

A Critical Analysis of Employee Job Satisfaction: A Case Study of Apple UK

Md.Anhar Sharif Mollah

Lecturer, School of Business, Britannia University, Paduar Bazar, Bishwa Road, Comilla. Bangladesh

E-mail: anhersharif@gmail.com

Abstract

This research of the researcher find some factors of the employees job satisfaction in the Apple Company and find the effective way to give the employees satisfaction to get most profits in the company. Nowadays the employees are very important for the Apple Company. It's very important for a manager to identify the employee's satisfactions in the company by follows the Companies rules and regulations. If a manager successfully satisfied employees then the employees are increase their activities and working capacity in the work place. If the employees are dissatisfy in the company then the company cannot progress and get the target from the employees. For this reasons in the Company employees absenteeism is increase and higher turnover effect in the company. Some employees satisfactions area found in Apple store by the interview. Like: balance wages according to the working load, sufficient salary, flexible working place, flexible working hours, flexible shifts, improvement of personal requirement, balance with life and work, improve the working environments, team work, respect and good behaviour get from the managements, give freedom to express the opinion, etc. Some of the employee's satisfaction related with the financial support like: get bonus and intensive, pension after retired, get safety from the company, etc. Environmental issues are also the factors of employee's job satisfaction. For getting the job satisfaction in the job place every organisation need to arrange comfortable and secure environments. For the age difference and gender difference job satisfactions are vary in the company. Managers helping behaviours can improve the job satisfactions in the company. Training improves the working capability of the staffs and can give understanding about the job satisfaction.

Keywords: Rewards, working balance work and life, employee's satisfaction and dissatisfaction

■ Introduction

1.1 Introduction:

In the world have lots of companies. The companies have lots of competitors. Now a day the companies are not only satisfied by selling their product to the customers but also they ensure to keep the international environments in the company for performing every step with pleasant manner. In a company output depends on the employee satisfaction. Satisfied employees show their impotency in the company and the give the best output in the company. Employee satisfactions depend on the employee Job Satisfactions. Job Satisfaction controls the performance of the employee in the workplace (Armstrong, 2009).

Employee satisfactions depends on the reward, intensive, give confidence to the working place, give good environment in the workplace, give good leadership and so many things which is related with the employee satisfactions. A manager of the company can use the best output from the satisfied employees. Satisfied employees give the best skills that will be help to the company for achieve the goals of the company. Employee's performance in a company depends on the high level of attention the work and high level attention depends on the employee's satisfactions.

This research paper aim is achieve the high level of employee's satisfactions in the organisation. If an employee highly inspired in their workplace the employee must be satisfied in the organisation. Employees performance and employee satisfaction are related with each other. In this research paper it discuss about the Apple Company's employee satisfactions and their performance in the Company.

Employee's satisfaction in a company is very important for a company. For the market competition the employees give the best and effective service to the customer (Beardwell and Holden, 2001). The managers of the company decide to achieve the company goals by giving their employees inspiration. Employee productivity depends on the employee satisfactions. There is a system in a company which is must follow by the employees. The managers and the employees of the company are more committed, qualified and more effective for willing to work in the company in the case of applying the employee's satisfactions. Employee's satisfactions carry the employee's Job Satisfaction. Organisational success depends on the employee's success of useful Job Satisfactions (Alpander and Carter, 1991).

In a company it's important for a manager to know that how the employees are satisfied in the company. For that reasons the practice of employee's satisfactions is very important in a company. If a company want to get full benefits from the employees its needs to satisfy the employee in the workplace by inspecting the responsibilities. By ensure the employee satisfaction in a company the staffs are improving their work capability gradually and the performance and the level of profitability of the company increasing.

As a matter of employee satisfaction, the manager of the company need to understand the staffs needs and staffs safety and comfortable workplace in the company. The proper performance of the employee satisfaction can help the employees and the managers to increase the productivity of the company. Job Satisfaction factors are helps to get the employees satisfaction in the company. For the employee satisfactions the managers of the company responsible for fulfil the Job Satisfaction factors and the managers need to know the know the tools which will make the employees satisfied in the company (Ammar and Chan, 2007)

1.2 Importance of employee's job satisfaction:

Job Satisfaction is most important for success of a company. For job satisfaction employee's Job Satisfaction is important. By the job satisfaction employees can show their best performance in the company. In the world have many types of company. For the different types of the company, job satisfaction of the different company also different. But the key points of job satisfaction are same in all companies. If the employees are satisfied in their workplace then the company get more benefits from their staffs. Now the companies are face too much competitions with other companies. To stay in the competitions every company need to make good products and good customer service for the customers. To give the best customer service and give the customer good products its needs to satisfy the staffs in job place of the company. Job satisfactions in the job place always concern for the managers of the company. Without job satisfaction staffs and the company does not survive. It's not difficult to achieve the job satisfaction of the employees. The managers of the company need to know about the employees need in the company. The manager needs to know how the employs are satisfied in the organisation. Manager of the company is the director of employees for the greatest development and revived. If managers fail to achieve the employee's satisfaction it affect on the performance of the employees.

Now a day the responsibility of the employees increases. Armstrong (2009) describe that due to the raise responsibilities in the workplace employees are become displeased in their job place. For that reason presentation of employees decreases. Communication with the employees and management is essential for a company. But it's hard to maintain. Job satisfaction influence by the Job Satisfaction factors which is influence by external factors. However, the developments of the company depends on how the employees do their duties, how the employees perform in their duties, how the Job Satisfaction implement to the employees for job satisfaction. Battisti (2007) explain that employees are very important for companies. For the employees contribution the retail industry face the competitions. This competition help a company to develops the effective employee performance. In the organisation to improving the working environment it needs to take some strategies. Also the employees need to treat and respects the companies roles and regulations. If a company want to get the job satisfaction from their staffs they must be need to motivate their staffs. If a company motivated their employees for get the job satisfaction the companies enjoying some advantages. The advantages are:

- a. If the manager and the management of the company meet their corporal and mental needs of the employees, the employees happy to achieve the corporate rules.
- b. For getting the best efforts of the staffs in the company, its need to improving the knowledge and skills of the employees in the business. It decreases the employee's turnover in the company. If companies reduce the friction between the organisation and the management, it reduces the employee complaints.
- c. Every organisation needs to improve their quality service by giving the employees satisfaction in work place. (Beardwell and Holden, 2001).

1.5 Objectives and Aims of the research:

In here the research discusses about the employee's satisfaction in Apple Company, Stratford (Westfield) branch, UK. Primary data collected from the Apple, Stratford (Westfield) branch, UK. On the research its try to recognise some objectives based on the some research questions. The questions are:

- 1) Evaluate the factors that are influence the employee's job satisfactions.
- 2) To critically evaluate the reasons why the employees are dissatisfied and how a company can satisfy the dissatisfaction employees in the company.
- 3) To identify the value of job satisfaction at the workplace.
- 4) To recommend the company how they can give the job satisfaction to their employees.

1.6 Research Question:

The aim of the research is find the factors which are behind the employees job satisfaction and also find that why the employees are dissatisfied in the company. Based on the research aim, research Question for this paper are :

1. What are the factors are involve for the employees job dissatisfaction?
2. How much job satisfaction needs for employees in a work place?
3. How a company improve their employee's job satisfaction in the company?

1.7 Company Overview:

Apple established in 1976 by Steve Jobs and Steve Wozniak. The Apple-I computer is the first product of the company. When they were ready for sale their first product in the market that's time problems occurred. They sell their first product in 1976 in the market. After that they introduced Apple-II. In Apple Company the Human resource department was recruiting the talented people from the world. They are responsible for recruiting the most talented staffs for the Apple company. The skills staffs recruit for develop the Apple new products. The human resource department always try to make their employees busy for develop the new product and new ideas for their customers. Apple Company always tries to motivate their staffs for job satisfaction to their employees. Apple Company administration always saying that - if a perceptive people with good skills and talent with negotiation, that may be the company exactly looking for the company staffs. Come and share the staffs experience in the human resource management, gaining the talent, take training and development and salary (Linzmayr, 1999).

■ Literature Review

2.1 Introduction:

Literature review discusses about the job satisfaction in the workplace and the theories which are related with the job satisfaction define by others authors, writer and researcher. It's very important to understand about the job satisfactions theories, representation structure in the job. Literature review is essential and mandatory for research (McNabb, 2002). In the subjects of research it's described about the authorized description of employee's job satisfaction in workplace. The researcher of this research carries out the literature review link with the modals, factors which is assist to locate the purpose of research and responds the questioners.

