

Factors Influencing Job Satisfaction of Employees in Telecom Sector of Pakistan

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Abstract

The telecom industry plays an important role in the underpinning of a country's economy. This study is aimed at getting a clearer view of the level of satisfaction of the employees in various telecom companies. The main concerns are the relative importance and need of different job satisfaction factors and how they contribute to the overall satisfaction of the employees. Another field of focus is the impact of different things, such as experience, age and sex on job satisfaction. The results deduced represent employee relations, salary, fringe supervision, and efficiency as the most important factors influencing job satisfaction. It was seen that job satisfaction was good in telecommunication companies. This paper was utilized in understanding the importance of the environment in which the employees work, pay, fairness, promotion, job security, supervisors, and co-worker relationships and their effect on job satisfaction. All telecom companies Ufone, Zong, Telenor, Warid telecom, Pakistan Telecommunication and Mobilink were visited to collect data. Data was quantitatively collected through close-ended questionnaires with a sample size of 200 telecom sector employees. Data was analyzed through correlation and multiple regression using SPSS software and results were significant. The overall job satisfaction of the employees in the telecom sector is at the positive level. Hence, this research was mainly undertaken to investigate on the significance of factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction. This paper presents a comprehensive diagnosis of job satisfaction indices of telecom sector, the factors causing the dissatisfaction & suggestions to improve them.

Keywords: Job Satisfaction, Job Dissatisfaction, employees, telecom sector, Pakistan.

1. Introduction

Job satisfaction is considered to be the measure of an employee satisfaction or contention with their work. This term is relatively new. This is said because not so long ago, jobs offered to a person were often only compatible with the person's parent's profession. A number of factors tend to affect a person's level of job satisfaction. A few of these factors are the salary and benefits, the nature of the job, the environment, working conditions and leadership. Concerned with job satisfaction is job design and job enrichment, job rotation and job enlargement are all performance methods. Other things that influence job satisfaction are the style of management as well as the culture, empowerment, employee involvement, and work groups with the liberty to work autonomously. The easiest and the most used way of measuring job satisfaction are using scales that record the employees' reactions and response to their job.

This implies that the achievement of job satisfaction in order to have the commitment of the organization developed is not the simplest thing and functions according to individual firms (Kabir M. , 2011). There are many strategies available that can prove fruitful but the choice should be made by the individual organization depending on what human resource strategy they think right in order to fulfill their objectives and requirements. A research like this has not been carried out in Pakistan's telecom sector before this. The aim is to discover the factor that influences job satisfaction the most in Pakistan and the factors that can help improve it, specifically in the telecom industry of Pakistan. Especially, demographic and environmental factors are given the most importance.

Therefore, the intent of this research is to examine the factors that influence job satisfaction of employees in telecom sector in Pakistan. The research is quantified in its nature with a sample size of 200 employees from all telecom companies. The respective data are analyzed with descriptive statistics, correlation and multiple regression. And the respective results are interpreted and the conclusion is drawn on the basis of the data analysis.

1.1 Background of the study

An important side of an organization is people management. This concept was derived from the idea that the Human resources and the organization are both synonymous to each other. An organization with good management would consider its employees its assets and the primary source and portal to productivity and financial gains. These organizations give more importance to employees instead of capital. To make sure that their goals are achieved these companies foster an environment of commitment and cooperation with the help of strong policies. If the Human resource department is satisfied, the employees will be satisfied. And these motivated employees then work with better loyalty and pay the company back with a good productivity and low turnover rate.

Although, the antecedents and consequences or results have explored quite a few times (Spector, 2000). This topic in the telecom industry has not been taken up. The results gathered from the previous studies cannot be

applied to this sector.

The best way to gain job satisfaction, however, is to make use of wage in order to join motivation and job satisfaction to organizational commitment (Weins-Tuers, 2000). Knowing that this would not be enough to bring about the kind of job satisfaction we need, other things came up that included training and skills development for employees (Spector P. , 1997). This could be applied through the very important principle of continuous learning for the organization. But this only covers a part of the Human Resource management. In order to get an overall holistic view, we need a different approach that targets and covers fair wages, employment conditions, benefits, to support motivation and satisfaction which would in turn increase organizational commitment (Champion-Hughes, 2011).

1.2 Problem Statement

Based on the above discussion, the study aims to identify the impact of working environment, pay & promotion, job security, relationship with co-workers, relationship with supervisor and level of fairness on job satisfaction of employees in the telecom sector of Pakistan.

