

**A STUDY ON LABOUR WELFARE FACILITIES AND
EMPLOYEES' JOB SATISFACTION: WITH REFERENCE TO
AURORA APPAREL PVT. LTD, NIPANI**

DR. PRAKASH B. KUNDARAGI

MBA, NET, Ph.D

Asst. Professor

SDVS Sangha's Annapoorna Institute of Management Research,

Sankeshwar, Dist: Belagavi Karnataka

Ph: 9844185158

Email: prakashkims84@gmail.com

MISS. PRIYANKA HUKKERI

MBA-III Semester Student,

SDVS Sangha's Annapoorna Institute of Management Research,

Sankeshwar, Dist: Belagavi Karnataka

ABSTRACT:

Purpose: This research work has conducted to appraise the labour welfare measures and its impact on their job satisfaction.

Design and Methodology: One hundred (100) women employees were involved in this study, and non probabilistic convenient random sampling method was uses to select the samples. The systematic and structured questionnaire was used to collect the primary records. Secondary methods of data such as Articles, Journals, websites etc. were included for the accumulation of the information.

Analysis Tools: Percentile analysis was used for demographic variables and Pearson's Correlation has been utilized to analyze, infer and to test the hypothesis of the actual data having dependent and independent variables (categorical data). Hence the same has been followed through SPSS-20.

Findings: There is positive and significant relation has found between the variable s such as labour welfare facilities and employee job satisfaction.

Research limitations: This work is covers only 100 women respondents and Aurora Apparel Pvt. Ltd, Nipani

KEY WORDS: Labour Welfare Facilities, Employees, Job Satisfaction, Aurora Apparel

1. INTRODUCTION:

In today's highly competitive and turbulent business environment all modern organizations are operating in dynamic changing scenario. In the present situation contributions of the workers have been so considerable and valuable that they are certainly entitled to receive special attention and consideration in planning of our economy. A strong well trained and connected labor is an asset to the industry.

Labour welfare implies the setting up of minimum desirable standards of the provision of facilities like health, food, clothing, housing, medical assistance, education, insurance, job security, recreation etc. Thus, the term labour welfare covers not only the workers but also their families. Labor welfare as "efforts to make life worth living of workers". The term welfare is a state characterized by happiness, well-being or prosperity.

Labor welfare means "anything done for the intellectual, physical, moral and economic betterment of the workers, whether by employers, by government or by other agencies, over and above what is laid down by law or what is normally expected as per of the contractual benefits for which the workers may have bargained.

The concept of labour welfare is flexible and elastic and differs widely with time, region, industry, social values and customs, degree of industrialization, the general socio-economic development of the people and the political ideologies prevailing at a particular time. It is also moulded according to the age-groups, socio-cultural background, marital and economic status, and educational level of the workers in various industries.

Labour welfare activities in India with particular emphasis on the unorganized sector. Although provisions for workmen's compensation in case of industrial accidents and maternity benefits for women workforce had existed for long, a major breakthrough in the field of social security came only after independence. The Constitution of India (Article 41) laid down that the State shall make effective provision for securing the right to public assistance in case of unemployment, old age, sickness, and disablement and in other cases of underserved want. The Government took several steps in compliance of the constitutional requirements.

Aurora Fabrics is one of the large scale organizations in the textile industry employing good number of human resources. This study is carried out to know the labor welfare facility provided to the workers. The study aims to employee satisfaction in Aurora

Apparel Pvt Ltd Nipani. The scope is to understand the employee satisfaction. The backbone of the employee satisfaction is respect for workers and job they perform. And easy revenue for employee to discuss problems with upper management should be maintained and carefully monitored. Employees are backbone of every organization so the organization should consider a lot the employee should be motivated and satisfied. So that they can work more and hence to reach the organization is to its great.

1.1. LABOR WELFARE FACILITIES GIVEN TO THE WORKERS:

1. Washing Facilities:

The Royal Commission on labor (1931) which noted that the Provision on suitable washing facilities for all employees though desirable was deficient in many factories. The worker also lives in crowded areas with inadequate facilities for washing and bathing, etc. at home. Provision of such facilities would add to his comfort, health and efficiency. The Commission recommended that for workers engaged in dirty processes, Suitable washing place and water should be made available compulsorily. Section-42 of the factories act, 1948, lies down that every factory has to provide adequate and suitable washing facilities separately for the Use of male and female workers.

