

Factors affecting Job Satisfaction of Employees in Pharmaceutical Industry: A Case Study of Thailand

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ABSTRACT

Making all personnel satisfied with their jobs help the manager to retain the talent pool. The objectives are to study the influence of workplace environment on the satisfaction level, to explore the way the job empowerment by the employer to its employees' effect on personnel's satisfaction, to evaluate if there is a significant influence of recognition from employers on satisfaction of people working in the company of pharmaceutical industry. Data was collected from Thailand' pharmaceutical sector's employees. A sample of 226 people was taken, and questionnaire was developed to collect data. The statistical results have shown that job environment is the most influential factor in satisfying the personnel. The regression results portrayed a clear

influence of recognition and empowering the people working in an organization of satisfying them to continue the job and retain the talent.

Keywords: Job Satisfaction, Pharmaceutical Employees, work place environment

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INTRODUCTION

Background

Job satisfaction is perhaps the most crucial phenomenon which every business needs to understand for their growth and development (Jermstittiparsert & Urairak, 2019; Siriattakul, Jermstittiparsert, & Abdurrahman, 2019; Aeknarajindawat & Jermstittiparsert, 2020). The business which does not incorporate employee job satisfaction in the working environment is commonly seeing failing. Some businesses that fail to become internally very weak and to stay in the league with other competitors keep on adopting different strategies. One of the known strategies is the incorporation of innovation in their offerings (Aiken, Clarke, & Sloane, 2002). The most essential part of the organization is its employees. The employees have to work from dawn to dusk to meet the requirements of the organization to make a mark. Employees have to meet the particular set of criteria of the working environment. They - need a working environment that allows them to work openly and problem-free without any constraints. The article comprises of details of workplaces and aspects comprising of employees job satisfaction.

Problem statement

The first and foremost component of the organization is its employees. They are considered to be the backbone of any firm. This study mostly comprises of job satisfaction. Job satisfaction has a direct link with personnel of any organization. Job satisfaction is also associated with the productivity and success of the organization. The companies which focus on providing satisfaction to its employees are likely to achieve the targets and higher status of the organization. The major concentration of the study is to gather the facts that how company's tries to satisfy their employees on a daily basis. The role of motivation, pay role and compensation issues in establishing job commitment. The reasons behind the dissatisfaction of the employees.

Objectives of the Study

This research has been conducted to know that what factors affect the satisfaction of personnel on their job particularly

in pharmaceutical sector. The literature was reviewed and three main factors were found out, now it is aimed to study the impact of those factors in the context of Thailand and its organizational structures. The objectives are as below:

- To study the influence of workplace environment on the satisfaction level from the job of employees in the pharmaceutical industry particularly.
- To explore the way the job empowerment by the employer to its employees' effect on personnel's satisfaction from their job specifically in the pharmaceutical sector.
- To evaluate if there is a significant influence of recognition from employers on satisfaction of people working in the company of pharmaceutical industry.

Significance of the Research

Human resource management domain has numerous studies and research, which endeavor to understand and explore different factors that affect job satisfaction as it is one of the most challenging jobs for HR managers to satisfy their employees before their customers. However, on searching in the literature review, it was found that Thailand's pharmaceutical is highly neglected in this regard, which leads to the non-availability of data to the employer that may portray the preferable job satisfaction factors of Thai employees. Hence, this study will contribute to abridge this gap.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is a complete set of feelings as well as emotions that determines the employee's performance at the workplace. It is one of the most essential components determining the motivation and satisfaction of employees. It is one of the spectacles that has been discussed over the past many years. According to different studies, it is one of the vital features which determines the physiological, emotional, psychological and overall environmental conditions that affect the employees as a whole. And they have a considerably strong influence on performance in the organization. Similarly, another research suggests that the

wellbeing of the organization is dependent on the variables linked with employee satisfaction directly (Agbozo et al., 2017). If employees do not find a friendly working environment, decentralization, cooperation, and appreciation, as a result of which the employees will not feel connected with the organization. It has been a crucial activity for the employers to provide a complete helpful environment for their employees to save them for dissatisfaction. It is also clearly stated that demotivated and dissatisfied employees are a dangerous entity for the firms in the coming future. A dissatisfied employee will not work according to the requirements of the supervisor or they will leave the firm. Ultimately causing extra charges on maintaining the present state of the firm plus company would bear extra funds on recruiting more employees (Masum et al. 2015). The company should know the tactics of motivating the employees to maintain their focus on work. Moreover, raising the morale of the employees will keep them on track and they will make better efforts for the welfare of the company.

