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Work Experience Differences in Job Satisfaction: An Empirical Assessment

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Abstract:

The research investigates whether work differences exist in job satisfaction among employees in an organisation. The research was embarked on using 140 respondents, selected through convenience sampling method, and data collected using a self-designed questionnaire. Data were analysed using means of responses and Analysis of Variance (ANOVA). The findings suggest job satisfaction was higher for respondents who have worked between 3 to 5 years, and 6 to 8 years than those who have worked 2 years and less and those who have worked for 9 years and above. There is also the length of work experience differences in job satisfaction. Implications for human resources practices are discussed.

Keywords: Years of work experience, employee job satisfaction, respect for workers, devotion to work

1. Introduction

Because of absenteeism and turnover of employees, the association of the length of service and employee job satisfaction has become an important research topic for researchers and professionals, especially human resource practitioners (Karp et al., 1973; Porters & Steers, 1973; Atchinson & Lefferts, 1975; Locke, 1976; Mobley et al., 1979; Scott & Taylor, 1985). There is also the proposition that satisfied employees stay longer in an organisation, whereas less satisfied employees do not stay long in an organisation. Therefore, job satisfaction is considered as a function of the length of service. To be able to manage absenteeism and turnover in organisations there is the need to understand the role of length of service in employees job satisfaction. Some employees leave their organisation for other organisations when they are not satisfied. For example, when some employees are not promoted in their organisations, they leave for other organisations so that they will be promoted.

The review of the literature indicates that studies on the association between length of service and job satisfaction are not many (Oshagbemi, 2000), and with the few empirical studies, the findings are not consistent (Perković & Borić, 2015; Singh & Mohan, 2020; Topchyan & Woehler, 2021). The current study adds to the literature to enrich our understanding of the association between length of service and job satisfaction. For this study, the number of years working in an organisation refers to the length of service.

The purpose of the current study is to investigate whether the length of service differences exist in job satisfaction of employees to contribute to the body of knowledge that exists in the literature on the determinants of employee job satisfaction. Because job satisfaction is a key aspect of organisations wishes of their employees, the current research asks whether the length of service in an organisation is related to the job satisfaction level of employees? The study is based on the proposition that length of service differences exists in job motivation and that a higher average level of satisfaction score will be reported by employees whose length of service in an organisation is longer, and vice versa.

The study did not include other demographic factors such as age, gender, and educational level. The study is descriptive and not explanatory. Cause and effect conclusions are not appropriate based on the findings of the study. Since the questionnaire was used to collect data, some respondents might have been economical with information, whereas some also felt reluctant to answer the questionnaire. The pandemic also posed a challenge in accessing some respondents.

The rest of the paper looks at the review of related works, the methodology, empirical results, discussions and conclusions.

2. Review of Related Literature

Findings of empirical works on the association of length of service and job satisfaction are found in the works of various researchers (Oshagbemi, 2000; Oshagbemi, 2003; Ekere&Ugwu, 2011; Gesinde&Adejumo, 2012; Onukwube, 2012;Khamlub et al., 2013; Perković&Borić, 2015; Singh & Mohan, 2020). The results have been mixed.

Klassen and Chiu(2010) searched for the influence of work experience on teacher job satisfaction and reported that respondents job satisfaction is nonlinearly related to job satisfaction, and that satisfaction increases from early years to middle years and then decline thereafter. Their research is based on a much larger sample of 1,430 respondents, which is good for external validity, though the total population is not known.

Ekere and Ugwu (2011) analysed the effect of work experience on employees in a higher educational institution and reported that the satisfaction level of the respondents in the study was significantly influenced by work experience. More experience respondents are more satisfied than less experienced respondents.

Gesinde and Adejumo (2012) examined the association between work experience and job satisfaction among teachers. Their research findings show that work experience significantly influences respondents job satisfaction in the survey. Job satisfaction of respondents with above 5years was different from those with less than 5years.

Kamarulzaman and Ibrahim (2012) investigated the predictors of employees' job satisfaction among employees in an organisation. Their study findings indicated that years of experience has no significant effect on job satisfaction. The sample size is quite enough, though the total population is not stated in their study. The method of data analysis was also appropriate for the study.

Onukwube (2012) studied the nature of job satisfaction among employees in an organisation and reported that respondents were satisfied with the supervision they receive; relationship with co-workers; the nature of work; but were not satisfied with their salaries and promotion. The findings further indicate that years of experience significantly influence job satisfaction positively. In the study, only a few factors (5) of job satisfaction were investigated.

