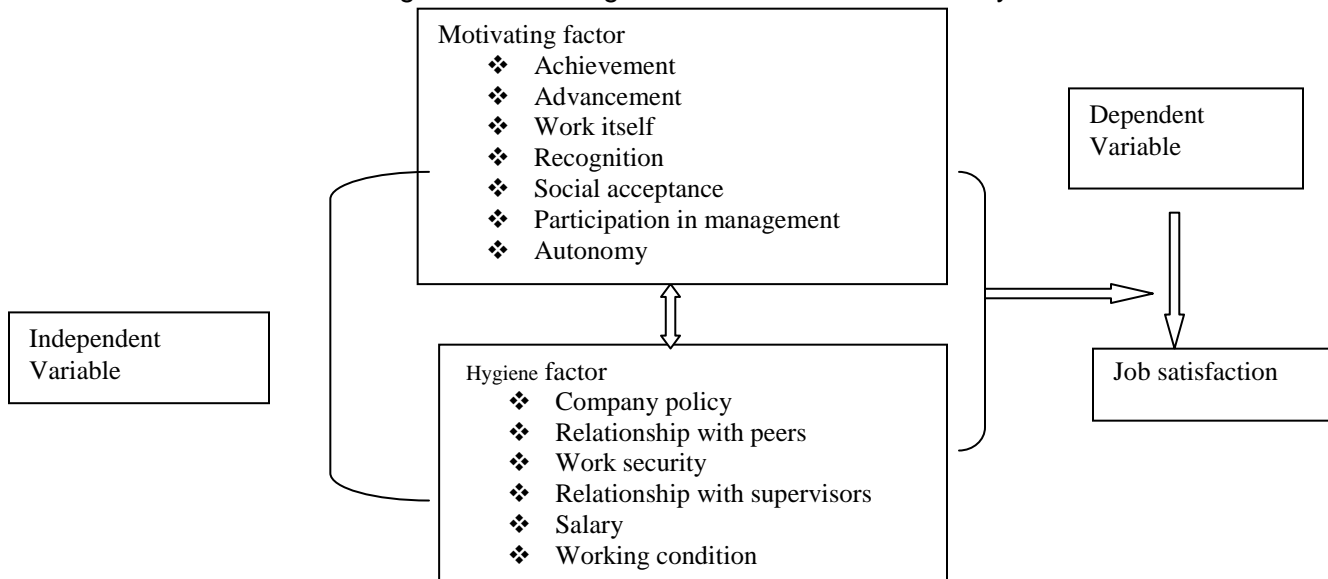
Data Analysis

In this research the independent variable is motivating and hygiene factor and the dependent variable is job satisfaction. For the purpose of accomplishing the research work, we use different statistical tools like, Means, Standard Deviation, variance factor analysis, correlation; regression analysis to determinate the scenario. More over frequency distribution is used for all demographic information.

Research Framework

The research framework mentioned that the independent variables are motivating and hygiene factor and job satisfaction is the dependent variable.

Figure 1: Herzberg Two factors motivation theory



Regression Analysis: In order to examine the impact on job satisfaction of the employees separate regression analysis should be conducted with the help of dummy variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + D + \epsilon$$

Where,

Y = Job satisfaction,

X1= Financial benefits,

X2= Compensation and benefits,

X3= Working condition
 X4= Participation in management
 X5= Job enrichment
 X6= Supervision
 X7= Job security
 D=1, for external effect and 0,
 ε = Random disturbance term