2.2 Definition of Research:

Job Satisfaction refers the attitude other employees individually. It refers to the level to which employees gain their necessary from their efforts at the workplace (Fogary, 1994). When an employee gets the high level of job satisfaction from their work place, it means that they have positive attitudes in their job. Supervision at work, pay and conditions, promotion practices, supervision at work and co-workers this factors re can affect the employee's job satisfaction (Hackman and Oldham, 1980). There are many models for describe the job satisfaction and this models are contain the various Variety. Some of the models are include with some characteristics of employees, like gender, race, age and education qualification. This variable have some effects in the job satisfactions, this are frequently fail to explain about the variation (Reiner and Zhao 1999). Some authors or researcher describe about the variable linked to the organisational context in the job satisfaction. Herzberg (1966) said that its importance of work environments the primary determinant of job satisfaction of employees in the job place. Contribute to satisfaction, pay and job security and job comfortable and task variety this intrinsic and extrinsic factors can act as job dissatisfaction (Maidani, 1991). Hackman and Oldham (1980) identified many key factors for the job satisfaction in the work environment and they establish a classic model. In their model it describe that job satisfaction does not only by objective characteristics, need and values of employees is necessary for job satisfaction. Job satisfaction obtains the self fulfilment which is especially important for the employees. This model massively debated, extended and tested in the literature (Reiner and Zhao, 1999). Literature review describe the external and external facts of job satisfactions

External Factors	Internal Factors
Company's name Privacy of employees about the company's situation Work itself Possibility to realize one's potential Supervision and management process Evaluation and promotion policies practices Favourable work conditions Organisational climate Supportive co-workers Organisational policies	Self-expression demand Education qualification Age Gender Seniority race

Table 2.1: Factor effecting job satisfaction

Source: Ciarniene and Vienazindiene (2009)

Job satisfaction can referee the relationship of personality variable and unexpected job behaviours. Employees feel about their job behaviour and judge it like, organisational citizenship, turnover and absenteeism. The common researched of researchers is job satisfaction co-related with the life satisfaction and some

researchers are found that job satisfaction is not co-related with the life satisfaction.

2.3 Job satisfaction and its relating factors:

Job satisfaction defines as the feelings of workers that individually have every worker in their job (Spector, 1997). Researchers are needed to identify the verity components which are related to job satisfaction. Researcher also needs to measure the relative meaning of every components of job satisfaction and also examine that what effects of this components have on worker's productivity (Lu *et al.*, 2005). A Variety of finding copied from quantitative and qualitative studies that have been reported to the source of job satisfaction. This sources are include with working conditions (Adamson *et al.*, 1995; Nolan *et al.*, 1995), interaction and relation with co-workers or managers (Lee, 1998; Aiken *et al.*, 2001), work itself (Lundh, 1999; Adams and Bond, 2000), praise and recognition (Nolan *et al.*, 1995; Lundh, 1999), leadership styles and organisational policies (Lee, 1998; Tzeng, 2002a, b), job security (Nolan *et al.*, 1995, 1998), self growth and promotion (Tzeng, 2002a, b), remuneration (Price, 2002; Wang, 2002) and control and responsibility (Lee, 1998; Price, 2002).

Job satisfaction in job place has been indicate the key factors of job place turnover with the experiential literature that is suggesting a number of organisation, personal variables and professional (Lu *at al.*, 2005).organisational assurance refers to recognition with and faithfulness to the company and its goals (Blau and Boal, 1987).

Specialized promise is a person's promise, involvement, pledge or declaration towards the employee's profession (Fang, 2001). This is the incremental effects on a employees purpose to leave the organisation (Bau and Lunz, 1998) and it is the positively associated with the job satisfaction in the job place. Occupational stress has some major factors with the job satisfaction in work place as well as role conflict and role ambiguity (Tovey and Adams, 1999). Insufficient information about the work place of the employees should cover, the limits of the job role and the other employee's expectations to how the workers role fit in with the workers prospect produce role ambiguity (Hingley and Cooper, 1986).

2.4 Human resource issues in job place:

Human resource issues are very important for a company for represent the worker in the human resource field (Flynn, 2011). The employees whose are satisfied in their job place they are give their best performance that is compare with the dissatisfy employees. Retail industry need to give the best service to their customers by giving their employees job satisfaction, there is no alternative that without giving the job satisfaction to the employees get the best customer service from them. In the research the researcher said that there is some direct tools that is can use by the managements and give inspire to their employees. For job satisfaction every employees need the good environments. Environment effects do not satisfied the employees. Environment issues are stimulated by other means that is meet the employees needs.

It is very important that keep connection with the staffs and managements (Flynn, 2011). It is impossible for a company to give their facility in different countries. Every country has different government policies. For the political and environmental issues it is need to know about the policy and law of the countries for running the business in different countries. For that reasons training is very essential for save the Organisation in different countries. Important of the service is very essential. The service is directly involved with the business. Employees are does not fulfil their target for the human resource issues in the Organisation. For that reasons 75% of business which are related with the service is not fulfil. Any mistreatment report of an organisation now bound to pay \$36,500 to \$250,000 and one employee successfully claims for their mistreatment about \$1,000,000.

The argument and the clashes between the employees and the employers increase day by day. The retail organisation maintains the poor job satisfaction as well as the poor low incentive policies. For this result unfair organisational activities are practicing by the employees. that reason now the retail organisation try to improve their service like distributing mail to their employees, voice massage, appraisal, gifts, rewords and so many things. The retail industry takes the all necessary steps for only to control and give job satisfactions to their employees. Health and safety issues are include in the designed by the staff in the human resource issues. It includes the penalties and the employee's termination payments costly to ignore. Need to get the best human resource skills for any retails business or any organisation.

2.5 Factors of Job Satisfaction:

Everybody have different types of experience and have different types of needs in a job place. So job satisfaction has many factors which will be give the job satisfy to the employees of a company. The factors are:

1. Achievement
2. Feedback
3. Perception of fair payment
4. Complexity and variety

5. Organisational support, etc.

Achievement

If an employee achieves something's from the company then the employee more satisfied to their jobs. Like if staffs are doing their job properly and get the targets of the company the obviously need to get some achievement from the company (Zakarevicius and Zuperkiene, 2008). The staffs get bonus or get promotions for their good jobs. Then the staffs are satisfied in the job, otherwise they are dissatisfied.

Feedback:

Feedback is very important for satisfaction in job place. If employees does not get any feedback from their workplace then they are does not know that they are doing right things or wrong. Negative feedback is very harmful for job satisfaction. If the managers or authority does not give the negative feedback, if they said only that the right way to improve the work then satisfaction come in the job place.

Perception of fair payment:

If the payments are fair then job satisfaction is coming in the job place. If the payments of the work less than the expectation then the employees are dissatisfied (Flynn, 2011). So it needs to give the right payment according to the employee's job.

Organisational support:

Every employee want to care about them by the organisations that they are getting something back for that they are putting in the organisation. It's important that the authorities or the managers in an organisation treat with their employees. If the employees get support from the company physically, mentally and on the other ways then the employees are more satisfied in their jobs.

Complexity and variety:

Employees are getting more satisfaction in their job place if they are finding more complex and offer more variety. The employees are looks to like complex but not impossible jobs, because its push the employees more. If the works are too easy then the employees get bored. For satisfied the employees its need to give the challenging jobs and they need variety in tasks they carry out. (Lu *et al.*, 2005).

2.6 Job Satisfaction Theories:

There are many theories for the job satisfactions. Some of them describe bellows:

2.6.1 Hierarchy of Needs:

Maslow's hierarchy model needs for foundation the job satisfaction theories. This model give the good basic idea which is develops the earlier researcher theories. For this model its need five dimensions of hierarchy (Maslow, 1954) for describe the job satisfaction. The survey question in relation with the job attributes which is develops from five dimensions (LaMarre, Hopkins 1984). These five dimensions of hierarchies are:

- I. Physiological needs
- II. Safety security needs
- III. Social needs
- IV. Self-esteem needs
- V. Self-actualization needs.

Physiological needs:

In the five level physiological needs is in the first level. Its involved with the basic physiological requirements. Basic income directly involves with this needs. The physiological needs cover the comfortable and flexible work conditions and convenient, an adequate salary, efficient and effective workplace and facilities layout. If a worker does not get sufficient payments as their expectation then the worker become dissatisfied. For getting the effective works from the employees its need to give sufficient salary according to the positions and effectiveness in the work.

Safety security needs:

The second level of hierarchy is safety security needs. This needs related with the job security, protection and avoidance from the unexpected. This dimension of hierarchy involved with benefits, security, a clear defined workplace, give the stress full workplace and clear define work which is minimize anxiety (Kumpikaite, 2007). Apple Company has high security in their company. Apple follows the health and safety rules of the different countries. In the safety and security reasons the employees are mostly satisfied in the Apple Company.

Social Needs:

Social needs describe the person's need to "belong" and be accepted by others.

People want to contact with each other socially. The workplace give the opportunity for fulfil the social needs. Like, in a workplace have clubs, work group and community as well as small interaction with peers, superiors and subordinates. Social needs describe the work relation with co-workers and organized activities that provide participation. So team work and team managements needs in the company for fulfil the social needs. If employees are work in a team then they can know each other's and share their opinions with each other.

Self-esteem needs:

Self-esteem needs describe a person's feel a sense of achievement and accomplishment. Every staffs needs external validation and internal self-respect and a sense of important. Self-esteem needs describe by social recognition, titles, positions and feedback on performance. Also it's describing the challenging tasks with more responsibilities, leadership positions and acknowledgment of good presentation and opportunities and licensing and specialized titles to improve self-esteem.

Self-actualization needs:

In the self-actualization needs following areas are involves. Like, creativity and freedom to experiment with new ideas, self-expression and opportunity to use one's skills and talents (Kumpikaite, 2007; Zakarevicius and Zuperkiene, 2008; Kumpikaite and Ciarniene, 2008; Kaklauskas *et al.*, 2009) and interest, attraction to particular areas and satisfaction of curiosity.

