

Factors influencing Job satisfaction among IT & Real Estate Employees: A Comparative Study Across Different Age Group

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Abstract

Job satisfaction plays a crucial role in the performance, satisfaction, retention, and growth of employees. In Human Resource Management, job satisfaction is a factor that affects the performance and retention of employees as well as the sustainability of an organization. This study undertakes the factors influencing job satisfaction among employees in the IT and Real Estate sector, with a comparative analysis among three age groups: 20-35, 35-50 and 50-65 years.

Compensation, work-life balance, job security, opportunities for career advancement, and organizational culture are the important factors that determine the job satisfaction of both the sectors. The employees of 20-35 years are interested in career advancement, training, and flexibility, whereas the 35-50 years group is interested in work-life balance and job clarity. Employee of 50-65 age group supportive management.

This study will help in designing age & sector specific HR strategies for long term effectiveness.

Keywords: Job Satisfaction, Age Groups Work–Life Balance, Compensation, Career Development, Employee Engagement.

1. Introduction

A sense of full fillment at work stands central to how people manage and understand workplace dynamics. When workers feel good about their roles, energy levels rise, output improves, results stick around longer. People tend to stay focused, show up consistently, help push goals forward when they like what they do. Poor fit in that area? That brings skipped days, weaker outcomes, folks walking away fast — evidence backs this clear pattern (Pandey & Asthana, 2017).

Payouts shape how workers feel about their roles, just like schedule flexibility does. A chance to grow often matters as much as feeling safe in a position. Supportive bosses make a difference, especially when teamed with spaces where people want to show up. Good wages help, particularly alongside teams that communicate clearly. When offices are well-lit and calm, moods shift without announcements. Culture quietly shapes daily thoughts on tasks at hand. Management showing care boosts focus more than expected. Rahman’s team noticed patterns in 2017 others later confirmed — Vo added similar notes by 2021 (Rahman et al., 2017; Vo, 2021). Physical setups whisper into morale just as loudly as spoken values do. Ni’s group saw links in 2022 between office tone and internal motivation levels (Ni et al., 2022).

Work happiness isn't the same for everyone — age and workplace type play a role. Starting out, people usually care about moving up, learning new skills, or having flexible hours. Those further along might prefer steady jobs that fit around their lives. Later on, feeling respected, staying secure, and having helpful bosses often matter most (Ying, 2023).

So much depends on knowing what shapes job satisfaction in various fields and among varied ages. For companies, these insights shape smarter HR rules. When people feel satisfied, their energy shifts — quietly — affecting how they show up each day. Policies built on real patterns tend to stick better. Engagement grows when efforts match actual needs. Performance follows its own rhythm but often mirrors workplace mood.

2. LITERATURE REVIEW

Pandey and Asthana (2017) stated that how satisfied Indian workers feel at their jobs. Instead of just listing factors, they ran tests using SPSS - tapping into averages, links between traits, and prediction models - to see how things like company rules, workplace vibe, pay, room to grow, and pressure play out. While climbing chances and heavy loads barely moved the needle, the big players turned out to be fair practices, a supportive setting, and solid earnings. Oddly enough, when it came to feeling content, men and women saw things almost identically - no real gap showed up. Since better moods at work tend to lift company results too, getting those three right - the structure, atmosphere, and pay check - seems to matter most.

Rahman et al. (2017) stated that which factors shapes the work happiness of their workers in traditional and Islamic insurers. Data came straight from respondents, then summarized using averages and trends before running regression tests. Pay levels mattered, so did room to move up, plus how company rules played out day to day. Job stability counted too, though its impact varied between firm types. In both settings, money, growth chances, and internal regulations clearly shifted satisfaction levels. Still, those in Islamic firms rated full-fulfillment higher - possibly tied to moral standards they follow. Their workplace culture leans supportive, which might explain the stronger positive response. Ethical behaviour isn't just talk; it lines up with real employee experience there.

Vo (2021) stated that how satisfied workers feel at their jobs in Vietnam, he explored several workplace elements. Data came straight from filled-out surveys, analyzed through statistical tools like averages and correlation checks. Instead of age or gender playing a role, things such as office surroundings, pay structure, and how bosses lead stood out clearly. While background traits showed little effect, conditions where people work made a real difference. Because of these patterns, attention shifts toward how leaders act and whether workplaces feel welcoming. When management supports staff and settings stay positive, satisfaction tends to rise along with results. Though some aspects fell short in impact, others - like fairness in rewards and daily atmosphere - carried weight.

Ni et al. (Year not specified) stated that workplace comfort shapes how satisfied people feel inside offices. Because temperature control matters so much, it stands out among other elements. Light plays a role, though less than might be expected. When airflow feels fresh, occupants respond more positively compared to stuffy spaces. Sound environments affect wellbeing, but not as strongly as heat or ventilation do. Despite being part of daily experience, layout design shows varied results across individuals. Through number crunching and data patterns, researchers spotted which pieces weighed heaviest. Instead of

guessing, they measured real reactions using surveys and stats tools. What surprises some is that brightness levels fall behind air freshness in importance. After sorting through responses, one truth emerged clearly - how warm or cool you are drives happiness most.

AlMarzooqi et al. (2025) stated that the money isn't the only thing that shapes how workers feel. Backed by data from 2025, a group guided by AlMarzooqi looked closer at what actually matters. Not assumptions - actual answers came from staff in many industries sharing their experiences. Numbers played a big role; patterns emerged through careful analysis of job settings and emotional responses. One finding hit harder than the rest. What stood out? Leaders who back their teams, room to choose how work gets done, space that feels right - these made the biggest difference. Oddly enough, none of it tied closely to how old someone is or if they're male or female. Even jobs with tight deadlines kept spirits up when support was solid. The message took shape slowly: what people get from their environment beats personal details every single round. Numbers repeated the same story, again and again - lived experience edged out fixed labels without effort. Up ahead, satisfaction rose as employees felt trusted instead of watched. It was clear from the data - what stood out was how much employer support counted. Nearly everything else fell short.