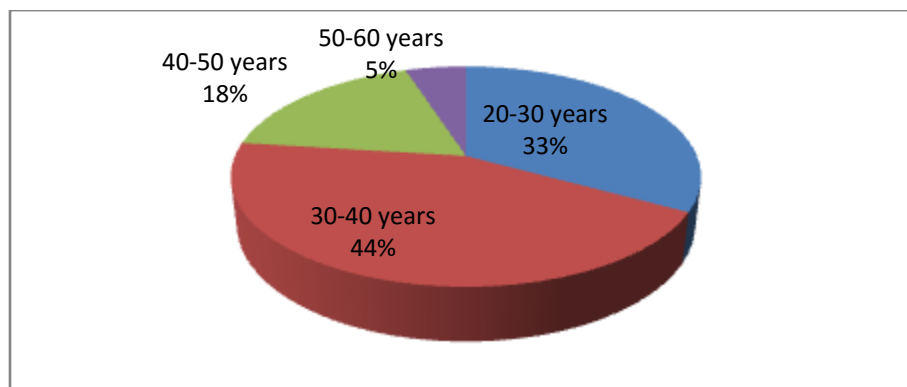
RESULTS AND DISCUSSION

This chapter will try to highlight and discuss the results and the findings based on analysis done the data collected from respondents. This research focuses on the factors affecting level of employee job satisfaction in agribusiness sector. The discussion then will try to accomplish all the objectives mentioned in chapter one and will attempt to answer the research questions as well as proving the research hypotheses chapter one. In this instance for simplicity of analysis and findings, this chapter will be divided into four parts: demographic characteristics of respondents, level of job satisfaction of employees in agribusiness sector, hypotheses analysis and discussion.

Socio-Economic Characteristics

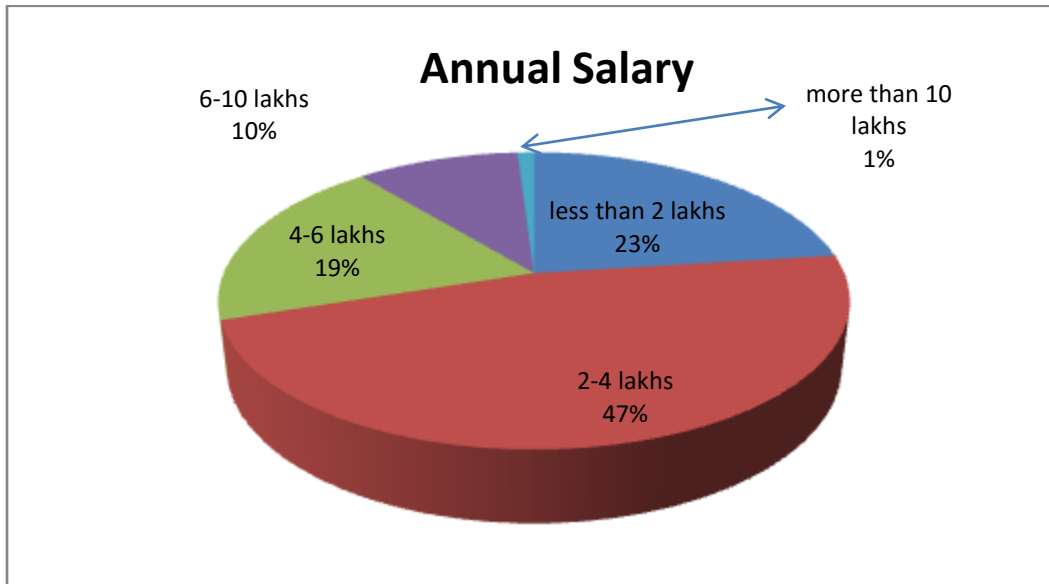
In this section the profile of the respondents are discussed which includes age, marital status, sex, religion, job position, education, annual income, family member etc. Descriptive statistics involve raw information into a form that would provide information to a set of factors in a situation. This is done through ordering and manipulation of the raw data collected (Sekaran, 2000). Descriptive statistics is used in this segment to derive frequencies, percentages and to determine the mean.