2.6.2 Theories of Herzberg dual factor for job satisfaction:

Herzberg (1959) about several investigates about the job satisfaction in the job place. If anything happens in the Company for the employees unsuccessful jobs, it's the fault of the managements. Everything happens for the dissatisfaction of the employees. For the dissatisfaction the performance level decreases in the job place. Advantage and desolation is the two factors of job satisfactions (Herzberg, 1959). Herzberg dual factor theory of job satisfaction identifies the managerial jobs frequently and gives some proposals to get the job satisfaction in organisations.

Herzberg dual factor theory state some point about the employee's job satisfactions.

They are:

Which facts are influences to the employees for doing their performance correctly?

What are the factors make inactivity in the job?

The answers find from the employees of an organisation. If the answers come from two perspectives which are form job satisfaction view and the job satisfaction feature and also conclude some points of view. The points of view are:

Job satisfactions depend on the different action taken by the organisation.

Remove from the job an employee will not be made encourage the dissatisfaction may affect the results.

So Herzberg two factors are described by two major factors. They are:

1. Hygiene factors
2. Motivators

Hygiene factors:

The Hygiene factors are not strongly contributors in the job satisfaction but that must be needed for the employee's job satisfaction to their job place (Lu *et al.*, 2005). Its fundamentally approve that dissatisfaction is not to leave the job. Job satisfaction made the superiority, wages, benefits, job securities, state management and interpersonal interactions for the efficiency gland. When the external and this issues are understand and implement this issues in the job place the worker are get satisfaction otherwise they are unsatisfied. Its give details about trouble and inspires Companies growth. Some of them given bellow:

Acknowledgment
Logic of success
Liability
Character of the job.
Enlargement
Innovation

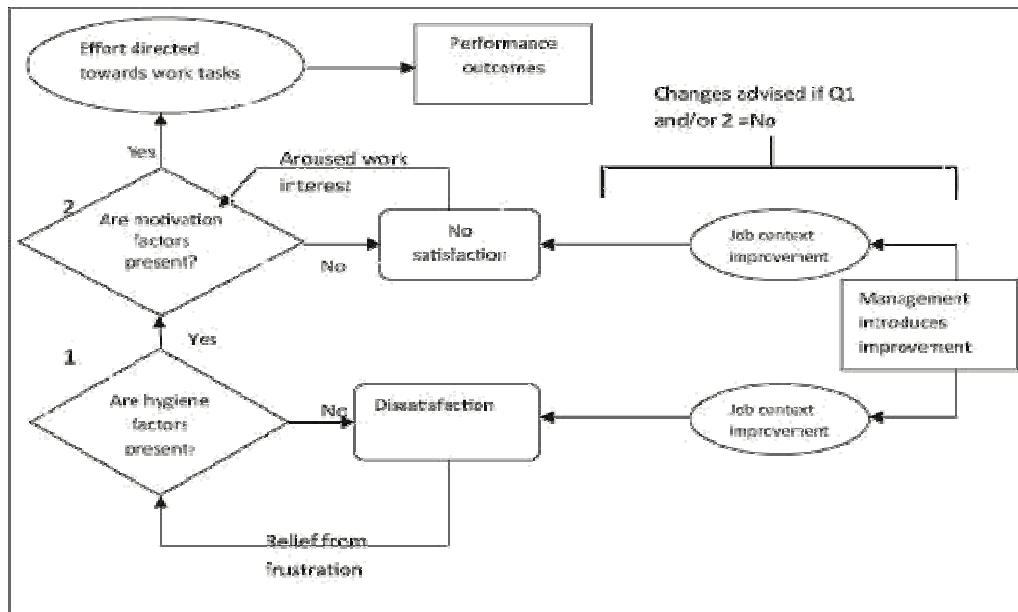


Fig. 2.1: Theories of Herzberg dual factor for job satisfaction.

Source: Bloisi *et al.*, (2003)

Life, if dissatisfaction is troubling in the development and the sanctity of the job, the change in the presentation of most of the growth would be welcome. Dubrin (2008) describe that the factor widely used by the authority for making the effective planning for getting the job satisfaction.

Motivators:

Herzberg state that if an employee is awareness then the employee get sufficient payment for his better performance in the company. This attitude is rear of every personality of the employees. In an organisation it grows the responsibility and prospect of all staffs (Mullins 2005; Bloisi *et al.*, 2003)

2.6.3 The situational model of job satisfaction:

This model describe about the job satisfaction is delivered from the job characteristics. This model describe about the all persons have same needs and satisfy by the same job satisfaction (Hackman and Oldham, 1982)

Dispositional job satisfaction model state that positive relatively stable characteristics of a staffs influence the job satisfaction independently of the job situation and characteristics (Judge, Heller and Mount, 2002). Five personality factors are used in this model. This model narrowed the scope of the dispositional theory was the core self evaluations model. Self-esteem, locus of control, general self efficacy and neuroticism four core self evaluations that determine one's disposition job satisfaction. The general self efficiency and self esteem give the higher work satisfaction.

2.6.5 The interactional model of job satisfaction:

This model argues about the fit between employees and the environment influence job satisfaction (Chatman, 1989). This model also known as the person environment fit. Spokane (1985) describe that the employee environment fit model literature and concluded that employee environment fit is absolutely fit for the employees job satisfaction.

2.6.6 Conceptual Model:

Conceptual model describe about the interrelationship of the variables and based upon the preceding literature review (Spencer, 1997; Volkwein and Zhou, 2003). In this model it contains the major constructs that is job characteristics, job satisfaction, apparent work environment and personal characteristic. The conceptual model gives three research question of research. The questions are:

1. How the job and personal characteristic influence in the job satisfaction?
2. What are the main predictors in the job satisfaction?
3. Is the Herzber's and Hygiene factors model containing the main job satisfaction context?

2.6.4 Dispositional job satisfaction model:

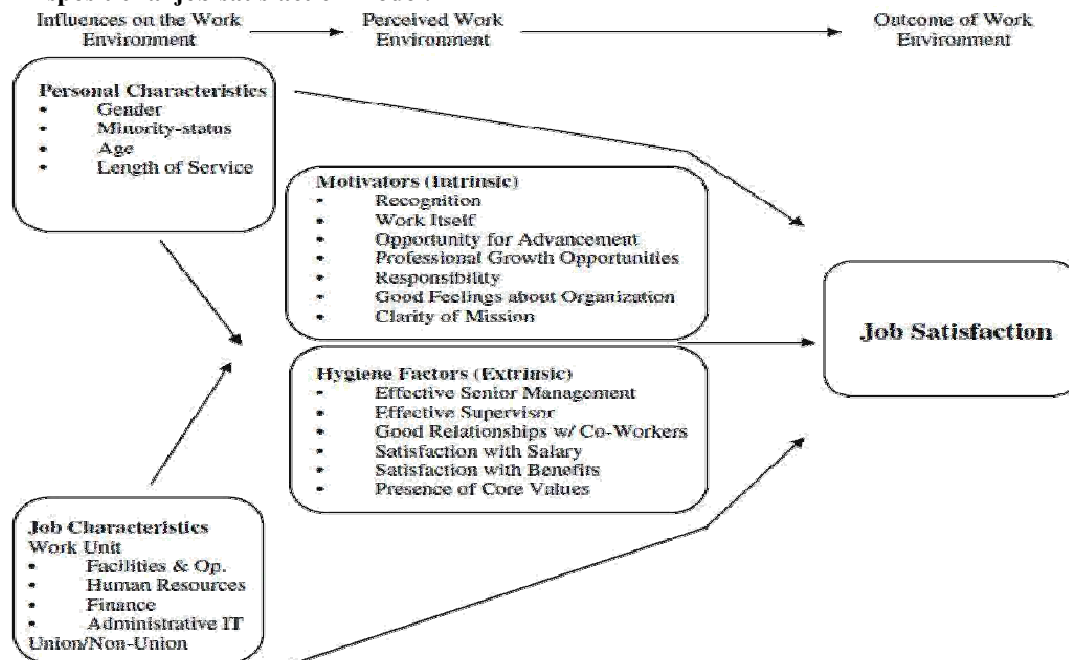


Fig. 2.2: Model for assessing job satisfaction.
 Source: Lu *et al.*, (2005).

Some dependent variable which are include with this conceptual model for job satisfaction. They are:

- Whether a job meets prospects
- Close to a perfect job
- An employee in the job how much they are satisfied.

In the conceptual model its impact on the dependent variable. By the impact of the minority-status, age, gender and length of service define by the framework of conceptual model. The apparent job environment and job satisfaction examined by the job characteristics which are influences by this characteristics. Each personal characteristics measure by 13 apparent work environment dimension. The conceptual model petitions 13 work environment for control and influence the personal and job characteristics which are into the Herzberg's motivators and hygiene factors to inspire that heir relative control on the result variable.