Job satisfaction is turning to be the most significant components to understand all the business environment (Brown et al., 2008). The businesses which do not try to induce satisfaction among employees eventually fail. It is a mixture of certain variables that include work focus, social environment, practices and policies which produce positive outcomes in an organization. Job satisfaction is a set of emotions that is the major determinant of employees' positive performance at the workplace. It is one of the vital aspects of producing motivational and committed employees in the organization. Satisfaction from the job is an amalgamation of two types of factors that is intrinsic and extrinsic. The intrinsic factors are a set of properties that include opportunities, skills, abilities, creativity in working and positive feedback to the upper level of the firm. It also includes the responsibility of seeking the interest of the employees, following the leadership guidelines and working in a challenging environment. On the flip side of that extrinsic factors comprises of supporting environment from the companions, leaders, and supervisors. They include the promotional packages, job shifting, job enrichment, compensations and rewards (Sabarwal 2009). One of the major studies reveals that job satisfaction is highly dependent on intrinsic factors rather than extrinsic factors. The force that motivates the employees from within is stronger than the facets working on the outside. Job involvement is also the result of job satisfaction (Carless, 2004). One of the major researchers says that job involvement is the result of intrinsic factors more. Extrinsic factors have a moderate effect on establishing job involvement. The influence of the demographic factors is also vigilant in the case of job satisfaction (Aziri, 2011). The demographics of the employee includes age, gender, education, social background, and physical surroundings. The studies suggest that demographic factors have a very strong impact on intrinsic job satisfaction rather than the extrinsic one.

The recent study in job satisfaction also suggests that there exists a close linkage between the pay scale and intrinsic job satisfaction (Ilies and Judge, 2004). The extrinsic factors like

social group interactions and employee to employee cooperation were also related to academic job satisfaction. In fact, they have a high influence on how their employees get a satisfaction from their jobs. There are studies that show the impact of workplace politics on job satisfaction. Training and education also play a vital role in the development of employees. Many studies in this regard have concluded the dire need for training whether it is on job or out of a job the most necessary element. The effect of workers' training is directly linked with achievement. Moreover, the compensations, acknowledgments, and **rewards culminate the employees' satisfaction**. Hence the overall study determined that the upper management should do modification in conditions of working of the business to gain the level of satisfaction. And to gain maximum advantage out of it the company has to consider every important factor under consideration.

Workplace Environment

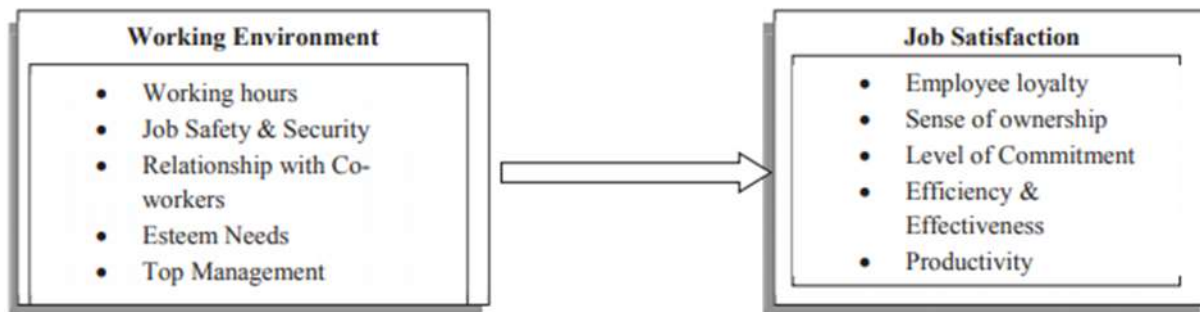
The workplace environment can be defined as a complex working surrounding where employees perform. Furthermore, it is a mixture of a number of complex components that determine the job environment as a whole (Young Lee, 2006). The various components include the peripheral surroundings, individual surroundings, and complex operational surroundings. The peripheral surroundings include all the outer environmental factors that affect the organization's culture. The metrological surroundings, illumination in the office, the intrusion of supervisors, leadership roles, clamminess, and other harmful characteristics makes a job environment. On the other hand, the individual features include the sexual characteristics, gender, age, race and emotional attachments of every worker. There are other aspects like, education of the employees, experience, physiological, physiological background of the individuals which affects the organization. According to Probst et al., (2010), the complex environmental factors help to influence the employee's performance. Plus the learning of the employees determines the status of the organization.