1.3 Objective of the study

The objective of the study is:

- To determine the relationship of working environment with Job satisfaction level of employees in the telecom sector of Pakistan.
- To determine the relationship of pay & promotion with Job satisfaction level of employees in the telecom sector of Pakistan.
- To determine the relationship of job security with Job satisfaction level of employees in the telecom sector of Pakistan.
- To determine the relationship of co-workers with Job satisfaction level of employees in the telecom sector of Pakistan.
- To determine the relationship of supervisor with Job satisfaction level of employees in the telecom sector of Pakistan.
- To determine the relationship of level of fairness with Job satisfaction level of employees in the telecom sector of Pakistan.
- To provide general recommendations to practitioners.

2. Literature Review

This particular topic of job satisfaction interests both the people who work for or are associated with organizations and the people who study them. Various components of job satisfaction have been researched in order to measure their importance in job satisfaction. This kind of research is also aimed at figuring out how different components influence the productivity of employees. Different motivating factors include achievement, performance, recognition, promotion and things related to the job and personal development. While motivating factors contribute to job satisfaction for the employees, protective factors contribute in dissatisfying them (F. Herzberg, 1959).

It is explained that the existence of satisfaction through the idea of maintained classified needs. These include all kinds of needs; physiological (resting, drinking, eating, etc.), the need to and for love (cooperative environment, friendship etc.), security (health insurance, pension etc.), self esteem (to be given importance, self-confidence, recognition etc.), and finally the need of self actualization (ability development etc.) (Maslow, 1954).

Similarly, Reilly (1991) defines this phenomenon in terms of the feeling that the worker has for his work. Different people have given different views about job satisfaction over the years. M.C. Ellickson (2002) defines job satisfaction in terms of the employees' liking for their work.

Other than the job itself, the thing that affects job satisfaction a lot is the expectation that an employee has from that kind of a job (Hussami, 2008). Things that very seriously increase the magnitude of job satisfaction are lower convenience costs, and social, organizational and personal reward (Willem et., 2007). Job satisfaction is no simple phenomenon. It is a complex deal with multiple facets (Johns, 2000). Many things influence it, such as salary, the working environment, communication, autonomy, and organizational commitment (KA Lane et al., 2010)

Compensation is interpreted by different people differently. The different terms used in this paper are reward, compensation, and wages (Zobal, 1998). For automobile industry, salary was found to be the most important factor contributing to job satisfaction (Y. Kathawala et al., 1990). For retention and for turnover, compensation has proved to be a very important and valuable tool. Also, it acts as a major motivation for employees who want to stay committed to the organization in turn enhancing the attraction as well as the retention (Chiu et al., 2002). The role of leadership in the process of knowledge acquisition was examined with the help of a survey that was carried out on 227 people who have been involved in this kind of knowledge acquisition (politics, 2001). The results deduced from this survey showed that leadership styles including encouragement for participation and human interaction positively reflect on knowledge acquisition. Friedlander and Margulies (1969) showed through their study that friendly relationship among staff members and good management result in job satisfaction.

Similarly, Brown (2006) showed work conditions being defined by the employee's work place, the work itself, the instruments used in that work, the rules of the organization and their policies.

Service quality is also a very important factor where job satisfaction is concerned. It was also brought to limelight recently that service quality is in fact a component of satisfaction (Chiu et al., 2002). This idea surfaced because it has already been accepted that satisfaction is made up of various other factors; for instance service encounter satisfaction. So it can be said that when little satisfaction is derived or received from each service encounter, the employee is left completely satisfied with the entire service. Many studies in the past have shown that job satisfaction can very efficiently studied with respect to the co-worker and supervisor behavior, promotion and salary or pay, organizational and other such work related factors. In some of the studies employees were satisfied, in others they were not. This study's objective is to determine and enlist the various factors that contribute to job satisfaction for employees of telecom industry in Pakistan.

3. Theoretical Framework

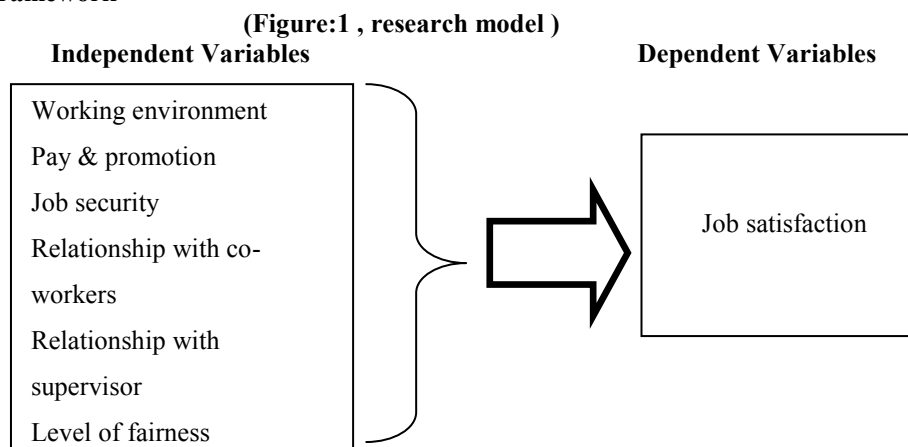


Figure: 1 show that the independent variables including working environment, pay & promotion, job security, relationship with co-workers, relationship with supervisor and level of fairness may affect the dependent variable job satisfaction in the telecom sector, Pakistan.