Figure 2: Age of the Respondents



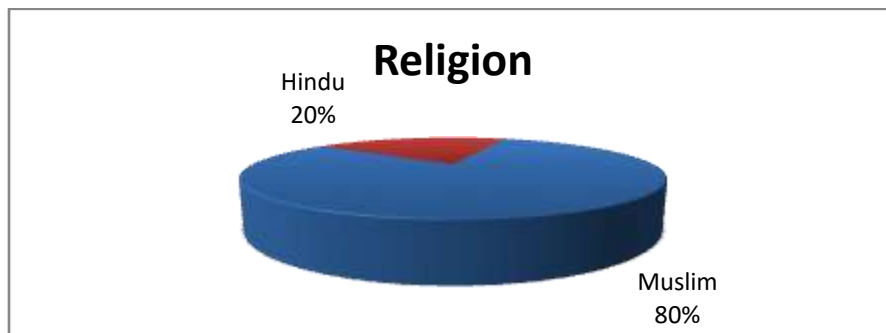
From the above figure it is clear that most of the employees in Agribusiness sector are aged (31-39) because the job is very challenging and target oriented. A significant portion of employees were age ranged 20-25 and they take it as their first job. Only few people aged more than 51 years were engaged in this sector. People aged (40-50) is a important percentage engaged in Mid level management.

Figure 3: Annual salary (in BDT) of the Respondents



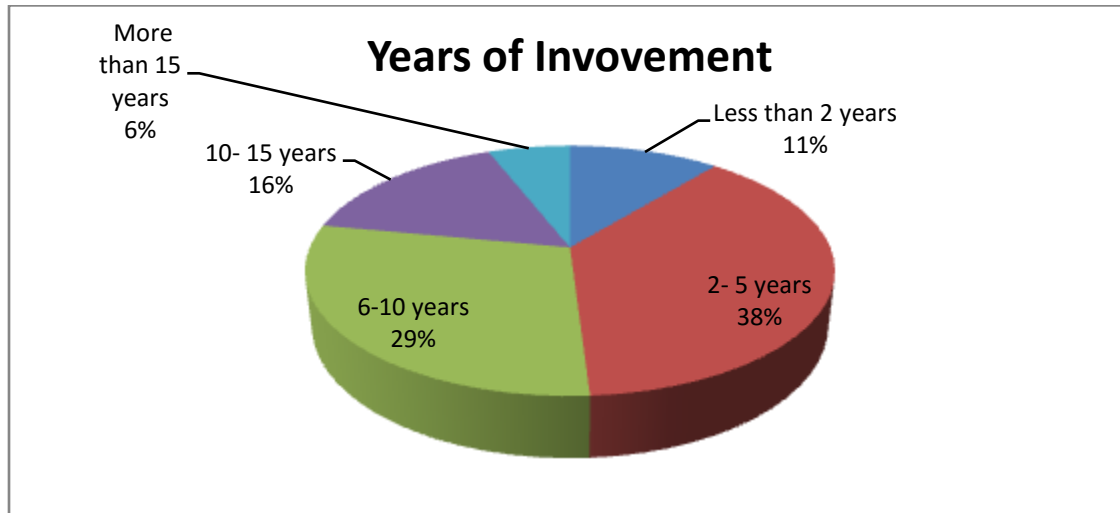
From the above figure it is shown that, 47% employees had approximate salary Tk.2-4 Lakhs,23% employees' annual income less than Tk 2 lakhs,19% employees' annual income Tk 4-6 Lakhs, 19% employees' annual income Tk 6-10 Lakhs and 1% employees' annual income was more than Tk 10 lakhs.

Figure 4: Respondents' Position in Organization



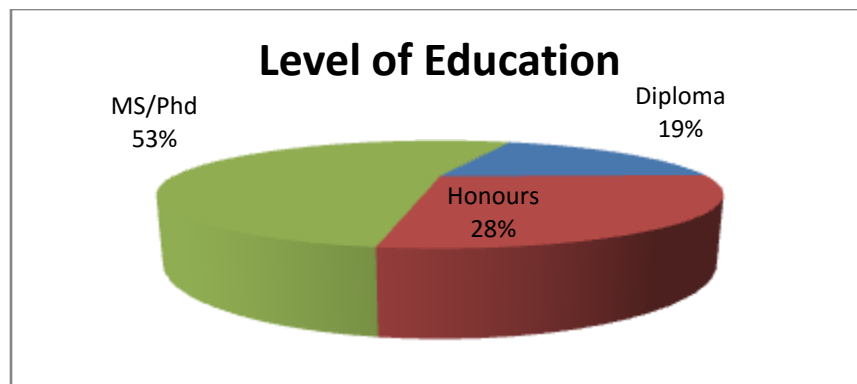
We can say that employees belongs to 5% top level management, 39% mid level management and 56% entry level respond to our study analysis level of job satisfaction.