The environmental variables directly influence the satisfaction gained by the employees from their respective job. There is a link between the hazardous environments and the monetary benefits of the organization. On the other hand the link between non-hazardous environments with non-monetary benefits. As explained above the workplace environment and the social background of the employees has association with satisfaction from the job. As per discussion of different research basis, the high involvement and high communication of supervisors' results in the higher satisfaction level. On the flip side, the low involvement and low communication of supervisors has a consequence that employees get lower satisfaction from the job. Another very significant study by Balouch and Hassan (2014) represents that the regular attention and appreciation given to the employees results in a higher satisfaction level form job. Smooth and normal working conditions are principal for the employees. Bakotic & Babic (2013) finding represents that appropriate conditions for working increases the job satisfaction level and vice versa.

Hence the study's concluded that upper management should modify their conditions of working of the organization to gain the level of satisfaction. There are different variables like workload, stress and salary are the key motivational factors that are considered to be very important for job satisfaction.

There are a lot of variables that have a gigantic impact on job satisfaction. One of the most popular studies reveals that human interaction and relationships also play a key role in

job satisfaction. The overall management skills, timing esteem needs are one of the facets which are required in improving the working environment nowadays. There are certain motivational factors like, job security, job benefits, perks and allowances, working relationships and ease from the top management results in the factors on which job satisfaction relies on (Waqas et al., 2014). The figure below represents the factors leading to job satisfaction



Employee Empowerment

Empowerment is also an essential ingredient which glorifies the concept of satisfaction. The employee's productivity is also determined by the regulatory effects of empowerment. If an employee feels empowered with its belongings, job post, working conditions, and fellow beings then only he or she can show a positive result for the organization. Partaking egalitarianism is a term that is introduced to enhance the understanding of empowerment. This idea illuminates the concept of power, autonomy, and the development of personnel as a whole.

The study conducted by Rana and Singh (2016) depicts a very close relationship of employee empowerment with the concept of job satisfaction. Their studies also show that their exits variation in gender empowerment. Males feel more empowered in their jobs as compared to females hence they are more satisfied than females. The later studies on this topic by Wong (2013) also add that charismatic leadership also brings in high empowerment to the employees thus increasing their job satisfaction level at workplaces. There exists a high level of job satisfaction where there is psychological empowerment, according to Saif and Saleh (2013). Moreover highlighting the similar concept study represents the dimensions of empowerment. They stated that access to data or information, self-determination, rewards system and employees' competence are key factors for establishing empowerment and job satisfaction. Furthermore, Shadpoor (2013) second the view of positive relationships in empowerment and job satisfaction. Choong and Lau's (2011) study also depicts a view of four cognition: meaning, self-determination, competence, and influence have been positively affecting the empowerment. According to another major study by Ning et al., (2009) show that the amount of dissatisfaction among the employees increases when they see the professional promotion, workload at the workplace, amount of work responsibility and unhealthy competition. There are a lot of demographic factors that also have an impact on empowerment. Many of them include

education and the age of the employees. Education and the objectives of every employee influence the level of job satisfaction in every organization. Concluding the high level of linkage between workplace satisfaction and empowerment of the employees (Imran et al, 2014).

Employee empowerment has been a main area of development of human resource and firms' behavior. It is widely discussed and researched part of a study. Employee empowerment is focused to enhance employee satisfaction and motivation (Savery and Luks, 2001). Employees that feel empowered at their workplaces are known to be more committed to their work. Employees' satisfaction and attachment with the job is enhanced evidently by incorporating empowerment among the employees. Further explaining the concept of employees' empowerment many studies states that when employees are granted decision-making power, and authority on their belongings then they feel contented. Their acceptance level in the organization also rises consequently. Many organization states that the climate of trust and commitment is formed within. Employees become more innovative and creative in their working. It has many benefits for the welfare of the organization. It incorporates critical thinking, shapes positivity, reduces stress and eventually leads towards job satisfaction (Ongori and Shunda, 2009). Employees feel connected to their workplaces and work with more determination. Empowerment is the ultimate way to deal with stress. Many studies revealed that employees who know how to deal in stress situations are highly motivated and feel empowered.