3.1 Working environment and job satisfaction

Various studies in the past have tried to explain how the work environment in different areas plays an important role. Hytter (2008) concluded that work environment has only really been discussed by people from the industrial perspective, meaning that the focus has primarily been on the physical sides such as noise, heavy lifts, toxic substances and their exposure etc. Denton (2005) found out was that the environment also plays an important role in the employee's decisions of either staying with or leaving the organization. Through research in Pharmaceutical industry, in Bangladesh Kabir M. M., (2011) also found that working environment played an important role in the employee's job satisfaction. Keeping in mind the findings of previous studies, the current study hypothesized that:

H1: *There exists a positive relationship between working environment and satisfaction in the telecom sector of Pakistan.*

3.2 Pay & promotion and job satisfaction

Another important factor that affects job satisfaction is salary as shown by the survey conducted Y. Kathawala et al., (1990) in the automobile industry. That particular survey aimed at describing the different job characteristics and how they were ranked by the employees. The results, not so surprisingly, showed that the number one factor for job satisfaction was found to be compensation and number for motivation was salary. For retention and turnover, compensation is a very important tool. It also tends to motivate an employee who is committed to the organization and enhances either attraction or retention (Zobal, 1998). When given to an employee for his services, it shows the employee that they are important for the organization and that their existence matters (Chiu et al., 2002). Keeping the previous studies in mind, the present study hypothesized that:

H2: *Pay & promotion enhances job satisfaction of employees in the telecom sector of Pakistan.*

3.3 Job security and job satisfaction

It can be said and argued that if the employees are satisfied and content with the job security they will automatically be committed to and loyal to their organizations. This hypothesis and idea finds its roots in literatures such as (Denton, 2005; (KA Lane et al., 2010). An employee who is satisfied with his job security tends to perform better than the one who is not. This hypothesis also finds its roots in popular literature of A. Ruvio, (1996). In the context of these previously held studies in the present one, it can be hypothesized that:

H3: *Increased job security has a positive impact on job satisfaction of employees in the telecom sector of Pakistan.*

3.4 Relationship with co-workers and job satisfaction

Many studies reveal that relationship with co-workers is the fifth strongest determinant of job satisfaction. This finding reflects the importance that social relations in the workplace can have on employee job satisfaction. This result is in line with the extant research in collectivist cultures where employees are reported to put a strong emphasis on cooperative and collegial work (X. Huang et al., 2008). On the basis of prior studies, the present study hypothesized that:

H3: A positive correlation exists between relationship with co-workers & job satisfaction in the telecom sector of Pakistan.

3.5 Relationship with supervisor and job satisfaction

According to Hussami (2008), employees want supervisors who have a bond with them and who trust them, understand them and show fairness. If the supervisor is abusive the worker is left with no choice but to be dissatisfied with their job. According to Williams (2004) supervisors play such an important role in jobs that it would not be wrong to say that employees leave their bosses, not their jobs. Often outside the formal process of evaluation, the supervisor gets a chance to discuss the progress of employees. They said the employee in finding their true place in the work place and not simply the next rung on the ladder (G. Brown et al., 2008). On the basis of the present research and keeping in mind the prior studies, it can be hypothesized that:

H4: Supervisor's supports increase the job satisfaction of employees in the telecom sector of Pakistan.

3.6 Level of fairness and job satisfaction

According to Noor (2009), there exists a good and positive relationship between fairness of work policies, insurance policies, and working hours and job satisfaction. Through a course of action based on work-life principle, a respond can find itself on a better position to be able to cater to the demands of customers for better service accessibility. Through this, the organization can also reach tactics to work with the revolutionized ways that will end up satisfying both the employers and the employees (Champion-Hughes, 2011). On the basis of prior studies, the present study hypothesized that:

H5: Increased level of fairness has a significant impact on job satisfaction in the telecom sector of Pakistan.