Figure 5: Years of Involvement of Respondents



From the above figure, it is shown that 38% employees involve in agribusiness sector by (2-5) years, 29% employees belonged to 6-10 years, 16% employees belongs to 10-15 years, 6% employees involve for more than 15 years and 11% employees involve for less than 2 years.

Figure 6: Level of Education of Respondents



From the above figure it is clear to us that 19% employees were no graduate or diploma passed, 28% employees were graduate and 53% employees were post graduate in agribusiness sector.

Table 1: Working Hour and Status of Organization

Status of organization	8 hours		More than 8 hours		Total	
	No.	%	No.	%	No.	%
Government	0.00	0.00	1.00	100.00	1.00	100.00
Autonomous	4.00	40.00	6.00	60.00	10.00	100.00
Private	53.00	59.55	36.00	40.45	89.00	100.00
Total	57.00	57.00	43.00	43.00	100.00	100.00

From table 1, we can say that 40% employees in an autonomous organization, 60% employees in private organization in agribusiness sector worked for 8 hours. More over 60% employees in an autonomous organization, 40% employees in private organization in agribusiness sector worked more than 8 hours.

Table 2: Distribution of Innovation Facilities

Status of the organization	Yes		No		Total	
	No.	%	No.	%	No.	%
Government	0.00	0.00	1.00	100.00	1.00	100.00
Autonomous	4.00	40.00	6.00	60.00	10.00	100.00
Private	69.00	77.53	20.00	22.47	89.00	100.00
Total	73.00	73.00	27.00	27.00	100.00	100.00

From the table 2, we can say that 73% employees (autonomous and private) agreed in innovation facilities in agribusiness sectors such as new variety crops, vegetables, effective pesticides etc. But 27% employees thought that there had no enough scope for innovation in agribusiness sectors.

Table 3: Distribution of Gender-based Field of Specialization

Field of specialization	Male		Female		Total	
	No.	%	No.	%	No.	%
Business	44.00	86.27	7.00	13.73	51.00	100.00
Science/ Agriculture	26.00	68.42	12.00	31.58	38.00	100.00
Arts	10.00	90.91	1.00	9.09	11.00	100.00
Total	80.00	80.00	20.00	20.00	100.00	100.00

From the table 3, we can say that 51% employees (male and female) were business specialist, 38% employees (male and female) agriculturalist or science back ground only 11% employees(male and female) arts back ground.

Factors for Job Satisfaction

Table 4: Financial Benefits

	VD		SD		U		SS		VS		\bar{x}	σ	Level of Satisfaction
	No.	%	No.	%	No.	%	No.	%	No.	%			
Salary	5	5.10	13	13.27	23	23.47	54	55.10	3	3.06	3.38	0.94	Uncertain
Others Benefits	7	7.14	7	7.14	48	48.98	30	30.61	6	6.12	3.21	0.93	Uncertain
Frequency of Bonus	4	4.12	27	27.84	38	39.18	27	27.84	1	1.03	2.94	0.88	Uncertain
Amount of Bonus	8	8.42	20	21.05	33	34.74	33	34.74	1	1.05	2.99	0.97	Uncertain
Security and pension plan	5	6.02	13	15.66	28	33.73	32	38.55	5	6.02	3.23	0.99	Uncertain

From the table 4, we see the mean value of salary is 3.38 that indicate uncertain which means that employees are neither satisfied or dissatisfied. Similarly the mean value of other benefits is 3.21, frequency of bonus is 2.94, amount bonus is 2.99 and security pension and plan is 3.23. As a results level of satisfaction is uncertain we can say that employees in agribusiness sector are not satisfied in financial benefits.