Khamlub et al. (2013) investigated the effect of work experience and job satisfaction among employees and reported that there is a significant effect of work experience on job satisfaction. They reported that respondents were satisfied with 17 of the satisfaction factors, but were not satisfied with salary levels. The most satisfying factors were freedom to choose the method of working; followed by the amount of variety on the job;the amount of responsibility; and relationships with co-workers. Their study is of interest since many dimensions of job satisfaction were investigated.

Perković and Borić (2015) inspected the effect of years of work experience on job satisfaction among teachers. Their study findings show that the work experience of the respondents in their study significantly influences the attitude of the respondents.

Azumah et al. (2017) studied job satisfaction among employees in Sunyani Technical University and reported significant overall job satisfaction in the study. Respondents were more satisfied with salary and workload, and well also satisfied with elements of job satisfaction.

Latiff et al. (2017) investigated the role of years of experience of employees on the job satisfaction of teachers and reported a linear association between years of experience and job satisfaction in their study. They indicated that the respondents with many years of experience were more satisfied than respondents with fewer years of experience.

Singh and Mohan (2020)examined the influence of years of experience on job satisfaction in India and reported that there is no significant difference between job satisfaction and years of experience and concluded that years of experience do not affect job satisfaction in their study. This study also provides support for the mixed findings on the effect of work experience on job satisfaction.

Topchyan and Woehler (2021) investigated the role of work experience in employee job satisfaction among teachers. Their research findings indicated that the years of experience as a teacher significantly do not affectthe job satisfaction of the respondents in the survey. Their study is of interest for the comparative analysis of substitute teachers and full-time teachers.

3. Research Methodology

3.1. Design/Strategy/Type

The study design is a quantitative research design. The relationship between work experience on job satisfaction is quantified in the study. The quantitative design allows for wider analysis involving a greater number of respondents, which increases the generalisation of the research findings. It also permits objective analysis of results. descriptive, the study, in addition, is based on the descriptive design since the purpose is to identify and classify the effect of work experiences on job satisfaction. The studyalso is a cross-sectional study and not longitudinal, since the research is a population-based study and therefore, data was collected from the respondents once for analysis without further collecting data from them for analysis. It makes the study quite quicker and less expensive.

3.2. Target Population/Sample Size/Sample Selection Method

The research target population is the employees of public and private institutions in Sunyani Township, Ghana. The sample size for the research is 140. Theconvivence sample method was used to select the sample because the sample frame was not available and also because of the pandemic, there were challenges in contacting some employees.

3.3. Data

Primary and secondary data were collected and used in the research. Journal articles and books were the main sources of the secondary data. They were retrieved from electronic sources. Primary data are the data obtained from the respondents of the study, and they were obtained using the self-designed questionnaire, administered by the researchers with the use of research assistants. The questionnaire was in two sections, section A, dealing with the demographic features and section B, the subject items, which were twenty (20) in number. They were in a five-point Likert scale format in a positive statement. Hence, strongly disagree=1; disagree=2; neutral=3; agree=4; and strongly agree=5. Descriptive statistics such as mean, and standard deviation, and inferential statistics such as One-Way Analysis of Variance (ANOVA) were used to analyse data, employing the Statistical Package for the Social Sciences (SPSS) version 26. Tables were used to present the results.

3.4. Conceptual Framework

The research is based on the work adjustment theory proposed by Dawis and Lofquist (1984). According to the theory, individual and work environment interact with work with feedback effect. The model is used to predict employee attitude towards job concerning work environment and the individual. Various individuals have different requirements for reinforces in an organisation, and there are different reinforcers in an organisation. Figure 1 exhibit the model for the study. The model considers job satisfaction dimensions as the dependent variable and work experience as the independent variable.

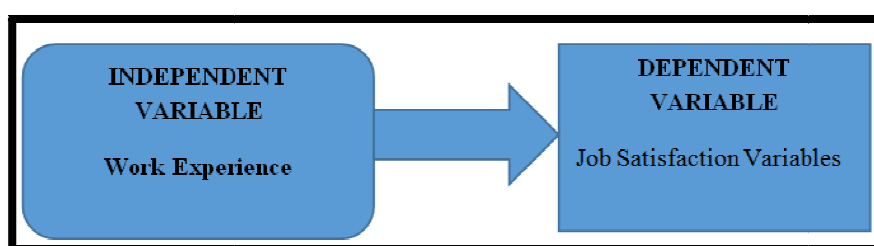


Figure 1: Work Experience Differences in Job Satisfaction

4. Empirical Results

4.1. Work Experience Information of Respondents

Table 1 exhibit the work experience profile of the respondents. The results in Table 1 show majority of the respondents have worked between 3-5years in their organisations, followed by those who have worked for years less than 2years.