In healthcare organizations, the intensity of stress is very high. According to the survey conducted in the healthcare organizations the employees' committed that the environment is very stressful. In this kind of critical situation where the workload is at its peak there the likelihood of satisfaction very low. Employee empowerment provides initiative for the workers to enjoy autonomy at their workplaces. The major purpose behind this concept is

to eliminate the organizational barriers in decision making, powerlessness, and the creation of a responsive environment (Danish and Usman, 2010). It manifests the power of solving the problem and power of making their decisions among the employees. This results in effective decision making and power handling. One of the major studies on the healthcare organization elaborates that the empowerment sharing in the process of taking important decision the nursing staff releases the work-related stress.

Recognition

Recognition is one of the genuine features that manage to win satisfaction for the employees in every organization. It explains the concept of rewarding the employees for their good performance at their workplace. Plus it is one of the vital concepts which explains that the satisfaction level of personnel is demonstrated higher in the workplace giving rewards to their employees rather than the organization devaluing their workers. The morale and status of every employee are raised when they are appreciated for their work, success, and achievements. Thus using recognition is necessary for bringing job satisfaction and accomplish the role of every employee.

According to the study of Tessema et al., (2008), the financial and non-financial forms of recognition are important for raising the morale of the employee. They raise the confidence level and motivates the employees to work with dedication. One more study elaborates on this concept that the non-monetary recognition given to the employees motivates the employees more. Appreciation, approval on accomplishments, and acknowledgment are also key factors for increasing the confidence of employees (Caligiuri et al.,

2010). Elaborating this concept another study by Gostick and Elton (2007) shows that recognition accounts for a written statement too acknowledging the efforts of an employee. It is yet a significantly vital tool for organizations' leaders and businesses to run successfully in the industry of high competition. It is a tool for survival. The approval of work on a regular basis is a gateway to success for every organization. It was confirmed by another vast study by Allen and Helms' (2002). According to them the managers or leaders who appreciate the work of their employees on a daily basis are likely to gain more. Motivation on a regular basis increased achievements of 40% of North American employees (Kouzes & Posner, 2003). Hence recognition is a widespread concept that represents achieving a higher level of satisfaction. According to Nelson (2005), 78% of personnel say that being appreciated and recognized by the managers is very satisfying for them. 84% of employees say that increasing non-monetary benefits to them increases their workplace performance. Moreover, 91% of the managers admitted that giving recognition to the employees increase their motivation and success of the organization.

RESEARCH METHODOLOGY

Research Model

There are many factors that affect the job satisfaction of employees. However, in this study, only three major variables opt for testing. The below-given diagram shows three independent variables including 1) workplace environment, 2) job empowerment and 3) employee recognition. On the other hand, the dependent variable is job satisfaction.



Data Collection Methods

This study is quantitative because the data will be collected through primary means. Primary data collection means a source through which a data set is collected that is not already used or processed. To collect this data, pharmaceutical industry employees were approached. The data collection process started with the questionnaire development that is attached in the appendix of this study. There were four questions related to each variable and there

were different options for employees to respond either strongly agreeing with the statement, agreeing, being neutral, disagreeing, or strongly disagreeing.

Sample Size

The list of 250 employees was provided by the heads of the organizations of pharmaceutical industry, the response was received from 226 participants only. So, the sample size due

to shortage of time is 226 pharmaceutical industry's employees.

Data Analysis Method

As it has been mentioned above that the study is quantitative, so statistical analysis is used to test if among the chosen variables there is existence of any relationship. In this regard, correlation is measured through Pearson correlation analysis by using SPSS while to measure if there is link between selected variables, SPSS has been used to run the regression analysis. The results will be interpreted and discussed by comparing them to the research studies of different past literature.