Table 5: Working Condition in Agribusiness Sector

	VD		SD		U		SS		VS		\bar{x}	σ	Level of Satisfaction
	No.	%	No.	%	No.	%	No.	%	No.	%			
Workload	33	34.02	21	21.65	24	24.74	11	11.34	8	8.25	2.38	1.29	Somewhat Dissatisfied
Flexibility of work hours	17	17.17	32	32.32	28	28.28	20	20.20	2	2.02	2.58	1.06	Uncertain
Autonomy you enjoyed in work place	5	5.05	24	24.24	43	43.43	26	26.26	1	1.01	2.94	0.87	Uncertain
Physical work Environment	4	4.04	11	11.11	31	31.31	47	47.47	6	6.06	3.40	0.91	Uncertain

From the above table it is shown that the mean value of work load is 2.38 which means employees are somewhat dissatisfied regarding to work load. The mean value for flexibility of work hour is 2.58, for autonomy enjoyed is 2.94 and for physical work environment is 3.40. As a result we can say that employees are not neither satisfied or dissatisfied regarding to flexibility of work hour, autonomy enjoyed, and physical work environment.

Table 6: Participation in Management

	VD		SD		U		SS		VS		\bar{x}	σ	Level of Satisfaction
	No.	%	No.	%	No.	%	No.	%	No.	%			
Ability to influence decision	2	2.02	5	5.05	25	25.3	56	56.57	11	11.11	3.7	0.81	Somewhat Satisfied
Ability to influence organization success	4	4.12	7	7.22	32	33	36	37.11	18	18.56	3.59	1.01	Somewhat Satisfied

From the above table it is shown that employees in the agribusiness sector are somewhat satisfied regarding to participation in management because the mean value for ability to influence decision is 3.70 and the mean value for ability to influence organization success is 3.59.

Table 7: Job Enrichment for Employees

	VD		SD		U		SS		VS		\bar{x}	σ	Level of Satisfaction
	No.	%	No.	%	No.	%	No.	%	No.	%			
Promotion policy	9	9.00	7	7.00	26	26.00	49	49.00	9	9.00	3.42	1.06	Uncertain
Use new technologies	1	1.01	13	13.13	21	21.21	45	45.45	19	19.19	3.69	0.97	Somewhat Satisfied
Opportunity to work on interesting projects	3	3.03	9	9.09	41	41.41	37	37.37	9	9.09	3.40	0.89	Uncertain
Training and seminars	3	3.03	13	13.13	29	29.29	39	39.39	15	15.15	3.51	1.00	Somewhat Satisfied

From the above table, 6, it may be said that employees are somewhat satisfied regarding to training facilities and opportunity to use new technologies because their mean value is 3.51 and 3.69 respectively. While employees are uncertain regarding to promotion policy and opportunity to work on interesting projects according to their mean value.

Table 8: Employee Supervision and Management

	VD		SD		U		SS		VS		\bar{x}	σ	Level of Satisfaction
	No.	%	No.	%	No.	%	No.	%	No.	%			
Communication with your supervisor	4	4.00	9	9.00	20	20.00	51	51.00	16	16.00	3.66	0.99	Somewhat satisfied
Recognition received from your supervisor	5	5.05	9	9.09	22	22.22	45	45.45	18	18.18	3.63	1.05	Somewhat satisfied
Supervisor's Management capabilities	4	4.04	11	11.11	18	18.18	31	31.31	35	35.35	3.83	1.15	Somewhat satisfied
Career development	4	4.08	10	10.20	47	47.96	29	29.59	8	8.16	3.28	0.91	Uncertain
Feed Back for activities	5	5.05	12	12.12	34	34.34	41	41.41	7	7.07	3.33	0.96	Uncertain

From the table 7, it may said that employees are uncertain according to the mean value is 3.28 and 3.33 regarding to career development and feedback for activities respectively. But employees in agribusiness sector are somewhat satisfied regarding to communication with supervisor, recognition received, supervisor management capabilities according to their mean values (3.66, 3.63, 3.83) respectively.