Every model has some limitations also the conceptual models have also some limitation. The limitation of the conceptual model is that economic climate and state policy are not considered for get the job satisfaction from the employees. Volkwein and Parmley (2000) recently examine the effects of external environments. They examine that in public higher education like university and college learn different level of job satisfaction from their counterparts. Without the environmental issues this model is really a closed system concept or view of the company (Scott, 2002). The limitation of this model has two considerations. They are:

1. This model interested in the internal aspect of the organisation and emotional states that its carry the most analytical weight of job satisfaction.
2. The employees of the organisation is not likely to direct contact with the external environment which are compare with admissions staff, development managers and senior administrators.

2.7 Job satisfaction:

Job satisfaction depends on the Job Satisfaction of the employees. The progress toward similarities with the Job Satisfaction, it is measured that the goals which is need for satisfy this need to be in contest for the organisation (Locke, 1976). Job satisfaction approaches are the behaviour of the person who is show the interest and contribution to the success which is increased in the company. Job satisfaction is a phase that all workers join unbending approach to whole treatment. Herzberg (1966) gives some issues. The following deals are following his issues:

- Achievement
- Acknowledgment
- Liability
- Progression
- Organisation rule

Management Income

By the self actualisation the employees are find the job satisfaction in an organisation (Pugh and Hickson, 1997). Job satisfaction comes by the intellectual feature of the employees. The performance in the job place decrease when employees are mentally unhappy in their work. Gallos and Schein (2006) state that if an organisation has sufficient worker then the workers are get the sufficient value from the company. Because of sufficient workers then they get help from the each other and getting importance from their colleagues. It's very important for a company to ensure the repayment, implement and promote the incentives for improve the job satisfaction of their staffs that will give the direction the completion of the work.

2.8 Personal Characteristics and Job satisfaction:

One of the protests against the situation models of the job satisfaction that is taking the little attention in differences between individuals. One group of employees are different between another groups about their necessary. Personal associate of job satisfaction focus of some researchers interest (Hickson and Oshagbemi, 1999). The researcher of the research compares the job satisfactions of the employees as physical, mental and dispositional difference. So every employee has different conception and different type's job expectation from their company. It's difficult for a company to meet all the necessary of individual employees needs. All the employees have some common personal characteristics for job satisfaction. This common characteristics are meet by the organisation for give the employees job satisfactions. Sometimes employees can find their job satisfaction by considering their personal characteristics. Because companies cannot meet the all personal characteristics for getting the staffs job satisfactions.

2.9 Education and Job satisfaction:

Job satisfaction in a company decreases if the education level is increases (Eskildsen, Kristensen and Westlund, 2003). Education does not lead to extrinsic rewards like: the money, authority, prestige and autonomy, would lead to the dissatisfaction of the employees with work by producing expectations and aspirations. Every employees need to understand about their needs and expectation in the company. Employees need to learn about the company's terms and conditions for satisfy themselves in the workplace. Un-authorized needs not fulfil the employee's satisfaction by the authority of the company. So that education about the business is important. By the education the staffs are learn about the company's term and conditions. Company can arrange the training for giving the employees education about the company's term and conditions, working conditions, working rules and regulation, about the work in the company, company positions, aim and objectives of the company and so on. By the education the employees are set their mind in the company and get satisfaction from the company.

2.10 Age and Job Satisfaction:

There is a relationship between the age and the job satisfactions. Most of the authors and researchers describe that age differences are greater than those associated with gender or education. Job satisfaction was absolutely and linearly connects with ages (Rhodes, 1983). Luthans and Thomas (1989) describe that the relationship between age and job satisfaction was rounded. In the age of above 40 most of the employees are fewer satisfactions. It occurs that for the reason of accommodation and acceptance. Most of the older worker more and more disappointed. It recognises that older worker does not take the more pressure and adopts the new technology. Old age workers have more expectation from the company. On the other hand the new workers are younger. They are mostly entered in the work freshly and they need to time to understand the work environment. The new age workers are known about the new technology. As young and new in the company the does not experience and this time is the learning time of work. So their expectations is not much then the old worker. As newly they are entered they need to time for adopt the environment. So mostly they satisfied in their new job place. Every company also have middle age worker. Most of the middle age worker satisfies in their job.

2.11 Motivation and Job Satisfaction:

For the job satisfaction motivation is very important. Without motivation employees does not successfully satisfied in their job. Armstrong (2006) describes that which factors are influence to an employee to particular behaviour is the motivation. On the other way, the external or external force an employee with great interest and determination to success, follow the way (Draft, 2003). Podmoroff (2005) identify the different degree of motivation is very necessary for the workplace in an organisation. One-size-fits are not suitable to all methods for motivation (Lazenby, 2008). Different people have different types of motivation. Every motivation has some features. Some researchers describe some feature of motivation. They are:

Motivation is characteristics as individual phenomenon. Like, every person is unique and has different motivation. Uniqueness must be display.

Motivation must be intended. Like, an organisation or company provide their employee's motivation

and this motivation influence their employees for give the best performance to the employees.

Motivation is versatile. The versatile of motivation have two factors they are:

1. People uninspired for condition.
2. Personality keenness pressures surrounding of the jobs.

Clegg (2005) describe that direct employees of intrinsic motivation, self performance and recognition requirements connected with personal behaviours. Armstrong (2009) describes the motivation by two parts. They are:

1. Extrinsic: Extrinsic motivation describe about that when individual employees are motivated by the external factors this called extrinsic motivation. Promotion and payment effected by the increasing external motivation (Fiore, 2004).
2. Intrinsic: This type of motivation done for getting the staffs concentration. It's valuable from the rewards of the work.

2.12 Gender and job satisfaction:

Many of the researchers find that there has a relation between the job satisfaction and gender. On the other way many of the researchers explain the job satisfaction and the age have been opposite. Some researcher state that women employees are more satisfied from men employees (Bartol and Wortmann, 1975). Some researchers found that men are more job satisfied in job place (Forgionne and Peters, 1982). Its very important for the repost is no significant difference between the genders in relation to the employee's job satisfactions. In the job place every employees are important as they are men or as they are women. Job satisfactions need all gender for doing their work frequently and work for achieve the company's expectations. In a company men and women work together and they work equally in the company.

2.13 Research Question Vs Literature:

Research Question	Related Literature Author
1. What are the factors are involve for the employees job dissatisfaction?	Zakarevicius and Zuperkiene (2008), Flynn (2011), Ciarniene and Vienazindiene (2009), Spector (1997)
2. How much job satisfaction needs for employees in a work place?	Forgionne and Peters (1982), Hickson and Oshagbemi (1999), Bartol and Wortmann (1975)
3. How a company improve their employee's job satisfaction in the company?	Armstrong (2006), Luthans and Thomas (1989), Clegg (2005), Herzberg (1966), Eskildsen, Kristensen and Westlund (2003)

Table: 2.2 Research Question Vs Literature

2.14 Conclusion:

In this chapter discuss all about the job satisfaction of the employees in an organisation. Job satisfaction is the main phase that work and want to be connected to the unbending approach of complete coverage. Herzberg (1966) states various types of theories about the employee's job satisfaction in a company. Like recognition, way of life, jobs provides the liability, supervision, interpersonal relation, working condition, progression of company policies and administration, job satisfactions etc are the key. In here Herzberg state two factors models. One is Maslow's hierarchy and another one is the individual needs and expectations overlap model. This are helps the research for answer the question. Also many authors and many researchers describe various types of model for how the job satisfaction comes in the workplace for the employees. All models describe about that if job satisfaction come then a company can achieve their particular goals from their employees. By the difference of age, gender, culture every employees have different view of job satisfaction. All expectations are not fulfil by the organisation. The common needs can fulfil by the company.

3.1 Research Methodology:

By the data analysis, investigating the theories of many authors and researcher and the search for truth knowledge can be developed. In the research methodology researcher handle all the main characteristic of researches, the reason of the researcher choose, advantage and disadvantage of research. Objectives of data analysis and selected in this research paper. The information of the fieldwork helps the researcher to develop the research. In the research methodology the researcher describe about the way of data collection. According to the Bryman and Bell (2007) statements, the main target of the research in the methodology part is that the further

researcher in future get information about the how to get about the employees job satisfaction, which methods use in the research for collection the data, what the procedure use in the research and which methods use for collected the data.

3.2 Research Philosophy:

Research Philosophy means that the way of researcher planed for doing a research. Research philosophy always develops the knowledge for judge the research. Saunders *et al.*, (2009) define three different types of research philosophy. They are:

1. Interpretivism
2. Positivism
3. Realism

3.3 Approaches of the research:

Research approach help for find out the research question. Research approach deals with the data collection preparations for identifications. It's very important for collecting the primary and secondary data. Primary data have the part that is quantitative and qualitative information. By following the Nachamias *et al.*, (1996) statements, the justification of the Quantitative data, its follow the numeric assessment and also analysis the statistical tools. According to the Bryman and Bell (2007) statement maximum qualitative data have quality and characteristics. Maximum primary data gather by following the interview techniques, because interview techniques allow the employees to express their opinion freedom. The two type of research like qualitative and quantitative approach design by:

- a) **Qualitative approach:** Qualitative approach is unstructured approach. Qualitative methods does not describe by the numerical information. In the qualitative methods it has exponential nature. Also qualitative methods involve with the inductive methods. This is the way of prime data collection by secondary sources.
- b) **Quantitative approach:** Quantitative approach is structured approach. Quantitative methods describe by the numerical data that is the information and representation through the analysis of statistic and the number. Quantitative methods approach the relationship between ideas and research. With the quantitative method deductive methods is involve.