Variables	Frequency/Percentage (%)
Experience	
2years and less	40(28.6)
3-5years	46(32.9)
6-8years	26(18.6)
9years and above	28(20.0)
Total	140(100.0)

Table 1: Results on Work Experience Profile of Respondents
Sources: Author's Computation

4.2. Test of Reliability/Dimensionality

4.2.1. Reliability Test Results

Table 2 exhibit the test results of the reliability test. There is higher internal consistency because the Cronbach alpha coefficient value of 0.892 is higher than the reference standard of 0.70. Cronbach (1951) explained that a value of this nature shows the items on the questionnaire are adequate and reliable for research analysis.

Categories of Statements	Cronbach's Alpha	No. of Items	Conclusion
Work experience and Job Satisfaction dimensions	0.892	25	High reliability

Table 2: Results of Reliability Analysis for Job Satisfaction
Sources: Author's Computation

4.2.2. Dimensionality Test Results

The dimensionality test to assess the nature of dimensionality, that is unidimensional or multidimensional was performed. The results are depicted in Table 3 indicate multidimensionality of the scales since 4 components explain about

67%, of the variance in the components employing the initial Eigenvalues. In all, four (4) components were extracted. In Table 4, and figure 2, all the variables loaded except for respect for others and learning from colleagues.

Initial Eigenvalues				Extraction Sums of Squared Loadings		
Components	Totals	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.321	41.603	41.603	8.321	41.603	41.603
2	2.773	13.864	55.467	2.773	13.864	55.467
3	1.625	8.124	63.591	1.625	8.124	63.591
4	1.104	5.520	69.112	1.104	5.520	69.112
5	0.967	4.833	73.944			
6	0.782	3.908	77.853			
7	0.686	3.429	81.282			
8	0.518	2.591	83.873			
9	0.476	2.379	86.252			
10	0.444	2.221	88.474			
11	0.363	1.814	90.288			
12	0.341	1.704	91.991			
13	0.294	1.469	93.461			
14	0.258	1.289	94.750			
15	0.227	1.136	95.886			
16	0.206	1.029	96.915			
17	0.174	0.871	97.785			
18	0.156	0.782	98.567			
19	0.146	0.730	99.298			
20	0.140	0.702	100.000			

Table 3: Dimensionality Test Results for Job Satisfaction Scales
Sources: Author's Computation: Extraction Method: Principal Component Analysis

	1	2	3
Respect For Workers	0.446	0.512	-0.092
Salary	0.500	0.342	0.175
Participation In Decision Making	0.590	0.514	0.237
Devotion To Work	0.550	0.553	0.101
The Behaviour of Supervisor Towards Employees	0.599	0.389	-0.029
Learning From Colleagues	0.459	0.585	0.037
Leg-Pulling Sincerity	0.553	0.348	0.035
Physical Facilities Provided to The Workers	0.657	0.113	-0.048
Equality In Benefits	0.714	-0.064	-0.126
Problems Solving	0.797	0.011	-0.231
Work Schedule	0.785	-0.107	-0.270
Performance Appraisal	0.707	-0.161	-0.454
Clear Authority	0.689	-0.335	-0.458
Clear Responsibility	0.592	-0.190	-0.296
Medical Facilities	0.708	-0.345	0.070
Transportation Services	0.722	-0.275	0.341
Personal Office	0.682	-0.310	0.489
Sports Facilities	0.629	-0.415	0.368
Internet Facilities	0.568	-0.337	0.239
Working Conditions	0.544	-0.165	0.131