2. Facilities for Storing and Drying Clothing:

According to section -43 of the factory act 1948, the state Government may make rules for the provision of suitable places for keeping clothing not worn during working hours and for the drying of the wet clothing. As per the Factories Rules, 1963, such facilities shall include the provisions of separate rooms, pegs, lockers or other arrangements approved by the Chief Inspector of industries in all classes of factories such as engineering workshops.

3. Facilities for Sitting:

Every factory has to provide necessary sitting arrangements, particularly for workers who are obliged to work in standing position. It enables them to take advantages of any opportunity for rest which may occur in the course of their work. The Inspector of factories may direct the employer of any factory to provide suitable seating arrangements to the workers as far as practicable. Sitting facilities have been provided in a garment factory.

4. Shelters, Rest Rooms and Lunch Rooms:

This Statutory amenity covers a prescribed number of seats on the Shop floor and rest rooms or shelters in the factory. This facility helps the workers to reduce their fatigue, as by enabling him to sit down occasionally without any break in his work. It thus contributes

towards increasing his comfort and efficiency. Rest rooms are provided so that workers may relax during their breaks for rest or meal. They can also wait in comfort till the time they start work, particularly before or after late shifts.

According to the Factories Act, 1948, section 47, every factory employing more than 150 workers must provide adequate and suitable shelters or rest rooms and lunch rooms, with provisions for drinking water, where workers can eat meals brought by them. If lunch room is provided for, no worker will be allowed to eat food in the work room. These are to be sufficiently lit and ventilated and to be maintained in a cool and clean condition. The State Government may prescribe the standards in respect of construction, accommodation, furniture and other equipment for shelters, rest rooms and lunch rooms. Separate rooms are to be provided for women employees.

5. Canteen:

According to Section 45 of the Factories Act (1948), State Government may make rules for provision of canteen by the occupier in any specified factory where in more than 250 workers are ordinarily employed. The Inspectorate notifies all factories employing 250 workers or more to provide canteens and it is left to any individual unit, to justify and seek relaxation, if any, from the Government.

Building is to be constructed in accordance with the plans approved by the Chief Inspector of factories and must accommodate at least a Dining Hall, Kitchen, Store Room. The dining hall of the canteen must have accommodated for at least 35 per cent of the workers at a time. However, the State Government may alter the percentage of workers to be accommodated. Sufficient chairs, tables, stools, benches, utensils, crockery, cutlery and other necessary equipment's must be provided for efficient running of the canteen.

6. Crèches:

The crèche facilities in different countries are provided either under law or by public authorities or by local bodies as part of community facilities. The provision of Crèches was made in the factory act, 1948, which states that a crèche must be maintained in all factories with more than 30 women workers are employed. The crèche should be an adequately lit and ventilated room in a clean and sanitary condition that children below 6 years of age shall be under the charge of women who trained in the care of children and infants. The act further empower the State Government to prescribe rules in respect of the location of, and the standards to be maintained by a crèche, including facilities for working, changing clothes,

free milk or refreshment etc. Section 17 of the Plantation Labor Act provides for a crèche in every plantation where in 50 or more women workers are employed.

7. Drinking water:

The law provides that in every factory, effective arrangement shall be made at suitable places for sufficient supply of pure drinking water. Such places shall be legibly marked “Drinking Water” in a language understood by a majority of the workers employed in the factory. If the factory employs more than 250 workers, provisions shall be made for cooling drinking water during hot weather by effective means, and for its distribution.

8. First-aid appliances:

In every factory, first-aid boxes or cupboards equipped with the required contents should be provided for workers. The factory owner has to make this readily available to them during all working hours. The number of such first aid boxes shall not be less than one for every 150 workers employed in the factory. Such first-aid box shall be kept in the charge of a responsible person who is trained in first-aid treatment and who shall be available during the working hours of the factory. In factories employing more than 500 workers, there shall be an ambulance room. It should contain the prescribed equipment's, and be in the charge of such medical and nursing staff as may be prescribed.