In this research the researcher uses the quantitative methods. For the corporal plane, organisational development, example and query quantitative methods are used. According to the Creswell (2009) statements all information from the Apple Company collected and process for analysis. In this research paper quantitative methods is used by the researcher and it's accept by the inductive research approach. Also in the research it's needed the human aspect of this research and opinion. In this research semi-structured and unstructured methods use for take the interview from the employees and the managers of the Apple Company in Stratford branch UK. For the observation by the researcher in this research include the employees and the managers of the Apple's Stratford (Westfield) branch. In the apple company it's have lots of employee. So that the researcher chose 20 employees and two managers who are interested give the interview. The participants on the interview will be selected on the basic of department, age of employment and service. Every participant has freedom to give their opinion.

3.5 Sampling Strategy:

Sampling is short methods that is use for investigate a whole population. Sampling uses for the gathering of the data on a small part of whole population frame (Dul and Hak, 2008). Sampling also used for inform the whole picture. By the sampling it's save the time, money, labour, equipment and so on. Sampling strategy adopted to obtain a representative. By sampling it's statistically suitable sample of the entire. In this research the researcher work for find the job satisfaction in Apple Company. But in UK Apple have 37 up stores and have huge amounts of employees. The researcher gets only 4-5 months for finish this research. It's impossible for the researcher to get interview all the branches and all the employees. Its need long time for research if the researcher doing research all branches and all employees. For the term and conditions and for the Apple Company policies it's impossible to collect data from all Branches and all employees. So the researcher chose one branch Apple Stratford (Westfield) UK Branch as a representation of whole entire branches in Apple UK.

3.6 A case study of research strategy:

Dul and Hak (2008) described that a case study is investigate the circumstances of the research. Yin (2009) also gives a statement that various category of research methods use for explain any research. Exploratory research and strategy follow by the qualitative methods. The research field of the company Apple Stratford (Westfield) branch investigate for the employee's satisfaction on the company. So the researcher shows that the case study of the research helps for collect the data properly. Stratford branch of Apple represent the whole apple company

in UK. In this research entire Apple organisation that is focus on strong and helpful relationship among the characteristic and performance which will be identified.

3.7 Option of the research:

Multiple methods and mono methods are the two types of information process. Mono methods prefer the data collection will be used for quantitative or qualitative research methods. And multi methods prefer that when quantitative and qualitative research methods used for data collection (Zikmund, 2003). In the research researcher use only the single system that is only use the quantitative methods for using the data collection and data analysis. This will do for that the data collection process is structural questionnaire, data collected by the interview and then analysis will be less complicated to use.

3.8 Data collection techniques:

There are two types of data collection techniques. They are:

- i. Primary data collection
- ii. Secondary data collection

Primary data collection:

Primary data collected directly from the company. Primary data collected by the structured questionnaire and collected basic information about the research. By the structured questionnaire the researcher easily can find the exact problems of the company. Anderson (2004) said that in the interview techniques it describe the diversity of conflicting data that will be intricate. Interview results will display the employee's job satisfaction level in the Apple Company.

Secondary data collection:

Secondary data means that kind of data which is collected already and published in different source. Secondary data collect from different books, journals, videos and voice record, DVD's and CD's record, companies publish reports, information from the internet portal etc. In this research for the Apple Company's term and conditions and restriction it's hard to collect the secondary data for the research.

3.9 Methods of interview:

There are two types of interview structure process. They are:

1. Semi-structured methods
2. Unstructured methods

Semi-structured methods:

Semi-structured methods follow the exact circumstances of the research that is the researcher got only one chance to take interview of the employees (Bernard, 1988). In the Apple's Stratford (Westfield) UK branch research researcher take the semi-structured interview for protest its operations. For the policy of the company the researcher going to semi-structured interview with the participant of the research and that have been accepted. When the researcher going to collect the data from the Stratford branch the researcher face lots of problems. Like the manager need to book an appointment for collect the data from the store managers and employees and making the appointment is too much difficult. That's why for the easy way to collect the data qualitative data collection.

Unstructured methods:

Unstructured method in interviews is the boundary of search requirements engage with impressive (Punch, 1998). Patton (2002) also gives the similar statements. They understand by competing that the unstructured interviews. They also face the observation of an extension because they face so difficulties in this unstructured approach. In this research researchers change the question of intelligence or understanding by depending on the level of participates got the possibility. Here the researcher has taken some steps to protect Apple Stratford (Westfield) branch staffs to understand interviews. Researcher find that Apple company have 265 staffs, where 165 work in part time and rest of them full time employees. For the restriction of the company and due to schedule change the researcher select only twenty employees from the interview and unstructured to be decided. The researcher select the employees from Apple Stratford (Westfield) branch such as Apple genius whose are serve to the customers, cashier. In unstructured methods of interview the researcher use the qualitative data. For the different working shift of the employees and little knowledge of job satisfaction the researcher face problems to collect the data.

3.10 Research principles:

Investigate and the action to experience the punishment obnoxious is ensuring by the research ethics. Research ethics maintain the high standards, also research integrity have ability to maintain the high standard. Research results of the researcher work with reasonable care and honesty, development time, exactness of the research, processing and reporting. In a research researcher believe the confidentiality, privacy and the research should be

secure. So its need to the researcher in the research has been properly stored in the privacy. Who are the information delivery like the managers and the employees will be keep hidden. Also the employees name does not disclose for the security reasons. Zikmund (2000) describe that in the research individual concentration is not safe for achieve the exacting success in the organisation.

3.11 Conclusion:

Saunders *et al.*,(2007) describe a model that called onion model of job satisfaction. The researcher follows this model. In this research is time horizon and cost effective. That reason the researcher follow the interview techniques in the research. Apple is a big company and have lots of employees and brunch. The researcher gets small amount of time for finish this research. That reasons for time saving the researcher select a Apple company store for time saving. The researcher select Apple Stratford (Westfield) UK branch as a representative of hole Apple branch UK and select some employees and managers for take interview for knowing the position of job satisfaction in the Apple company and learn about that the employees expectation from the company. In here researcher make unstructured interview. In this research researcher follows the philosophy of positivism. This research paper accepts as moral issues.

Result: Findings & Discussion

4.1 Introduction:

In findings and discussion chapter, primary sources of data collected by interview. Interview is taken on the basis of research questions and objectives. Also the researcher trying to get all answer of research questions which are related with the employee's job satisfaction. All the question of interviews tries to design by meet the all necessary answer which is related with the research subjects. The research questions in this research designed to find the job satisfaction in the Apple's employees.

Interview has many advantages instead of questionnaire in Apple Company. Apple is a big Company. They have lots of Branch in UK and also they have huge amounts of employees. Apple has more security and they have lots of restriction. For that reasons questionnaire collection is very hard. Also many employees disregard the questionnaire. With an interview the employees are interested in what they have to say. By the interview techniques the researcher can ask questions at several levels to get most effective information from the subject. Also by the questionnaire people always not ready to write their responds.

4.2 Interview result analysis:

The researcher of this research came for know about the human research department in Apple store which is situated in Stratford (Westfield). In this Apple's store it has 265 employees are working. In this store Apple have eight managers. It's very difficult to take the interview all the employees and managers. So the researcher fined 2 managers and 20 employees for participate in the interview as a representative of all employees in Apple's. In the research paper analysis part have two divisions. They are: First one analysis about the employee's perception and other one analysis the manager's perception. 10 questioners make for the employees and 10 questioners make for managers for find the job satisfaction.

4.2.1 Analysis of employees interview results:

Safety needs affecting the sales people:

Safety is very important for the employees in a company. Without safety a worker does not satisfy in the work place. In Safety needs affecting the sales people topics the questions come about the security and stability in the Apple Company. In the company accessibility and efficiency of employees is the transfer (Smoke, 2005). For this reason, the choice to deal out the authority to take away directors and staff were mannered. If less money allocate for the employees then less journey, staffs can upset in the life of security and stability of service. Apple have a secure data and Apple company different from others company about the protection of their own created data. It needs to give the security for the employees to protect the data. So the company needs to arrange the safe journey for the employees for safe them from kidnapping. Also the Apple does not give the reasonable overtime payments to their employees. It's a big issue for employee's satisfaction in the Apple Company. The Apple Company organise different shifts for their staffs. If the company give more hours and reasonable shifts that would be great but this is the big issues in the Apple Company. Company give the employees short shift and this is difficult for the employees. Also in the shift one week to another week staffs saw that more change coming in their shifts. As a result the balance shift pattern is not available in the Apple Company Stratford (Westfield) Branch UK. Also the length of the shifts is not expected by the employees. One of the employee who is work in the Apple Stratford (Westfield) branch UK last five years, he answered a question about the Safety needs affecting the sales people topic is like that:

"I observed that all time maximum employees get short shifts. Maximum shift duration is five hours a day. But it needs to stay the staffs more time for closing the shop. It needs more extra time for closing the shop. But for this extra time company does not pay extra amounts. For that reason also the staffs

who are live far from the store they face difficulty to journey in their home”

The staffs always want to flexible hours and flexible shift from the company. They want that every week the shifts will be remaining same. Every week the need break time for relaxing. The employees are does not want to turn the shifts every weeks. Five hours shift are too small shifts for an employee. After finishing the shift it need the extra hours for closing the store. It needs to pay the extra hours which is needed to finish employees work in the company. So overtime payment system need to be added for give the secure and safety about the payment methods and job satisfactions. If the late night close hour employee of Apple company need to give safety in their safe journey.