Table 9: Relationship and Mutual Understanding

	VD		SD		U		SS		VS		\bar{x}	σ	Level of Satisfaction
	No.	%	No.	%	No.	%	No.	%	No.	%			
Relationship with supervisor	2	2.00	10	10.00	18	18.00	54	54.00	16	16.00	3.72	0.92	Somewhat satisfied
Relationship with your colleague	4	4.00	3	3.00	7	7.00	22	22.00	64	64.00	4.39	1.02	Somewhat satisfied
Relationship with your customers, clients and end users			5	5.05	9	9.09	26	26.26	59	59.60	4.40	0.86	Somewhat satisfied
Understanding of the business mission	1	1.01	9	9.09	40	40.40	40	40.40	9	9.09	3.47	0.82	Uncertain
Significance of your task	2	2.02	8	8.08	19	19.19	64	64.65	6	6.06	3.65	0.80	Somewhat satisfied
Social acceptance of the job	2	2.00	3	3.00	14	14.00	32	32.00	49	49.00	4.23	0.94	Somewhat satisfied

It is shown that employees are somewhat satisfied regarding to relationship with supervisor, colleague, customers and clients, task significance and social acceptance of the job according to their mean value is 3.72, 4.39, 4.40, 3.65 and 4.23 respectively. Employees are not neither satisfied nor dissatisfied with understanding business mission as its mean value is 3.47.

Table 10: Leadership of Top Management

	NA		VD		SD		U		SS		VS		\bar{x}	σ	Level of Agreement
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%			
Effectively leads department	1	1			4	4	20	20	36	36	39	39	4.07	0.96	Somewhat satisfied
Communicates well with subordinates			1	1	11	11	18	18	46	46	24	24	3.81	0.96	Somewhat satisfied
Recognize good work			2	2	16	16	27	27	40	40	15	15	3.50	1.00	Somewhat satisfied
Has leadership qualities	1	1			16	16	27	27	39	39	17	17	3.54	1.02	Somewhat satisfied

From the table 9, we can say that employees are somewhat satisfied regarding to effective leadership, communication with subordinates; recognition of good work, according to its mean value is (4.07, 3.81, 3.50).

Table 11: Quitting from the Current Job

	Never		Seldom		Sometimes		Often		Constantly		\bar{x}	σ	Level of Agreement
	No.	%	No.	%	No.	%	No.	%	No.	%			
How often do you think about quitting your job?	3	3	37	37	49	49	8	8	3	3	2.71	0.78	Sometimes
How likely is it that you will quit your job in the next several months?	4	4	41	41	30	30	22	22	3	3	2.79	0.94	Sometimes
All things considered how desirable is it for you to quit your job?	6	6	35	35	45	45	13	13	1	1	2.68	0.82	Sometimes
How likely is that you will explore job opportunities by checking job listings or ads visiting job placement centers in the next several months?	5	5	35	35	32	32	26	26	2	2	2.85	0.94	Sometimes

From the table 10, we can say that employees in agribusiness sector want to quit from their current job within several month sometimes as its mean value is 2.71, 2.79 respectively. They think it is sometime desirable to quit from the current job and it is sometimes likely to explore job opportunities by checking job according to its mean value is 2.68, 2.85 respectively.

Herzberg Two Factor Motivation Theory

Table 12: Summary of the Herzberg Two Factor Motivation Theory

Variable	Minimum Value	Maximum Value	Mean Value	SD	Level of Satisfaction
Hygiene factors					
Recognition	0	5	3.63	1.05	Somewhat satisfied
Social Acceptance	0	5	4.23	0.94	Somme what satisfied
Participation in Management	0	5	3.93	0.99	Somme what satisfied
Autonomy	0	5	2.94	0.87	Uncertain
Feed back for activities	0	5	3.33	0.96	Uncertain
Motivation Factors					
Salary	0	5	3.38	0.94	Uncertain
Working Condition	0	5	3.36	0.95	Uncertain
Relationship with supervisor	0	5	3.72	0.92	Somme what satisfied
Relationship with peers	0	5	4.39	1.02	Somme what satisfied
Job security	0	5	3.23	0.99	Uncertain
Promotion policy	0	5	3.42	1.06	Uncertain

Factor	Mean Value	Mean value (Hygiene factors and Motivation Factors)	Job satisfaction	Remark
Hygiene factors	3.61	3.55	3.55	Somewhat satisfied
Motivation Factors	3.49			

From the above summary of the Herz berg two factors motivation theory according to the mean value of job satisfaction (3.55) we can say that employees are somewhat satisfied in agribusiness sector in Bangladesh.