9. Occupational Health Services:

These health services protect workers against the health hazards arising out of the nature of their work or the work environment. In this kind of service the factory should be carrying out periodical medical checks of certain categories of workers to detect early signs of ill health and prevent the eruption of serious health complaints. Section 87 of the Factories Act refers to dangerous occupations and states that the state government is empowered to make rules in respect of any or all classes of factories in which any operation exposes persons to serious risks of bodily, injury, poisoning or disease.

10. Family Planning:

A great deal of attention has been paid to family planning programs for industrial workers. The ILO Resolution of 1947 has included family planning as an integral part of labor welfare. The importance of this program at international level was brought out by the international labor conference.

11. Transport Facility:

Transport facilities to and from the place of work are given to workers as one of the desirable welfare amenities. This facility is gaining in popularity because of growing

urbanization, location of industries, transport loads and traffic congestion. The main purpose of this amenity is to enable workers reach their place of work without undue delay or fatigue.

12. Educational Facilities:

The pace of economic and social progress of a particular country largely depends up on the quality of its work force. Education plays a very important part in the motivating and enabling the working population for Changes necessary accelerated progress and for their mental and physical development. This has been recognized in our social and economic planning and a suitable financial outlay on education has been made in the different five year plans.

The children of the workers should be provided with educational facilities. It is statutory binding on the plantation employers under the plantations Labor Act (1951) to provide such facilities. It is the joint responsibility of the State Government and employers to set up primary schools secondary schools, high schools and colleges in predominantly industrial areas. Some of the public sector and private sector establishments and departmental undertakings, corporations, and municipalities have provided educational amenities to the workers' children.

13. Recreation:

Recreation is commonly taken to be the opposite of work. It is believed that those who find their work so absorbing and satisfying work itself is a source recreation. But to millions, who perform repetitive mechanical jobs in factories and workshops, recreation is a leisure time activity by which monotony and drudgery of work can be lessened. To them, recreation is an opportunity for mental refreshment, a diversion to creative invigorating activity.

Recreation has an important bearing on the development of the individual's personality as well as on his capacity to contribute to social development. All recreational activities have certain basic characteristics. A person engaging himself in recreation chooses to do so without any compulsion, but with an urge from within. It affords the workers an opportunity to develop his sense of physical and mental and psychological satisfaction in terms of self-expression, relaxation and refreshment, joy and laughter.

14. Maternity Benefits:

The government of India passed the Maternity Benefit Act, 1961 to regulate the employment of women in certain establishments for certain periods before and after child-birth and to provide for maternity benefit and certain other benefits. It shall be applied to

every shop or establishments within the meaning of any law for the time being in force in relation to shops and establishments in a state, in which ten or more persons are employed, or were employed, on any day of the preceding twelve months.

According to this act, every woman shall be entitled to and every employer shall be liable for the payment of maternity benefit at the rate of the average daily wage for the period of her actual absence, that is to say, the period immediately preceding the day of her delivery, the actual day of her delivery and any period immediately following that day as widely felt. In East European Countries, the problem of leisure activities for the working population as a whole is the concern of trade unions.

Employee Job satisfaction:

Employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with company's policies, company environment etc. Cranny, Smith and Stone (1992) "as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives". Moyes, Shao & Newsome (2008) "Employee satisfaction, as all the feelings that a given individual has about his/her job and its various aspects". Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a several factors, such as work itself, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work degree of fulfillment in their work, etc. Job satisfaction conceptually separated in to two i.e. intrinsic and extrinsic job satisfactions (Weiss, Davis, England and Lofquit, 1967)

It is also defined as "attitude and feelings of people have about their jobs, positive attitude leads to job satisfaction and negative attitude leads to job dissatisfaction" (Armstrong, 2006). According to Ghosh, (1975) there are four specific interpersonal interactions in every individual's satisfaction and dissatisfaction.

1.2. FACTORS THAT CONTRIBUTES EMPLOYEE JOB SATISFACTION:

A. ORGANIZATIONAL FACTORS:

Venktesh has been shared his views regarding factors which contribute to job satisfaction of employees.

1. Salaries and Wages:

Salaries and Wages play a vital and significant role in influencing job satisfaction. It carries some reasons such as money is a significant instrument to fulfill his/her needs;

employees often think that, money as an indication of management's concern to them and money considered a sign of achievement, performance, something in return for their service and contribution towards organizational goal.