Employees are concern of Physiological require:

In this topic the researcher focuses on the physiological needs as well as employee’s satisfaction. In here the question come about the payment of Apple company that the payment is sufficient for the employees or not and is the payment fulfil the employees basic needs. (Smoke, 2005). Some of the employees are happy about their payment from Apple some of them are unhappy. In the rescission season the employees are happy about their payments.

If the minimum payments give skill workers this payment is not sufficient for the skill workers. The skill workers need the payments according to their works. One of the employees in Apple store Stratford (Westfield) branch who work in the company last three years when the researcher ask him about the question for interviews then the worker answered that:

“Apple Company does not pay me as my expectation. I am work on each section and keep myself busy. Every second I use for give the best service. When I get the money as a salary I saw that this was not sufficient as I work hard in the company, as I compare with other companies.”

It’s very important that every company have competitors and for the competition markets its need to pay the competitive salary as the other competitors pay their staffs. in a company work is not flexible. The company need to improve their salary structure according to the employee’s demands. When an employee does not get their salary as their expectation then they are dissatisfy in their work. The worker work hard and work in the different department as the company needs and the worker use their every second for achieve the company goals and give the best service. But when they saw that the salary competitively low from others retails company then they are dissatisfied. For the employees satisfaction Apple needs to pay the perfect salary as the market demands.

Respect needs affecting the sales people:

Respect in the job place is very important for the job satisfaction in job. The respect needs affection the sales people focus on the value. Behaviour of the staffs, supervisor, manager, management is encouraged by the most essential (Bloisi *et al*, 2003). In the Apple Company they have many workers in different culture and different ages, also have different religious. The company imagine working behaviour management that may be suitable or not. Apple Company has clear policy and has equal rights of the employees. In the Apple Company have different type’s gender works. Some staffs are men and some are women. Every gender and ages people need to get the respect in their work and Apple Company bound to do the respect to their employees. So every company need to respect their worker for give the job satisfaction. In Apple different gender, different age, different ethics people get respect from the managers. Some of the staffs believe that they do not get the respect from their company. It’s not true for all time. If employees follow the companies terms and condition and doing their work according to the instruction they must get the respect from the employees. After that if the employees does not get the respect then they are face the job dissatisfaction. One of the employees who is participate in the questioner he answered that:

“For the supporting to the staffs the manager works with the employees. So in this situation we said that the management of the Apple are very helpful and give respect to their employees. If any difficulties come then the management intentionally come forward to solve the problems.”

The participants in the interview said that the management are listening to their views and they are friendly so solve the problems. Apple management believe that everyone have equal rights if they are different ethics, gender age, countries what about they are. Management and the worker when they work they give each other respect and give the good performance.

Employees are influence by rewards:

Self actualisation is very important for job satisfaction in the job place. Reward that is financial and non financial and different views of the employees are the effective way for get the job satisfaction (Dubrin, 2008). Financial reward is vest for any employees of the company. But if employee gets the non financial reward they also be satisfied in the job sector. The non financial rewards depend on the promotion; give value of the employees etc. Also personal development like training and give service for employees are giving the job

satisfaction to the employees. Staffs are meet different way to current demand that can be inspiring the staffs. Employees satisfaction also depends on the Job Satisfaction of the employees give the essential training to the employees about their product and service; give the clear statement about the business goals and objectives. An employee who works in the Apple Company Stratford (Westfield) UK branch since last four years, he said that:

“Financial and non-financial reward give the employees satisfaction and inspire to perform well. The targets of the company and the aim of the company need to clear to the employees. Also the objectives of the company need to be clear to the employees. Then employees derived them in to the same goals and objectives. For that reason every employees need to be trained by the Apple company.”

So training is very important for know the companies object and aim to the employees then the employees can working well for achieve the goals. The participant in the interview thinks that he is a member of staffs to the Apple Company and management to twist a few staffs who will be achieving their goals in Apple Company. Paying the salary on time and paying little more as a reward of the excellent job the company is inspire the employees be satisfied in the job place.

Trade employees influence by care:

In the workplace data it's found that most of the workplace employees are happy in team. Maslow's hierarchy model developed based on the customer demand (Smoke, 2005). In the workplace the co-worker are very much friendly in the work and there is an industrialist or businessperson and professional groups to give confidence the spirits. Although, in a company some staffs are face troubles to understand about their co-workers. The employees whose are participant in the question of interview they are surprise that work environment and good humour. Maximum employees think that the team will be huge mix with cultural support and nationalities. Most of the employees in the interview said that the Apple Company is good effort and good humour to help in the group. One of the employees who work in the Apple Company Stratford (Westfield) UK branch last three years give answered the researcher question that:

“We are whose are work in the Apple company come from different countries. Our culture, our religion is different and also our life style capabilities are different from each others. But the Apple store treat us a same scale that we are work in a same company. It's very grateful for every employee in the Apple Company.”

In the Apple Company have nice environment or work. Apple store employees are come from different place and different but they are doing fun together in the work and supply a great job for Apple by doing the work in a group. Because in Apple Store have a friendly environment to help each others to make their work easy. Every employee is happy to deal with the customers with helping as a team work in the Apple store. If every employees doing work together and help each other to get their targets in the company then the environment in the Apple store come throw the work friendly. Every employee is come forward in a friendly work environment and they are satisfied in the job place.

Freedom of opinion gives job satisfaction the sales people:

In the Maslow's hierarchy model describe as a value model. Freedom of opinion is very important for give the job satisfaction to the employees. In the questioner for the interview it's about to know about the self opinion needs for the employees. Mullins (2005) describe that it is essential to hear staffs view. In the interview it's for know about the employees opinion listen by the Apple company or not and for that reason the employees are satisfied or not. In here opinion is not only for the employees but also for the management of the Apple Company. Every employee believe that if the management of the company listen their opinion about how to improve their service and product then the company get benefits from the opinion. Professional staffs, team members, and worker everyone is valuable for the company. Everyone wants to improve their company. So their opinion is very important for the company. One member of the Apple Company Stratford Branch said that:

“Every employee is part of the Apple Company. As a part of the company every one need to understand about the progress of the company. The employees are communicating with the customer most of the time. So staffs of the company whose are communicate with the customers they know about the customers expectation more. If we are the staffs are suggest Apple company about the customer satisfaction and customer expectation the company and the company management can make proper business strategy. If I got to give my opinion to the Apple company management obviously I give some strategic plane about the customer satisfaction”

So obviously employee's opinion is very important for Apple Company for their future plane. Because the employees are work with the customers and they know about the customers better then the management. If the Apple Company take the employees opinion then the employees are inspire to work hard to give their opinion to the company for company success. If a problem creates in the company then employees can give good solution to solve the problem. The management listen carefully the opinion and try to solve the problems. The employees

when they give opinion then they are wait for the result that their opinion is helpful or not. If the management give the employees opinion feedback then the employees are more inspire to give the opinion. If the employees opinion not workable the management need to tell them about that their opinion not workable for this time, may be next time if they give another better opinion then the employees are inspire for give their opinion next time.

Balance essential in employees work and personal life:

Here it discussed about the love. The employees are contrasted that time how the work impact on the employees personal lives (Smoke, 2005). Every staffs have family and friends. The employees need to maintain the friend and family and give them care and time. Every family is very important and need to attend the family events every time and need to spend some times with the family. The participants of the interviews they expressed that it is in their mind but it challenge and necessary to take care of the family. The employees of Apple want to work and family life be happy and feel to keep balance. But it is very difficult to keep balance to the family and work life. Like family is important and work is also be important and it's a challenge for employees to maintain. Some staffs are can meet the challenge and they are happy and most of them spent more time with the family they cannot make the challenge and balance with the work and family. One of the employees who work in the Apple Company Stratford (Westfield) UK branch give answered the researcher question that:

"We are doing our jobs in organisation and carry on in our life. In our life job is very important. I am doing my jobs sincerely and maintain my family life. Staffs have short period of work in the Apple Company. For that reasons the staffs get huge time for spending much time in their personal life."

It's very important to carry the gentle personnel. Work is a part of life that what kind of work they are doing. Every employee have weekend and the workers of Apple weekend fully enjoyed with the family. So it's make a job satisfaction in the work place if the worker got time to maintain their family life. Every employees need to make the balance with the work and family. Its need to remember all the employees work is a part of life. Apple Company gives great opportunity and give enough time to their employees to spend much time with their relations.

Factors motivate the sales person:

Every Person wants to best work place. In the interview whose are participate they also need the best work place in their work company. But in the Apple Company the employees are suffered for that. In the UK retain industry is very profitable. Like Apple stores are very profitable store in the UK and Apple is the successful carrier company which will allow a great interest in the progression and success in the future career. In the world this is the best place for the human to get the best work place. In Apple Company is a brand company in the World and they have lots of customer. An interview participant who is work in Apple Stratford (Westfield) UK branch for last two years, he give an answered of an interview question. He answered that:

"Apple Company is a big company in the world. For their products quality they achieve the huge place in the market. As an employee of Apple Company I am grateful because I am a member of the famous company. Its inspire me to build up my occupation."