Table 4: Results for the Components: Factor Matrix
Sources: Author's Computation

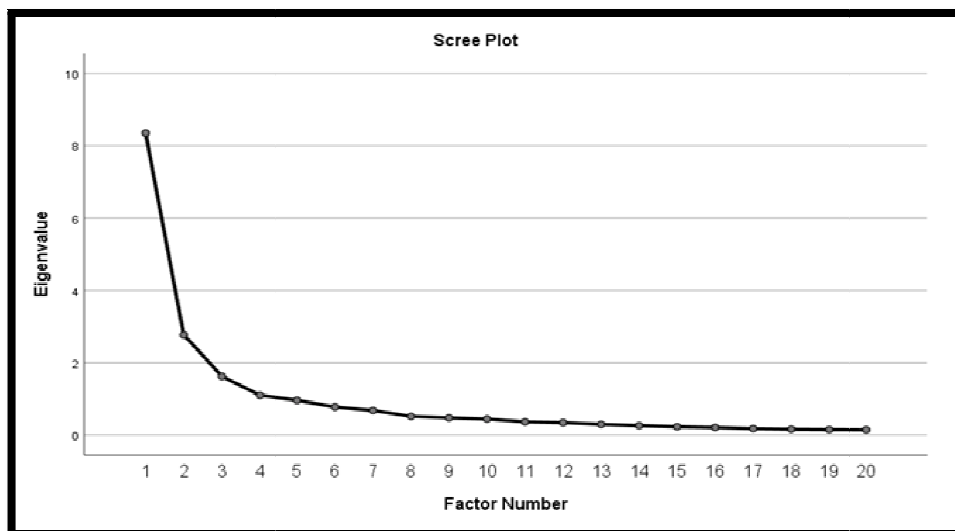


Figure 2: Plots of the Components

4.2.3. Normality Test

Kolmogorov-Smirnova and Shapiro-Wilk tests were used to investigate the nature of normality of the data set collected. Table 5 depicts the results. The results indicate that the data used is not skewed because of the Sig. values of the test results are less than 0.05.

Scales	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Respect for workers	0.243	139	0.000	0.788	139	0.000***
Salary	0.205	139	0.000	0.895	139	0.000***
Participation in decision making	0.233	139	0.000	0.888	139	0.000***
Devotion to work	0.285	139	0.000	0.849	139	0.000***
The behaviour of supervisor towards employees	0.250	139	0.000	0.863	139	0.000***
Learning from colleagues	0.265	139	0.000	0.857	139	0.000***
Leg-pulling sincerity	0.237	139	0.000	0.889	139	0.000***
Physical facilities provided to the workers	0.281	139	0.000	0.868	139	0.000***
Equality in benefits	0.216	139	0.000	0.878	139	0.000***
Problems solving	0.277	139	0.000	0.860	139	0.000***
Work schedule	0.262	139	0.000	0.873	139	0.000***
Performance appraisal	0.271	139	0.000	0.855	139	0.000***
Clear authority	0.292	139	0.000	0.846	139	0.000***
Clear responsibility	0.290	139	0.000	0.857	139	0.000***
Medical facilities	0.237	139	0.000	0.890	139	0.000***
Transportation services	0.196	139	0.000	0.899	139	0.000***
Personal office	0.210	139	0.000	0.904	139	0.000***
Sports facilities	0.194	139	0.000	0.912	139	0.000***
Internet facilities	0.230	139	0.000	0.896	139	0.000***
Working conditions	0.194	139	0.000	0.909	139	0.000***

Table 5: Normality Test Results
Sources: Author's Computation

4.3. Results on the Ranks of Respondents satisfaction with different Job Satisfaction Variables

Table 6 depicts the results of the mean and the standard deviation. They were used to rank the variables. The results show respondents job performance level is not low. The results of the ranks indicate that respondents rank the satisfaction factors differently. The three most unsatisfied variables in the study are sports facilities, personal office, and transportation facilities respectively, whereas the three most satisfying factors respectively are respect for workers, devotion to work, and learning from colleagues.

Job Satisfaction Variables	N	Mean	Standard Deviation	Ranks
Problems solving	139	3.7410	1.0169	7
Work schedule	139	3.6691	1.0028	9
Performance appraisal	139	3.7410	1.0025	6
Clear authority	139	3.7626	0.9214	4
Clear responsibility	139	3.7338	0.9214	8
Medical facilities	139	3.5252	0.9951	15
Transportation services	139	3.3309	1.0243	18
Personal office	139	3.2230	1.1167	19
Sports facilities	139	3.0504	1.0789	20
Internet facilities	139	3.3957	1.1204	16
Working conditions	139	3.3309	1.1124	17
Respect for workers	139	4.1367	0.9795	1
Salary	139	3.5468	0.9723	14
Participation in decision making	139	3.6475	0.9621	10
Devotion to work	139	3.8849	0.8935	2
The behaviour of supervisors towards employees	139	3.7410	0.9274	5
Learning from colleagues	139	3.8777	0.9205	3
Leg-pulling sincerity	139	3.5468	1.0372	13
Physical facilities provided to the workers	139	3.6187	1.0029	11
Equality in benefits	139	3.5755	1.0142	12

Table 6: Results on the Ranks of Job Satisfaction Variables
Sources: Author's Computation

4.4. Correlation Results on Work Experience and Job Satisfaction

The correlation results on the association between work experience and job satisfaction are shown in Table 7. The results indicate a significant association between work experience and job satisfaction. However, the relation is negative which show that as worker stay longer in the organisations, they become dissatisfied with their job.