4. Methodology

In the study to identify and to classify all the aspects and factors contributing in the job satisfaction of employees of telecom industry in Pakistan, the research methodology employed is given as follows:

4.1 Data Collection Method

Both primary and secondary sources were used to collect data. Surveys were the sources of primary research and secondary research was carried out through different publications, books, articles, research studies and web sites. The sample consisted of 200 respondents. PTCL (Pakistan Telecom Authority), Ufone, Mobilink, Zong, Warid and Telenor were all selected as the sources of primary data. The researchers visited each of these companies to talk to the officials about job satisfaction. The middle and upper level employees of all departments were given the questionnaires. Over 4 weeks the data were collected. This process had its pros that consisted of first and foremost confidentiality, and in following people who do not return the survey questionnaires when expected and require reminding. The response was measured through a scale of 5 (1=strongly disagree, 2=disagree, 3=uncertain, 4=agree, 5=strongly agree). This research is based entirely on the responses received from the selected population of Pakistan's telecom industry which was chosen for the survey.

4.2 Data Analysis Method

In order to measure the relation between variables (dependent and independent) multiple regression and correlation were applied to the findings through the sample. Descriptively the data was both analyzed and tabulated. And then this final tabulated information was used to measure the satisfaction as well as dissatisfaction of employees. Firstly, the correlation model was applied to the work conditions, supervisor relationship, employee or co-worker relationship, promotion, pay, fairness, job security and satisfaction. Then to all independent variables regression model was applied, so that their relationship with dependent variable job satisfaction might be better understood. Since we have six independent variables, multiple regression model was used as a measure for their relationship.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + e$$

Y= Job satisfaction (dependent variable)

β_0 = Constant

X_1 = Working environment

X_2 = Pay & promotion

X_3 = Job security

X_4 = Relationship with co-workers

X_5 = Relationship with supervisor

X_6 = Level of fairness

With the help of the above given equation, the effects of independent variables on the dependent variable of job satisfaction were measured.

5 Findings of the Study

5.1 Reliability

Table 1.
Reliability coefficients

| Scale | Cronbach alpha coefficient | No. of items |
|------------------------------|----------------------------|--------------|
| Work conditions | 0.735 | 3 |
| Pay & promotion | 0.796 | 3 |
| Relationship with supervisor | 0.704 | 3 |
| Job security | 0.715 | 3 |
| Fairness | 0.826 | 5 |
| Relationship with supervisor | 0.891 | 2 |

Table-1 shows that instrument used in this study was reliable with cronbach's alpha value of 1st independent variable (working conditions) **0.734**, with cronbach's alpha value of 2nd independent variable (pay & promotion) **0.796**, with cronbach's alpha value of 3rd independent variable (relationship with supervisor) **0.704**, with cronbach's alpha value of 4th independent variable (job security) **0.715**, with cronbach's alpha value of 5th independent variable (fairness) **0.826** and with cronbach's alpha value of 6th independent variable (relationship with coworkers) **0.891**.

5.2 Correlation

Table 2.
Pearson's coefficient of correlation matrix for key variables in the study

| Variables | WC | P&P | RS | JS | Fairness | RC | J. Sati |
|-----------------|---------|---------|-------|---------|----------|---------|---------|
| WC | 1.00 | | | | | | |
| P&P | 0.002 | 1.00 | | | | | |
| RS | 0.012 | 0.267** | 1.00 | | | | |
| JS | 0.756** | 0.000 | 0.062 | 1.00 | | | |
| Fairness | 0.021 | 0.276** | 0.051 | 0.674** | 1.00 | | |
| RC | 0.581** | 0.006 | 0.686 | 0.561** | 0.460** | 1.00 | |
| J. Sati | 0.000 | 0.010 | 0.054 | 0.000 | 0.000 | 0.765** | 1.00 |

** Correlation is significant at the 0.05 level (2-tailed), N = 200, WC= Work conditions, P&P= Pay & promotion, RS=Relationship with supervisor, JS= Job security, RC= Relationship with coworkers, J.Sati= Job Satisfaction

Table-2 shows that association between all variables is positive. Significant relationship is also found among many variables. Working condition has a positive and strong correlation with pay & promotion, relationship with supervisor, fairness and job satisfaction at 0.05 significant level. Pay & promotion has a positive and strong correlation with job security, relationship with coworkers and job satisfaction at 0.05 significant level. Job security has a positive and strong correlation with pay & promotion and job satisfaction at 0.05 significant level. Fairness has a positive and strong correlation with job satisfaction at 0.05 significant level.

5.3 Regression

Regression table measures the amount of total variation in dependent variable due to the independent variable. Table-3 shows the value of Adjusted R² is 0.500. This value indicates that there is almost 50% variation in dependent variable (job satisfaction) due to a one unit change in independent variables. The Durbin-Watson value is 2.090 that is significant and must be approximate 2. Table-3 shows the F value is 34.150 at 0.000 significant level which shows that the model is good as its value is less than 0.05.