Apple have the best place for working environment which is motivated the employees to work. Apple has the brand name and as a employee Apple support the employee to lead a happy life. Apple have friendly environment to work in team. A worker is proud themselves as a part of Apple in the World.

Recommend other to work in Apple:

Apple is a large and famous company in the world. Apple has the product value in the retail industry. Apple always tries to give their customers unique products. Apple is a brand company and known to every person in the world. Recruitment process in the company is expensive and need to time for recruitment (Flynn, 2011). Personal outlook of the staffs to another position focus on the recommend other to work in Apple. As Apple Company staffs became a part of the company is proud to everyone and every people want to be a part of the company. The environment of the Apple Company is pacefull and has good facilities to work. So Apple Company helps the staffs to work frequently. Apple Company arranges training for upgrade the staff's skills and develops the friendly end efficient service environment for the staffs. The management of the Apple Company is fair, supportive, cooperative, helpful and willing to give hand for help the staffs to solve their problems and get success. Last five years one of the staffs work in the company and the staff is attend the interview, the staff answered:

"Apple Company is most valuable and famous company. Apple is the successful company in the world. Apple arranges training for their staffs to developing the skills of the employees. Apple Company always tries to improve their facilities and improve the working environment for their staffs. Apple Companies consider the employees benefits first. That why I always suggest that anyone can take art of the Apple Company."

Apple Company develops and creates job opportunities for the employee market. A person can easily get good environments and establish their career with Apple. So a member of staffs easily recommended any person for

start their career with the apple company. Also now a day's interview procedure is costly and for fulfil the interview procedure its need long time. If the Apple company need urgent employee, then the Company recruit the staffs by the recommendation of the staffs who are work in the company. It time consuming and cost effective process for any company. Apple Company gives the opportunity to make a goods carrier to their employees. As a member of staffs every employees can use the Apple App's.

Views of employees as working in Apple Company:

In the job place it's have many stage that can be satisfied the employees; also they have not satisfied in their current level of job place (Flynn, 2011). Every employees need to inspired by the Apple's trade policies and safety. The staffs are plane to go to the hire level form their current level. Every employee has to plan to achieve their post as their expectation in future. For this reason the employees are work hard. The plan of the workers is within the six months achieve the expectation post as they are went to be a managers in the Apple store. An interview participant who is work last one year in Apple Stratford (Westfield) UK branch, he gives an answered that:

"As a team member in Apple store, in near future I want to be a manager or managerial level member. It is most important and good-looking then the customer supporter place. "

In a six month a team member can achieve the management level if they are work hard and give their skills to achieve the company goals. If an employee have the qualities and have good skills then they can get their achievement in managerial post very faster. Apple has the career in the post of supervisor, manager, etc. One participate in the interview expect that the employee develops the retails sector as well as the employee develop the career sector. So future prospect activate a team member in the Apple store and they believed that if they are work hard and give the best effort to achieve their level position they must achieve. For this best effort the Apple Company get the best service from their employees and the employees satisfy by getting their best position in the company.

4.2.2 Interview of the managers:

Passions with work life:

Passions is very important for a life. Here question about keen. In here, description about the director and co-workers that is tries to achieve in terms of definite attention to give and accept support (Clegg, 2005). Work is the great part of the life. Without work a people cannot survive in the world. So work is important for life. One of the managers who work in the Apple Company Stratford branch last five years he answer that:

"I find that job is very important for our life and it's not free from the problems. If any problems come in the job then the organisation take the necessary steps for overcome the problems. Problems come and it will solve about in this time every manager need to be passions that problems will be solved by the organisation. "

Managers are very happy to work with their co-workers. Manager always wants to help to the staffs. Problems come and manager tries to solve the problems with passions.

Factors that make you valuable:

Every person has different factors. Different factors make the manager valuable. One of the participants in managerial levels who is recently journey to German for vacation and discusses about that how they manage their knowledge to meet a contact (Mullins, 2005). Five years experience manager of Apple answered that:

"In the Germany tour it's my best achievement in my job life. In that tour I learn a number of strategies. It's my honour. "

So this kind of factors are influence the staffs. This kind of tours is a learning point for the managers and the staffs. Like this kind of tours share the information about the company, discuss about the problems and find the solution and discusses about the business strategies and so on. So these kinds of factors are making the valuable.

Managerial performance authority by the rewards:

Everyone needs reward of their work. As a manager also need reward of influence to achieve the goals of the company. In here the question comes about the non-financial reward that is good enough for manager. Most of the worker in the company believes that personal satisfaction is better than the money. As a personal satisfaction staffs needs good environment and respect from the company. It increases the employee's productivity. Five years experience manager who is participate in the interview he said that:

"If I done my job in the company successfully and get appreciate for this finished job then I am satisfied and try to improve myself for doing better job next time. Every employee in Apple Company wants to get good comments from upper level. But one thing is come first that is salary. Every one of the company consider the salary first."

In here the non-financial reward important for the manager. If a manager doing his job perfectly and finish the

job according to the company expectation then the manager expect the initial satisfaction and reward come. But when the manager gets less salary from their company they are dissatisfied if they get non-financial reward.

Personal integrity:

Personal honesty is very important in a workplace. The decent integrity did the right thing and does the things that would be responsibility by the managers. One of the manager five years experience the researcher ask the question about the personal integrity. The manager answered as follows:

“We carefully handle the notice about the remove of any member of staffs from the company. We notice the employees and then notice for sack the employees.”

This is the personal integrity of a manager in the company.

Way to motivate the employee for job satisfaction:

For the job satisfaction Job Satisfaction is very important. Without Job Satisfaction an employee does not satisfy in their job place. A manager was not prepared for the benefit of a work is finished. The manager returns to the group and ask someone to do something’s good jobs (Mullins, 2005). People need to know about their needs.

Job Satisfaction and rational the groups improves their skills. One of the manager who is experience near about five years, participate in the interview and answered the questions as follows:

“I am doing much work with my subordinates which I can perform. For the performance I am motivated by the company. For Job Satisfaction I give my staffs rewards after finishing the job. Also I follow my staffs work for motivated my staffs I suggest my Apple authority for give promotions about their good jobs. When staffs work well in the Apple Company, I always appreciation them.”

Job Satisfaction to the employees depends on the good leadership. Company’s staffs come near the managers. The manager position is a vital fraction in the Organisation. For the motivated to the employees Apple Company paid vacation and sick payment to the staffs, give financial and non-financial rewards for better jobs. The employees are always getting support from their managers when the staffs are in holiday. In this way Apple Company motivated their employees and the managers doing that job successfully.

How to Built confidence:

For the group success it’s also the success of manager. Successful business manager always said about the meeting and operational management (Clegg, 2005). Five years experienced manager answered in the interview of the researcher that:

“Employees are working in the Apple company for achieve the goals of the company. We control our staffs and give confidence for achieve the goals of the company by monitoring and personal discussion. If any one does not develop in view of principles then we try to develop them by conversation with the staffs. In this way we are built the confidence to the staffs of Apple Company.”

The managers of Apple Company Stafford branch trying to understand the view point of the workers unique in nature. Every manager tries to give the confident to do the work successful to their employees. By this way manager can built confidents to their employees.

How add influence the performance:

In this topics manager point of view as like a two side story that is well documented review of manager to describe his concerns (Mullin, 2005). It is very important that when any things happened in the company it need to full investigate and need corrective meeting is believed to solve the problems. Five years experience manager from Apple Stafford (Westfield) participate in the interview and answered to the question as follows:

“I give the works to my staffs for justify their performance in the work as usual in the company. But if I saw any guilty about do doing their work and if their performance is not good then I take action for this employee according to the Apple Company’s code of conduct.”

Every manager provides the employees necessary information. Manager needs to influence their employees for doing the good performance.

Motivational factors influence the managers to get job satisfaction:

One of the manager’s works in the Apple Company near about seven years. The researcher asks questions to the manager and the manager answered that:

“I always take the challenge to find out the main reason behind the violet performance and based on his problem I try to solve out this.”

Apple has some Job Satisfaction factors for satisfy the managers. Managers have challenge to find out the problems and try to solve the problems on the spot or as soon as possible. For this managers need training to prepare them as a problem solver. So training can motivate the managers and with Job Satisfaction managers as well as the co-workers of the managers satisfy in the job place.

Future prospect working a manager:

Every business has future and managers of the company working for bring good future in the Apple Company. In the business fund and companies statistics is the oxygen for the business (Dubrin, 2008). A manager who experienced near about seven years in the Apple Company he gives the answers about the question of factors that motivate the managers as follows:

“It is our duty and responsibility that make Apple company solvent economically in future.”

Managers always need to prepare themselves for accept the next challenge. Every manager in Apple Company needs to prepare for future. Future prospect of a manager give confidence to do good work in the company. Managers always try to improve responsibility, leadership for the give good environment to the Apple Company in the future.

Presentation of staffs control by rewards:

Reward influences employees in organisation. Gallos and Schein (2006) states that the permanence of manager takes the liability to delivered the combination of community, financial and individual. In the points of the directors every staffs chose always financial factors. Five years experience manager from Apple Stafford (Westfield) participate in the interview and answered to the question as follows.