2. Promotion Chances:

Promotional chances in an organization affect job satisfaction in such a way that Promotion indicates an employee's worth contribution to the organization. This is used to boost the morale of employees. Employee views promotion as an achievement in his/her career. It creates positive changes in employees' performance.

3. Company Policies:

Company policies play a vital role in satisfaction of employees. Policies also govern the human behaviour in the organizations. Liberal and fair policies usually generate positive feelings towards the organization which leads to more job satisfactions.

B. Work Environmental Factors:

1. Supervision:

Supervision is also an important source of job satisfaction. There are two styles of supervisory dimensions which affect job satisfaction, such as *Employee Centeredness* which means whenever the supervisor is friendly and supportive with workers, they are satisfied about their job and if the superiors allow their subordinates to *participate* in decisions that leads to highly job satisfaction of employees.

2. Work Group:

The nature of the work group or team have also effect on job satisfaction of employees in such a way that a friendly, and co-operative group provides and serves opportunities as a source of support, comfort, advice and assistance to the group members to interact each other to build their career. This has become a strong source of satisfaction if they have similar attitude, values, perceptions, etc. This is also providing greater opportunity for building mutual trust and understanding.

3. Working Conditions:

Employees always desire to more physical comfort and clean and healthy working environment at the work place. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place and adequate tools and equipment are the important features in the work place and that leads to job satisfaction.

C. Work It-self:

The work itself plays a significant role in determining the level of job satisfaction. This includes **Job Scope**: It provides the amount of responsibility, work pace and feedback. The higher the job scope and higher will be the level of job satisfaction. **Variety**: Excessive 'variety' produces confusion and stress, and a too little 'variety' causes monotony and fatigue and that lead to dissatisfaction. Thus, moderate amount of 'variety' at the work place is very effective. **Lack of Autonomy and Freedom**: The over work methods and work speed can create helplessness and dissatisfaction. **Role Ambiguity and Role Conflict**: It also leads to confusion and job dissatisfaction of employees because they don't know what their task is and expected from them. **Interesting and challenging** work provides status and satisfaction to the employees.

D. Personal Factors:

An individual's personal attributes also play an important role in his/her satisfaction level such as **Age and Seniority**: People become more mature, realistic and less idealistic whenever their age is more. So, they are willing to accept available resources and rewards and be satisfied. Employees in the longer **tenure** are highly satisfied with their jobs. Because it assures job security. **Personality** traits of employees are directly related to job satisfaction such as self assurance, self esteem, maturity, and decisiveness, sense of autonomy, challenge, and responsibility.

2. STATEMENT OF THE PROBLEM:

Labour welfare includes statutory and non-statutory welfare amenities which are also increasing day-by-day and in most of workers' welfare is by and large acceptable to society. On the whole labour welfare aims at minimizing stress and strains of industrial workers. Labour welfare very difficult to lay down accurately the scope of labour welfare because of the fact that labour is composed of dynamic individuals with complexity of needs. In the world of changing values where ideologies are rapidly changing and undergoing transformation, rigid statement about the field of labour welfare needs to be revised. The labour welfare work is increasing day by day with increasing opportunities. It is also increasing with the growing knowledge, experience, and techniques. Hence, to assess the backbone of the employee satisfaction is respect for workers and job they perform. Employees are backbone of every organization, welfare facilities are backbone to employee satisfaction. Hence, this research works has undertaken to analyse "A study on Labour Welfare Facilities and Employee Satisfaction: With reference to Aurora Apparel Pvt. Ltd, Nipani".

3. LITERATURE:

International Labour Organization [ILO] defined labour welfare in 1969, as “Such services, facilities and amenities as adequate canteen, rest and recreation facilities, sanitary and medical facilities, arrangements for travel to and for the accommodation of workers employed at a distance from their homes and such other services, amenities and facilities including social security measures as contribute to improve the conditions under which workers are employed”.

G. Purushothaman, V. Manjula Purushothaman & K. KRISHNAMURTHY (2014) in their research article on “A STUDY ON EMPLOYEES WELFARE MEASURES IN NEYCER INDIA LTD” have found that welfare facilities contribute a large degree towards the health and efficiency of the workers and towards a high morale in the long-run.