Table 3.
Multiple-regression of independent variables on employee performance

| Independent variables | Standard error | Beta value | t-value | P |
|------------------------------|----------------|------------|---------|-------|
| Work condition | 0.042 | 0.041 | 2.810 | 0.008 |
| Pay & promotion | 0.040 | 0.327 | 5.389 | 0.000 |
| Relationship with Supervisor | 0.059 | 0.050 | 0.989 | 0.324 |
| Job security | 0.039 | 0.827 | 13.861 | 0.000 |
| Fairness | 0.042 | 0.157 | 3.241 | 0.013 |
| Relationship with coworkers | 0.021 | -0.007 | -0.136 | 0.892 |

N=200, Adjusted R Square = 0.500, F = 34.150, Durbin-Watson= 2.090, overall model significance = 0.05 level

Moving on the beta value of independent variable (working condition) is 0.041 with t value 2.810 and significant level of .008. The beta value of independent variable (pay & promotion) is 0.327 with t value 5.389 and significant level of .000. The beta value of independent variable (job security) is 0.827 with t value 13.861 and significant level of .000. The beta value of independent variable (fairness) is 0.157 with t value 3.241 and significant level of .013. This beta value indicates the amount of change in the dependent variable (job satisfaction) due to changes in independent variables (work condition, pay & promotion, relationship with supervisor, relationship with coworkers, level of fairness and job security).

6. Conclusion

If the employees are satisfied, the service quality will improve and so will the employee satisfaction. In such a situation it is only wise for policy makers and managers to turn their focus and attention to their employees, so that they are satisfied. The aim of this study was to test all the possible factors that can affect telecom sector employees in job satisfaction. Through the results it was inferred that the factors affecting job satisfaction were very well explained and in order to make business better great care and attention should be given to the employees. From the results that were obtained it can be said that the key factors that contribute to employee satisfaction are promoting, pay, fairness and working conditions. The importance of money in this case should not be underestimated. Everybody needs money. All employees work so that they can earn money. The main purpose behind all of this is nothing but money. So, money and compensation play an important role in the job satisfaction of the employees. The service quality, organizational performance and job satisfaction can all be increased if the employees are given good salaries. Good pays are great motivators. Working conditions have also proven to be a strong influence on the job satisfaction of employees. The physical design too, to some extent affects the job satisfaction of employees. In telecom sector, work greatly depends on the relationship between employees and the environment; hence they consider a part of the working conditions that affect job satisfaction. Healthy work environment and relations motivate the employees to do good, consequently increasing the level of their performance. Identifying the elements that play the most important roles in making up the physical environment of a workplace and defining them is the need of the hour. In this particular sector, fairness is expected of the supervisors of all employees. Fairness on the team lead's part would inculcate a positive attitude in the minds of employees, motivating them to work hard. Keeping in mind this fact, we can consider fairness the key to job satisfaction. The best services can only be achieved through satisfied employees and so in short, an organization's performance, to quite a big extent, depends on fairness.

7. Recommendations

As a result of this study, many opportunities for future results have surfaced. In order to observe and analyze the relationship between job satisfaction and factors like pay, promotion, work conditions, job security, and relationship among employees and supervisors additional research should be carried out other than overcoming data gathering limitations. The lack of statistically proven findings and conclusions are the outcomes of limitations. The following suggestions should be kept in mind for any future researches:

- 1) For any future research in this area, it is suggested that researchers use a large proportionate stratified random sample to compare between more than one public institutions.
- 2) In order to investigate the possible relationships between these variables and all the other extraneous ones for example job level, role ambiguity, co-work, and contingent rewards and job satisfaction, research should be conducted.
- 3) With respect to the telecom sector, qualitative researchers should try to conduct a research. Through this research a better and a different perspective on job satisfaction and employees can be attained, providing a better understanding of what employees think of their jobs.

Based on the results deduced from this study of job satisfaction of telecom employees, the following suggestions are made to pharmaceutical companies' managers and policy makers:

- 1) For the company, favorable conditions should be arranged. In order for the work conditions being good, employees should be advised and taught to foster good interpersonal environment.
- 2) An effort should be made to improve the employees' salaries.
- 3) A scientific performance appraisal system should be brought to function in the organization in order to improve the level of fairness in the telecom sector. Utilization of scientific systems from other countries can be done to analyze and evaluate work performance of employees and their service quality.
- 4) Make sure that the strategies employed are right-sized within the company and the employees available are trained efficiently for a brighter future.

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