“I believe that all employees prefer the economic as well as the social relationship. Reward motivate the staffs and give influence for perform good jobs in the company. I always prefer to give the employees financial or non-financial reward for influence the employee’s performance.”

4.3 Discussions:

The main purpose of the research including the preparation of Apple job satisfaction for employees and motivate the employees. In the research it’s also included the effective investigation to find out the reason of employees dissatisfaction in the job place in Apple Company. Based on the research objectives some research result discuss below:

Objective 1: “to find out the meaning of job satisfaction in the sales services.”

All the data collected from the financial environment and its show that Apple Company supports their staffs very well. Current employees of the company are most important for the company’s competitive benefits by the suggestion (Battisti, 2007). When a employees want to leave the company they leave for dissatisfaction in the company. For the job satisfaction its needs the security of the staffs, superiority, benefits, interpersonal interaction, state management and wages. When these fundamental issues are understand by the Company that is creation of impartial feeling and defence the fundamental requirements that give the employees satisfaction. This research of the researcher explains the problems of the situations and gives the ideas to overcome the problems. Some Components are depends on the job satisfaction. Apple Company influence their staffs for giving the job satisfaction by competitive wages, enough shift and shift length of work, give flexible work location, equal valance of work load, give the personal life and work balance, inspire the staffs for job spirit and team work and so on. In the work place managers have some work for give the job satisfactions Managers need to do justice and giving the staff’s freedom to state their opinions, give the staffs value and so on. All the components for achieve the employees job satisfaction in the job place and its necessary for Apple company.

Locke (1976) describe that amount of work that is pleaser by the worker brain of a stage detached by a unbending approach of the staffs work, whole coverage emotionally involved. The behaviour of person who emerge in their work will contribute to achievement are greater than before. The statement of the important service the researcher in the research state that make known retailers that would be directly in the caring, may be they are involved in the rise will help. Frustrations in the work place of the staffs are lead to the employee’s dissatisfaction. Frustration the cause of failure to achieve the development of the company and increase the absenteeism and turnover of staffs in the company and also effectiveness also affected (Armstrong, 2006). According to the statement of Thomson (1999), Herzberg tries to investigate the circumstances of the support and support of the staff’s assets. Herzberg calculates the main study of the case after achievement of the work. Give the rewards as an award in the Apple Company it give the good effects and give good results for the apple company.

Objective 2: “To explore the factors of employee’s job satisfaction in the job place”

Every job has some satisfaction and for this satisfaction some factors are behind to achieve the employee’s job satisfaction in the job place. In this research researcher

Apple company need to motivate their employees for achieve the job satisfactions. Some areas of the Apple Company like workload, model of ob shift and consider the incentives for future action motivate the employees and give job satisfaction to the employees. Clegg (2005) describe that the use of intrinsic Job Satisfaction that is directly involve to the inner self and performance of the unity with means to meet those necessities. Intrinsic Job Satisfaction gives the employees satisfactory performance. On the other hand, extrinsic factors in Apple company that models shift and various stage of feature on the increase. Team work , team

management, team spirit, manager justice, freedom of work, manage the facilities of work and life style all the factors are involve to give the employees job satisfaction.

Objective 3: “critically investigate the factors of Job Satisfaction which are directly involved with the job satisfaction in term of go faster the organisational performance.”

Job Satisfaction factors are really important to increase the job satisfaction in the workplace. For the current standard of workload the staffs are not get sufficient time to explore their opinion. If the staffs are properly motivated by the workplace the Apple Company really get some advantage. As the Maund (2001) description in the organisation the managers are ready to get helps from authority.

Objective 4: “to effectively appraise the causes at the back of the work disappointment in the workplace.”

After this analysis its shows the areas of satisfaction with the management personnel and give some information for further improvements could be reviewed. For some reasons the staffs are dissatisfied in the company. The reasons are: not giving the staffs flexible work hour, giving extra workload, not giving the expected work level etc. Esteem needs, physiological needs is necessary for the job satisfaction of the employees in the company.

Objective 5: “To suggest the Organisation about achievements of staff’s job satisfaction.”

Some important areas are needed to follow by the Apple Company. For workload it needs to give perfect salary to the employees. It’s also need to sure the time schedule of the work shift is flexible for the employees or not. Employees need to same time table and work shift every week and need to balance work shift with their life. All employees need love and mythologies for satisfy in the job. Employee’s value in the workplace gives satisfaction. Maslow (1943) state that the range of model comparatively diverse to the culture in the world but the variation known to make happy of a staff for an accurate culture. The basic need is physiological need for the life. For job satisfaction its need to fulfil the employees physiological needs.

Conclusions and Recommendations

5.1 Conclusion:

Apple Company is quite good for give the employee’s job satisfaction according to the data collection. For the company success employees are very important (Battisti, 2007). If employees are not satisfied in their job place they cannot achieve the goals of the company. For the workload the employees are lose the effectiveness (Armstrong, 2006).

5.1.1 Employees job satisfaction influence by the motivational factors:

Extrinsic Job Satisfaction indicate that the employees of Apple company motivated by the external factors. If the external factors are increase its may be effected the position and payment (Fiore, 2004). It’s also affected on the disciplinary action. The objectives of this factor are more powerful but it’s effective for the Apple Company. Extrinsic factors are immediate action and not for a long period. Research of the researcher based on the interview process. For this reason researcher face many difficulties to get the data from the Apple Company. In this research objectives are achieved. In this research researcher face difficulties when the researcher try to make the appointment with the participant and researcher does not got any perfect time for taking the interviews from the participants. This research is very helpful for Apple Company as usual the retails industry for inspire their employees and give the job satisfaction to their employees. Knowledge and skills of the employees develops the business by contributing in the business. By the job satisfaction and Job Satisfaction absenteeism will be reduce from the Apple Company.

5.1.2 Job Satisfaction theories practices by Apple:

Job satisfaction has different theories given by many researchers. In the research mainly based on the Maslow’s models use. Also many other theories are use for give the job satisfaction in the Apple Company. Maslow (1943) describe the hierarchy between different culture is comparatively general. It is not enough to do the fundamental work for get the job satisfaction. Different theories need to follow to get the job satisfaction in the Apple Company. Employees are dissatisfied for working condition, quality of care, job security, salary and benefits and interpersonal relations.

5.1.3 Employee job satisfaction level within Apple:

Employees are satisfied by the Job Satisfaction of the company. For job satisfaction Job Satisfaction is very important. Employees are influence their characteristic and behaviour for the intrinsic Job Satisfaction. Give the confident to the employee in their work for the Company expectation to work well Montana and the challenging of the work make the employee’s clean idea of the work, attractive and use the personal power and efficiency that can be provide. Experience is the major feature for self determination and intrinsic Job Satisfaction (Deci and Ryan, 2005). Every employee and the management need to interaction with each other for reduce the frictions. Apple Company needs to reduce the criticism between the employees. If any problems create in the company it’s the challenge of the management of the Apple company need to be introduce come development training for overcome the problems. Apple always improved their product quality and ability for get interest from the customers in their product.

5.2 Recommendation:

The management of the Apple Company need to recognise the possible opportunities of the staffs. The management also need to find the capability of the staffs. In the research researcher describe some recommendation for fulfil the research objectives. The recommendations are given below:

5.2.1 Explain the Companies objectives and aims:

Every company have business goals and objectives. For the employees job satisfaction its need to clear the aim and objectives of the company. Regarding to the Apple Companies product and service its necessary to give the appropriate training to the employees increase the business. If an employee know the aim and objective of the Company and know the target of the company then the employees can get the success.

5.2.2 Salary consideration on the basis of workload:

Salary is very important for an employee. For the workload Apple Company need to consider the Apple companies employee salary. It's found that maximum job dissatisfaction cause for the salary. Every employee requires their specific need. Managers need to check the employee's ability and take action about the salary according to the staff's ability.

5.2.3 Balancing the Work schedule:

Every employees need to know about the work schedule for manage their life and work. If the worker face imbalance work schedule then they cannot match their life. For that reasons the employees are not satisfied. In the work place if the working hour change every week and there is not fix time for working hour then the employees are become disappointed. So its need to fix a time table as a work schedule every week and give specific direction to do work in the working hour's then satisfaction is come to the employees. If any worker work hard and doing extra work for the Apple Company then the Company need to give the financial and non-financial reward to the employees. With work schedule a company need to give financial support to the every employee like give bonus and benefits, good salary, retirement pensions and job security.

5.2.4 Consideration of different job satisfaction model:

By the different types of model of job satisfaction in Apple Company give the understanding of human need that will influence the employees. Different types of model assurance the condition of inequity. It's also concern produced by a voracious necessitate. The models are recognising the requirements that are required performance which will be achieve target of the Apple Company.

5.3 Areas for further research:

In this research the researcher get small amount of time. For that reasons all areas are not possible to explain by the researcher. For keep the balance of work in the company its need to further research. Establish the company internationally the company face problems with the employee's job time and fall to make the associations with the staffs. For the additional investigate a company capable of get better their employee's job satisfaction to achieve the companies aim and researcher can identify the problems of employees in the Company.

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