Regression Analysis

Table 13: Contributory Impact of Different Variable on Job Satisfaction

	Unstandardized Coefficients		T	Sig.
	B	Std. Error		
(Constant)	-7.296	6.102	-1.196	.235
Financial benefits	4.489	1.613	2.783	.007
Compensation and benefits	4.890	1.507	3.245	.002
working condition	3.814	1.233	3.093	.003
participation in management	1.360	1.313	1.036	.303
Job enrichment	5.036	1.714	2.937	.004
Supervision	8.359	1.780	4.696	.000
job security	7.679	1.891	4.060	.000
R Square=0.879		F value=94.831		Sig. {.000(a)}

a Dependent Variable: job satisfaction score

Regression Line

$$Y = -7.296 + 4.489 X_1 + 4.890 X_2 + 3.814 X_3 + 1.360 X_4 + 5.036 X_5 + 8.359 X_6 + 7.679 X_7$$

From the regression coefficient we can say that Financial benefits, compensation and others benefits, working condition, job enrichment, supervision, job security influence significantly to achieve job satisfaction. Moreover, participation in management has somewhat impacts in achieving job satisfaction.

Hypotheses Testing

Table 14: Correlation Analysis

	1[x ₁]	2[x ₂]	3[x ₃]	4[x ₄]	5[x ₅]	6[x ₆]	7[x ₇]	8[x ₈]	9[x ₉]
Job Satisfaction Level [x ₁]	1.00								
Salary[x ₂]	0.39**	1.00							
Security and pension plan[x ₃]	0.46**	0.48**	1.00						
Physical work Environment[x ₄]	0.47**	0.26**	0.33**	1.00					
Ability to influence decision that affect you[x ₅]	0.56**	0.15*	0.34**	0.46**	1.00				
Opportunity for Promotion[x ₆]	0.55**	0.21*	0.30**	0.47**	0.50**	1.00			
Recognition received from your supervisor[x ₇]	0.56**	0.13*	0.18	0.28**	0.27**	0.48**	1.00		
your relationship with your colleague[x ₈]	0.25*	-0.06	0.16	0.07	0.10	0.11	0.40**	1.00	
Social acceptance of the job in this sector[x ₉]	0.46**	0.40**	0.31**	0.30**	0.20	0.33**	0.38**	0.31**	1.00

The above table of correlation shows that all results are more than 0.2, some results are higher than 0.6, so they are “moderately high correlation”. Based on the table we see that correlation coefficient of salary (0.39), working condition (0.47), Participation in management (0.56), recognition (0.562), promotion policy (.55) and social acceptance (0.46), pension and security plan (0.46), peer relationship (0.25) with job satisfaction at less than 5% level of significance in agribusiness sector in Bangladesh.

Hypothesis 1

Salary significantly influences level employees of job satisfaction in agribusiness sector. In order to test hypotheses a Pearson correlation statistics analysis has been used. Table shows that correlation coefficient between job satisfaction and salary is 0.39 at less than 5% level of significance. So we can say that if salary rises then level of job satisfaction of employee will increase. Therefore salary is one of the most influential predictors for employee job satisfaction.

Hypothesis 2

According to correlation coefficient between job satisfaction and working condition is 0.47 at less than 5% level of significance. We can say that favorable working condition increases employee's job satisfaction level that brings positive results for the organization .So we can say that working condition is a significant predictor for job satisfaction.

Hypothesis 3

From the above table of correlation we see that correlation coefficient between recognition and job satisfaction is 0.56 at less 5% level of significance. It means that if any employee gets good recognition for his/her work, he/she becomes motivated positively and satisfied at his workplace. Therefore high recognition from supervisor is one of the most significant predictors in achieving job satisfaction.