Variable	Work Experience	Job Satisfaction
Work Experience	1.00	
Job Satisfaction	-0.196**	1.00

Table 7: Correlation Results on Work Experience and Job Satisfaction
Sources: Author's Computation

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

4.5. ANOVA Results on Work Experience and Job Satisfaction

The results of the ANOVA test on the significance differences in work experience and job satisfaction of the different satisfaction variables are depicted in Table 8. The results show significance difference in sixteen (16) of the job satisfaction variables. They are respect for workers [F=2.538, P=0.059]; salary [F=4.575, P=0.004]; participation in decision making [F=3.263, P=0.023]; devotion to work [F=2.574, P=0.057]; behaviour of supervisors towards employees [F=2.464, P=0.065]; leg pulling sincerity [F=4.432, P=0.005]; physical facilities provided to the workers [F=4.250, P=0.007]; equity in benefit [F=2.220, P=0.089]; problem solving [F=3.586, P=0.016]; work schedule [F=3.586, P=0.016]; clear authority [F=2.517, P=0.061]; medical facility [F=5.036, P=0.002]; transportation services [F=6.431, P=0.000]; personal office [F=6.071, P=0.001]; sports facilities [F=3.169, P=0.026]; and working conditions [F=2.841, P=0.040].

The ANOVA results on the overall job satisfaction and work experience exhibited in Table 9 indicate significant work experience differences in job satisfaction in the study, at the 5% level of significance.

Job Satisfaction Variables	F-Value	P-Value
Problems solving	3.586	0.016**
Work schedule	3.585	0.016**
Performance appraisal	1.585	0.196
Clear authority	2.517	0.061*
Clear responsibility	1.406	0.244
Medical facilities	5.036	0.002***
Transportation services	6.431	0.000***
Personal office	6.071	0.001***
Sports facilities	3.169	0.026**
Internet facilities	1.420	0.240
Working conditions	2.841	0.040**
Respect for workers	2.538	0.059*
Salary	4.575	0.004***
Participation in decision making	3.263	0.023**
Devotion to work	2.574	0.057*
The behaviour of supervisors towards employees	2.464	0.065*
Learning from colleagues	1.378	0.252
Leg-pulling sincerity	4.432	0.005***
Physical facilities provided to the workers	4.250	0.007***
Equality in benefits	2.220	0.089*

Table 8: Work Experience and Job Satisfaction Variables

Sources: Author's Computation:

Note: ***, ** and * Denote Significance at 1%, 5%, and 10% Level

Variable	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.191	1	2.191	5.505	0.020**
Residual	54.912	138	0.398		
Total	57.102	139			

Table 9: ANOVA Results on Overall Job Satisfaction and Work Experience

Sources: Author's Computation: Note: ** Denotes Significance At 5% Level

4.6. Regression Results on Job Satisfaction and Work Experience

The regression results on the effect of work experience on job satisfaction are exhibited in Table 10. The results show there is a significant negative effect of work experience on job satisfaction at the 5% level of significance. The results indicate that when work experience increase by 1% job satisfaction decrease by about 11%. The findings imply that as workers stay longer on the job, they become dissatisfied with their job.

Variables	Coefficients	Std Error	T-Ratios	P-Value
Constant	3.864	0.125	30.971	0.000***
Work Experience	-0.115	0.049	-2.346	0.020**

Dependent Variable: Job Satisfaction

Table 10: Results on the Effect of Work Experience on Job Satisfaction

Sources: Author's Computation

Note: ***, ** and * denote significance at 1%, 5%, and 10% level

4.7. Results of the Mean Score of the Job Satisfaction Variables and Work Experience

The means response for years of experience was categorised into four, as shown in Table 11. Workers who have worked between 3 years to 5 years scored higher on 16 factors whereas those who have worked between 6 years to 8 years scored higher on four factors. Respondents who have worked up to 2 years and those who have worked 9 years and above scored lower on almost all the factors investigated. The findings imply that years of experience influence has no effect on the job satisfaction of employees, and that satisfaction differs by years of experience. Respondents who have less work experience and those who have more work experience are more dissatisfied with the study. The reported effect indicates a nonlinear effect of work experience on job satisfaction.