Ramya.T. J, Bhavani shree Arepalli and Dr. Lakshmi .P (2016) in their research study emntitled “A Study on Employee Welfare Facilities and Its Impact on Employee Satisfaction at Hotel Industry with Special Reference to Mysuru District” have found that Operating environment has satisfactory airing but the employee’s sense there must be adequate arrangements for fresh air wherever possible. Majority of the employees are satisfied with medical advantage and safety measures provided by the company. The food services are supposed to be enhanced in all ways like food quality. The drinking water facilities, sanitary facilities afford by the hotels are good. Further they have found that the welfare measures schemes are significant characteristic in each association which performs a very imperative role.

Nanjundeswaraswamy T.S., Vanishree Beloor, Swamy D. R. and Nagesh P. (2019) in their research study on “Empirical Study on Effect of Welfare Facilities on Job Satisfaction” have found that Medical facilities, Transport facilities, First aid facilities, Canteen facilities and Recreational facilities. After analyzing the empirical data, statistically significant relationships between employees’ job satisfaction. Further they concluded that Employee job satisfaction was significantly associated with all five welfare drives.

Sanuja Shree P.N, Gurusamy S., and Balaji P. (2019) in their research work titled “EMPLOYEE SATISFACTION ON LABOUR WELFARE MEASURES: AN EMPIRICAL EXAMINATION OF MANUFACTURING COMPANIES” have found that Employee Satisfaction of Welfare Measures variables have been reduced to three independent factors and the most dominant factor is Amenities Satisfaction Factor (ASF) followed by

Environment Satisfaction Factor (ESF) and Monetary Satisfaction Factor (MSF) in their order of dominance. The researchers concluded that, Employees are giving importance to Welfare measures, Health measures and Safety measures in their order importance to enhance the employee satisfaction.

4. OBJECTIVES:

- To study the socio-economic factors of the employees of Aurora Apparel pvt, ltd, Nipani
- To find out the various labor welfare facilities and factors of job satisfaction.
- To analyze effect of labor welfare facilities on job satisfaction of employees working in Aurora Apparel Pvt, ltd, Nipani

5. HYPOTHESIS:

H0: Labor welfare facilities and employees' job satisfaction are not positively correlated

H1: Labor welfare facilities and employees' job satisfaction are positively correlated

6. METHODOLOGY:

Data Collection technique: Well structured Questionnaire (Schedule)

Sampling Method: Non-probabilistic convenient Simple random sampling

Population: Women employees

Sample size: 100.

Tool for analysis:

- ❖ Simple percentile used to analyse and interpret demographic data.
- ❖ To analyse, interpret and to test the hypothesis Pearson's correlation employed
- ❖ Statistical Package for Social Science (SPSS) 20.0 has used as a software tool.

Secondary data: Articles, Journals, text books, websites etc.

7. ANALYSIS AND INTERPRETATION:

7.1. Demographic data of the employees

Table No.1. Demographic data of the employees

Particulars	Frequency	Percent
Age		
21-30	51	51.0
31-40	47	47.0
41 & above	2	2.0
Total	100	100.0

Marital Status		
Married	92	92.0
Unmarried	8	8.0
Total	100	100.0
Designation		
Worker	96	96.0
Executive	4	4.0
Total	100	100.0
Qualification		
SSLC	16	16.0
PUC	50	50.0
Degree	34	34.0
Total	100	100.0
Experience		
Less than 5 years	70	70.0
6to10	30	30.0
Total	100	100.0
Salary		
Less than 10K	90	90.0
10.1-15K	10	10.0
Total	100	100.0

The above table No.1 reveals that 51 percent of respondents' age is fall under range between 21 and 30, 47 percent fall under 31 to 40 and 2 percent fall under 41 and above. 92 percent of employees are marries and only 8 percent are unmarried. 96 percent of the respondents are real workers have found. 50 percent of the respondents' have qualified PUC, 34 percent were UG and 16 percent were SSLC. 70 percent of employees have less than 5 years of experience and 30 percent were having 6to10 years of working experience. 90 percent of employees have getting less than Rs.10,000 salary.