Hypothesis 4

According to correlation coefficient between peer relationship and job satisfaction is 0.25 at 13% level of significance. It means job satisfaction and peer relationship is correlated at low rate. We can say that only peer relationship without standard salary, working condition, promotion policy cannot increase job satisfaction significantly. Therefore peer relationship influence somewhat in achieving job satisfaction.

Hypothesis 5

The result of correlation coefficient between participation in management and job satisfaction is 0.56 at less than 5% level of significance. We can say that autocratic management decrease job satisfaction and increase grievance among employees in organization. If any employee gets access to participation in management he/she feels empowered and becomes more satisfied. Therefore participation in management is one of the most influential predictors for employee job satisfaction.

Hypothesis 6

According to correlation coefficient between job satisfaction and Promotion policy is 0.55 at less than 5% level of significance. We can say that fair Promotion policy increases employee's job satisfaction level and employees expect not being deceived that brings positive results for the organization and good organizational environment prevails for all .So we can say that promotion policy is a significant predictor for job satisfaction.

Hypothesis 7

According to correlation coefficient between Social acceptance and job satisfaction is 0.46 at less than 5% level of significance. Every people want to live in the society in most accepted way. If his/her activities are accepted he/she feels important in the society and becomes satisfied with job. Therefore social acceptance of the job influence significantly in achieving job satisfaction.

Table 15: A Summary of the Results of Hypotheses and Outcome

Hypotheses	Description	Outcomes
H ₁	Financial benefits influence employees significantly to achieve job satisfaction agribusiness sector	Accepted
H ₂	Working condition influences employees significantly to achieve job satisfaction agribusiness sector.	Accepted
H ₃	High recognition forcing of an individual to achieve job satisfaction.	Accepted
H ₄	In an organization amicable peer relation helps to gain job satisfaction of an individual.	Accepted
H ₅	Participation in management influences employees significantly to achieve job satisfaction agribusiness sector.	Accepted
H ₆	Fair promotion influences employees significantly to achieve job satisfaction .agribusiness sector.	Accepted
H ₇	Social acceptance of the job influences employees significantly to achieve job satisfaction agribusiness sector	Accepted

List of Problems

1. Lack of proper salary and wage structure
2. Target oriented job
3. Lack of participation in management
4. Biasness in promotion
5. Remote job location
6. Abuse of supervisor
7. Illiterate customers
8. Lack of government support

RECOMMENDATIONS

Opportunities for future study have emerged as a results of this study. In addition to overcome the limitations of data gathering, additional research is needed to observe the relationships between job satisfaction and annual salary, level of education, status of the organization,, working hour, weekly leave, sex, age and religion of the employees. The limitation have contributed to the lack of arriving at many strongly statistically proven findings and conclusion. For future research the following suggestions should be considered:

1. The research is needed to further investigate the potential relationships and effects these variables such as family members, weekly leave, working hour, year of involvement, field of specialization with personal problems etc.
2. The research may be conducted to improve pay treatment in agribusiness sector. The top management should consider to reduce discrimination in payment policy towards entry level to others employees, on the other hand flexible work schedule to reduce work load.
3. Concern about the employee's education and training. In agribusiness sector lower level employees specially SPOs (sales promotion officer) non graduate or diploma holder. They have no proper knowledge about market and how deals with customer properly. Proper training and education facilities to be arranged to impart practical knowledge.
4. To create favorable work environment for the employees in agribusiness sector. Guide the employees to communicate effectively, build a good inter personal environment within the organization, ensure suitable working condition.

CONCLUSION

Job satisfaction is an emotional response accompanying actions or thoughts relating to work, whereas motivation is the process that activates behavior. So that the particular company develops a well-built organization culture, empowerment and participative approach recognition

and congenial company policy, recognition and career assist to accomplish the organizational goals quite efficiently and effectively. The results revealed that that the employees can be concurrently intrinsically and extrinsically motivated. With that in mind, the top level should use a mixture of methods – including monetary rewards, praise and recognition to effectively motivate workers and promote job satisfaction. So that it is an inevitable duties for the organization to highly deliberate on salary, personal growth, stress, working condition , work security and so on and that significance on accelerate productivity of an individual that ensure job satisfaction.

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