Job Satisfaction Variables	Work Experience			
	2years and Less	3-5years	6-8years	9years and above
Problems solving	3.6250	4.0217	3.8845	3.2857
Work schedule	3.5750	3.9565	3.7692	3.2143
Performance appraisal	3.6250	3.8696	3.9615	3.4543
Clear authority	3.7250	3.8478	4.0385	3.3929
Clear responsibility	3.6750	3.7609	4.0000	3.5000
Medical facilities	3.5000	3.8478	3.5769	2.9643
Transportation services	3.2500	3.7174	3.4231	2.7143
Personal office	3.1000	3.6957	3.1923	2.6429
Sports facilities	3.0500	3.3478	3.0385	2.5714
Internet facilities	3.4750	3.5652	3.3452	3.0357
Working conditions	3.3750	3.6304	3.1923	2.8929
Respect for workers	3.9000	4.3478	4.3462	3.8929
Salary	3.4750	3.8478	3.6538	3.0357
Participation in decision making	3.6500	3.8696	3.7308	3.1786
Devotion to work	3.8500	4.0435	4.0385	3.5000
The behaviour of supervisors towards employees	3.6500	3.9565	3.8452	3.3929
Learning from colleagues	3.8250	4.0435	3.9231	3.6071
Leg-pulling sincerity	3.6750	3.7174	3.6923	2.9286
Physical facilities provided to the workers	3.5250	3.8478	3.8846	3.1071
Equality in benefits	3.5250	3.8251	3.5769	3.2143

Table 11: Mean Scores on the Job Satisfaction Variables based on Work Experience

Sources: Author's Computation

5. Discussions

The study has investigated the effect of work experience on job satisfaction among employees of public and Private organisations. The following findings are identified: Work experience differences exist in job satisfaction. The results of the correlation analysis and regression analysis show there is a significant negative association between work experience and job satisfaction. There is a nonlinear association between work experience and job satisfaction. The findings suggest that satisfaction increase from early years to middle years and afterwards decline, this is in support of the previous findings of Klassen and Chiu (2010) study, but contrary to the linear association reported by Latiff et al. (2017).

The finding of significant work experience differences in job motivation is not in line with the findings of previous studies such as Singh and Mohan (2020); Topchyan and Woehler (2020). However, research findings of the significant effect of work experience on job satisfaction is in agreement with the findings reported by Gesinde and Adejumo (2012); Onukwube (2012); Khamlub et al. (2013); and Perković and Borić (2015).

The study findings show that respondents were satisfied with all the job satisfaction variables investigated unlike previous studies such as Onukwube (2012) and Khamlub et al. (2013) who indicated that respondents in their researches were not satisfied with their salaries, and promotions. In Khamlub et al. (2013) study, respondents were most satisfied with the freedom to choose the method of working; followed by the amount of variety on the job; and amount of responsibility, whereas in the current study, respondents were more satisfied with respect for workers, devotion to work, and learning from other colleagues in the organisations.

6. Conclusions

The current research investigates the proposition that work experience influence job satisfaction among employees using respondents from public and private institutions. The purpose of the research has been attained. There is a nonlinear association between work experience and job satisfaction, and that work differences exist in job satisfaction significantly. This proposition was verified using the mean responses and the ANOVA analysis. Management of organisations should incorporate the findings of the current research into their human resource policies, to ensure workers within all years of experience groups are satisfied. The strength of the research is that it is based on an empirical study on a topic less researched, and also using data from both public and private institutions, makes the conclusions more plausible.

The established association link does not indicate a causal conclusion between work experience and job satisfaction. The finding does not indicate that conditions prevailing in their job necessarily account for the cause of their job satisfaction. Further study to explain the causes of their job satisfaction is worth embarking on. In addition, respondents' years of experience was grouped, hence, information could not be obtained in detail on all the years of experience. Further study can obtain information on years of experience at the point of completing the questionnaire. The grades of the respondents were not collected during the survey. Adding this information in a further study might enrich

the current study. The sample is based on the connivance sample method, hence generalising the research findings might not be appropriate.

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