7.2. Hypothesis test:

H0: Labor welfare facilities and employees' job satisfaction are not positively correlated

H1: Labor welfare facilities and employees' job satisfaction are positively correlated

Table No.2. Correlation between Labor welfare Measure and job satisfaction

Correlations			
		LWF	Satisfaction
LWF	Pearson correlation	1	.252*
	Sig. (2-tailed)		.011
	N	100	100
Satisfaction	Pearson correlation	.252*	1
	Sig. (2-tailed)	.011	
	N	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

The above Pearson's correlation table reveals that, labour welfare facilities and job satisfaction have positive value i.e. 0.252, that shows that there is positive correlation between the variables. The p-value $0.011 < 0.05$, therefore there is significant relation also found between the variables. Hence the null hypothesis is rejected at 0.05 level i.e. H_0 : Labor welfare facilities and employees' job satisfaction are not positively correlated. Further it shows that as increase in the labour welfare facilities, their job satisfaction also increases.

8. FINDINGS:

- 51 percent OF the respondents' age fall under 21to30 and followed by 31to40 (47 percent)
- 92 percent of employees were married.
- 96 percent of employees were working as just worker
- 50 percent employees were having PUC and 34 PERCENT WERE having UG as their qualification.
- 70 percent workers having less than 5 years of experience
- 90 percent employees' salary was less than 10 Thousand.
- There is positive and significant relationship between labour welfare facilities and their job satisfaction.

9. CONCLUSION:

Each and every organization's growth is directly depending upon the quality of employees' performance. The performance is greatly related to employees' job satisfaction. Hence the employees' job satisfaction is directly, positively and significantly related Labour welfare facilities. This research also has found that as increase in the labour welfare facilities, that leads to employees' job satisfaction.

10. REFERENCES:

Armstrong M. (2006), *A Handbook of Human Resource Management Practice*, Tenth Edition, Kogan page Publishing, London, pp. 264.

- Bharadwaj, R., K., (2012) "Labor Welfare in India: An Overview", *IJEEFUS*, Vol., 2, Issue, 3, PP., 79-92
- G. Purushothaman, V. Manjula Purushothaman & K. KRISHNAMURTHY (2014). A STUDY ON EMPLOYEES WELFARE MEASURES IN NEYCEER INDIA LTD. *Journal of Human Resource Management and Development (JHRMD)* Vol. 4, Issue 1, 23-28.
- Grover, H., & Wahee, S. J. (2013). Study on Factors Influencing Job Satisfaction of Employees in Delhi/NCR. *Opinion-International Journal of Business Management*, 3(2),
<http://www.cpmr.org.in/opinion/vol3/issue2/articles/8.pdf>
- Moyes, G., Shao, L., & Newsome, M. (2008). Comparative Analysis of Employee Job Satisfaction in the Accounting Profession. *Journal of Business & Economic Research*, Vol. 6 (2), 65-81.
- Nanjundeswaraswamy T.S., Vanishree Beloor, Swamy D.R. and Nagesh P. (2019). Empirical Study on Effect of Welfare Facilities on Job Satisfaction. *Advances In Management, World Business 'n Economy Congress*, Vol. 12 (1), Pp. 115-135.
- New Cranny, C. J., Smith, P. C., & Stone, E. F. (1992). Job satisfaction: How people feel about their jobs and how it affects their performance. *New York: Lexington*
- Ramya.T. J, Bhavani shree Arepalli and Dr. Lakshmi .P (2016). A Study on Employee Welfare Facilities and Its Impact on Employee Satisfaction at Hotel Industry with Special Reference to Mysuru District. *International Journal of Engineering Science and Computing*, Volume 6 Issue No. 12, Pp. 3680-3686.
- Sanuja Shree P.N, Gurusamy S., and Balaji P. (2019). EMPLOYEE SATISFACTION ON LABOUR WELFARE MEASURES: AN EMPIRICAL EXAMINATION OF MANUFACTURING COMPANIES. *International Journal of Production Technology and Management (IJPTM)*. Volume 10, Issue 1, pp. 77-86.
- Spector, P. E. (1997). Job Satisfaction: Application, Assessment, Causes & Consequences. Thousand Oaks, CA: Sage.

Venkatesh, <http://www.yourarticlelibrary.com/hrm/jobs/factors-influencing-job-satisfaction-with-diagram/53312>

Weiss, Davis, England and Lofquit, 1967,