DATA ANALYSIS AND DISCUSSION

Reliability Statistics

To measure the reliability of data set of the research, Cronbach's Alpha value is found by using SPSS software, the output of which is presented in the below given tables. The first variable is workplace environment and its Cronbach's Alpha has been given in the following table. The N of Items shows that how many questions were asked to measure one variable i.e. 4 here. Data is considered as reliable when the number of Cronbach's Alpha is 0.6 or more than that. The Cronbach's Alpha number for workplace environment is 0.667, which approves it as a reliable variable in the data.

Reliability Statistics

Cronbach's Alpha	N of Items
.667	4

The second variable of this study is job empowerment, the Cronbach's Alpha value of this variable is presented in the following table. Again there were 4 questions to measure

this variable as well. The value of Cronbach's Alpha is 0.709, which approves it as a reliable variable in the data because standard value should be above 0.6.

Reliability Statistics

Cronbach's Alpha	N of Items
.709	4

The third variable of this study is employees' recognition, the Cronbach's Alpha value of this variable is presented in the following table. Again there were 4 questions to measure

this variable as well. The value of Cronbach's Alpha is 0.623, which approves it as a reliable variable in the data because standard value should be above 0.6.

Reliability Statistics

Cronbach's Alpha	N of Items
.623	4

The fourth variable that is dependent variable too is job satisfaction in employees, the Cronbach's Alpha value of this variable is presented in the following table. The statistics

of Cronbach's Alpha for this variable is 0.886, which approves it as a reliable variable in the data because standard value should be above 0.6.

Reliability Statistics

Cronbach's Alpha	N of Items
.886	4

DESCRITPIVE STATISTICS

The following table shows the frequency analysis of gender of study's respondents. It is shown that total 227

participants. There were 110 males who responded to the questionnaire and 116 females participants were there.

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	110	48.5	48.5	48.9
Valid 2	116	51.1	51.1	100.0
Total	227	100.0	100.0	

Age

The following table shows the frequency analysis of Age of study's respondents. It is shown that total 227 participants is

There were 24 employees who belonged to first age group that was from 20-30 years, 47 employees from 31-40, 61

employees from 41-50, 55 employees from 51-60 and 39 employees with an age over 60 years.

	Frequency	Percent	Valid Percent	Cumulative Percent
	1	.4	.4	.4
1	24	10.6	10.6	11.0
2	47	20.7	20.7	31.7
Valid 3	61	26.9	26.9	58.6
4	55	24.2	24.2	82.8
5	39	17.2	17.2	100.0
Total	227	100.0	100.0	

Designation

The below table shows the frequencies of designations held by the respondents of the study. The first designation group

is of HR Managers, which were 81 in the respondents, 77 of the participants were sales supervisors, 19 were sales personnel and 49 were employees from another category.

	Frequency	Percent	Valid Percent	Cumulative Percent
	1	.4	.4	.4
4	49	21.6	21.6	22.0
Valid 1	81	35.7	35.7	57.7
3	19	8.4	8.4	66.1
2	77	33.9	33.9	100.0
Total	227	100.0	100.0	

Correlation Analysis

It is a statistical measure that shows the strength of association between different variables within a study and

relative movement of variables as well. The value of correlation coefficient need to be within -1 to +1. The below given table shows correlation coefficients of this research.

		WE	JE	ER	JS
WE	Pearson Correlation	1	.783**	.909**	.939**
	Sig. (2-tailed)		.000	.000	.000
	N	226	226	226	226
JE	Pearson Correlation	.783**	1	.826**	.835**
	Sig. (2-tailed)	.000		.000	.000
	N	226	226	226	226
ER	Pearson Correlation	.909**	.826**	1	.843**
	Sig. (2-tailed)	.000	.000		.000
	N	226	226	226	226
JS	Pearson Correlation	.939**	.835**	.843**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	226	226	226	226

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

The first tested relationship was among environment provided on a workplace and satisfaction gained through the job. The p-value is less than 0.01, which shows that correlation between the said two variables is statistically significant. On the basis of 226 responses from pharmaceutical industry's employees, among the three selected variables in this study the strongest relationship job satisfaction is with workplace environment because the value is 0.939. This is a direct or positive relationship that means if workplace environment will be improved by 100% there will be 93.9% increase in satisfaction from the job by

employees. As per the data collected from 226 responses from pharmaceutical industry's employees, among the three selected variables in this study the second strongest relationship job satisfaction is with employees' recognition because the value is 0.843. This is a direct or positive relationship that means if workplace environment will be improved by 100% there will be 84.3% increase in employees' satisfaction from the job. As per the collected data from pharmaceutical industry's employees, among the three selected variables in this study the third strongest relationship of satisfaction level is with job empowerment

because the value is 0.835. This is a direct or positive relationship that means if workplace environment will be improved by 100% there will be 83.5% increase satisfaction of the personnel from their jobs.

REGRESSION ANALYSIS

The below table shows that there are three predictor variables in the study including Workplace Environment (WE), Job Empowerment (JE) and Employee’s Recognition

(ER). The dependent variable is predicted through these predictors and R-square shows that there is a variance proportion in dependent variable due to independent variables. When more variables are being added as predictors, then variance impact of each variable differs considerably due to which adjusted R-squared is measured. The value is 0.919, which shows that total variance in job satisfaction of the employees of pharmaceutical industry may be predicted through ER, WE, and JE. However, this is a collective impact of all three variables.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959 ^a	.920	.919	.21786

a. Predictors: (Constant), ER, JE, WE

The below table i.e. ANOVA test shows if the predictors of this research actually predict job satisfaction or not. This can be answered through overall significance of the model, which is typically and traditionally shown through a p-value

that is less than 0.05. The table shows that the p-value is appropriately and shows a perfectly significant of all collective independent variables on one dependent variable.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	120.559	3	40.186	846.690	.000 ^b
	Residual	10.537	222	.047		
	Total	131.096	225			

a. Dependent Variable: JS

b. Predictors: (Constant), ER, JE, WE

The collective significance is clear from the above-given ANOVA table, however, individual significance and strength of influence can be shown through coefficients given in the table below. First of all, the beta value portrays individual predictor variable’s impact on job satisfaction separately. The first and the most influential one amongst them is workplace environment, as it was also proved through correlation statistics, because beta is 0.732. It means that 73.2% of the job satisfaction in any organization can be measured through the workplace environment of the organization. The second most influential factor in this

regard is job empowerment with a beta of 0.318, which shows that 31.8 percentage of job satisfaction is influenced by the level of job empowerment provided by the employer to his employees. The third variable with weakest influence on job satisfaction is employees’ recognition with a beta of 0.276 and depicts that 27.6% of the job satisfaction can be predicted by employees’ recognition. The p-value of all independent variable shows a strong significant relationship because the value is for all three is 0.00 that is far less than the traditional standard value of 0.05.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.133	.078		1.717	.087
	WE	.732	.046	.732	20.257	.000
	JE	.318	.032	.342	10.059	.000
	ER	.276	.049	.287	5.650	.000

DISCUSSION AND CONCLUSIONS

This study had an aim to study the impact of workplace environment, job empowerment and employees’ recognition on job satisfaction of the employees. A statistical approach of data collection and analysis was applied in order to get the desired results. The results have shown a

clear significant impact and relationship of all predictor variables with the dependent variable.

The strongest relationship in both regression and correlation was between workplace environment and job satisfaction. This relationship has been tested by many previous studies, which shows similar results to this study

because nowadays employees are being more concerned about other things than just getting paid. For instance, the study of Agbozo et al., (2017) and Masum et al., (2015) discuss that employees are changing their minds and their mental and physical well-being a calm, supportive and trustworthy workplace environment in order to satisfy them. So, there is a need of workplace environment in physical aspects like air quality, noise, and lighting etc. are suitable for their nature of job. Secondly, the internal workplace factors involve support and motivation from the peers and employees, which force them to give their best and make hundred percent out of their competence and skills as discussed by Ajala (2012).

Second most influential factor was job empowerment, which depicts it as a preference of employees to get satisfied. As the study of Carless (2004) explains that with more empowerment bestowed upon the employees, they are more likely to feel good about their competence and encourage the employees to work in favor of the organization. It is a factor that makes the employees believe that managers or their leaders have more trust on their abilities, which motivates them and give them a mental satisfaction that their hard work is being regarded (Ning et al., 2009). The third variable i.e. **employees' recognition** also have a considerably strong and significant relationship with job satisfaction. Many studies like the ones conducted by Danish and Usman (2010) and Imran et al., (2013) have also find alike relationship between recognition and job satisfaction of the employees.

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