Ying (2023) stated that worker happiness links more to pay, bosses, and office conditions than age or background. Surveys fed into number crunching reveal patterns others miss. Instead of just counting years on the job, attention shifts toward how people are led. Supportive rules within companies tend to lift spirits across teams. Training chances matter less than trust in daily routines. A quiet space beats noise when focus fades late morning. Managers who listen often see fewer resignations slip through cracks. Money talks, yes - but so does respect during tough weeks. Behind solid numbers hides a pattern: care shapes effort more than contracts do. When halls feel cold, ideas stall even if salaries rise. Leadership warmth spreads wider than any memo could. What keeps staff steady? Not perks. Belonging. Stability. Clarity. Outcomes tilt where fairness shows up most

Wright (2025) stated that for fresh career starters, what drives their contentment at work within private nonprofit colleges across the Northeast U.S. Instead of running trials, numbers came from surveys built on Spector's model tracking how satisfied people feel depending on which age group they belong to. It turned out rewards you can't see - like purpose - and those you can touch - like pay - both weigh heavily when deciding whether someone stays or leaves. Yet oddly enough, regardless of generation, everyone responded much the same way. What stands clear is that keeping staff happy hinges less on age and more on mixing fair motivation tools with surroundings that back them up daily.

Willis (Walden University) stated that how satisfied and productive remote workers feel. Instead of numbers, they listened closely to answers from 26 individuals who filled out digital surveys. From these replies, patterns emerged when researchers applied open coding, guided by ideas about human motivation and belief in one's abilities. Some things stood out - like having time for life outside work, feeling trusted, staying connected, or sometimes feeling alone. How well someone performed linked strongly to learning opportunities, tools working properly, clear conversations, and interruptions at home. Surprisingly, personal confidence played a big role, along with skill in online settings and whether the company backed them up. Hidden behind each result is this truth: managing distant teams well means seeing both the person and their environment.

Malone (2024) studied the impact of traditional and hybrid work environments on job satisfaction, productivity, and work–life balance. The study found that hybrid work provides employees with greater flexibility, reduced commuting stress, and better control over work schedules, which can improve job satisfaction and overall well-being. However, challenges such as communication difficulties, technological dependence, and blurred work–life boundaries may also arise. Overall, the research emphasizes that organizational support and flexible work policies play an important role in enhancing employee productivity and satisfaction in modern work environments.

Gangai et al. (2015) examined the relationship between job satisfaction and organizational commitment among employees. The study explains that job satisfaction reflects employees' attitudes toward aspects such as pay, supervision, promotion, and working conditions, while organizational commitment indicates employees' loyalty and attachment to the organization. The research highlights that satisfied employees tend to show better performance and stronger commitment, although the relationship between job satisfaction and organizational commitment may vary across individuals and organizations.

Jarkas et al. (2014) The study identifies key demotivational factors affecting the productivity of construction project managers. Conducted in Qatar after the announcement of the 2022 FIFA World Cup, the research used a questionnaire survey and the Relative Importance Index method to analyze factors influencing performance. The findings reveal that lack of financial incentives, slow decision-making, low remuneration, shortages of labour and materials, unclear technical specifications, frequent design changes, and rework are major factors that negatively impact productivity.

Saboor and Ahmed (2024) literature highlights that the construction sector is a key contributor to economic growth and employment worldwide but faces serious challenges related to employees' mental health and social sustainability. Studies indicate that factors such as demanding work conditions, job insecurity, and workplace risks increase stress, depression, and other mental health issues among construction workers, affecting productivity, job satisfaction, absenteeism, and turnover. The situation worsened during the COVID-19 pandemic, which increased unemployment and work–life imbalance. Reports and initiatives by organizations like the World Health Organization further emphasize the need to address mental health in workplaces; however, existing studies often analyze these factors separately, creating a gap in understanding their combined impact on employee well-being and social sustainability in the construction sector.

Oo et al. (2020) The construction industry has long faced challenges in recruiting and retaining women, particularly those at the early stages of their careers. Previous studies suggest that factors such as better career opportunities, competitive salaries, and professional growth prospects play an important role in influencing women to choose construction as a career. Research also highlights that the alignment between employees' career expectations and their actual work experiences significantly affects their motivation and commitment. When early career professionals find that their expectations regarding learning opportunities, career progression, and workplace support are met, they tend to experience higher job satisfaction. However, job satisfaction is also influenced by various organizational factors such as workplace culture, recognition, and supportive management. Therefore, effective human resource practices and inclusive work environments are essential for attracting and retaining early career women in the construction industry while enhancing their overall job satisfaction.

Shobe (2018) Research shows that when employees' career expectations are fulfilled, they tend to experience higher motivation and satisfaction in their jobs. Job satisfaction is also strongly linked with supportive management, positive work environments, and opportunities for professional growth. Studies further suggest that satisfied employees are more likely to remain committed to their organizations and perform effectively at work. Therefore, understanding career expectations and workplace experiences is important for organizations to improve employee satisfaction, retention, and overall organizational performance.

SANJAY, A. and Eswaraiah, R., 2025 this research shows that employee job satisfaction is a multidimensional concept influenced by various organizational and personal factors such as work environment, compensation, recognition, autonomy, and career growth opportunities. Previous studies indicate that a supportive workplace, fair pay, and effective supervision positively impact employee satisfaction and motivation. Researchers also emphasize that challenging work, good relationships with supervisors and colleagues, and opportunities for professional development enhance engagement and reduce turnover. Additionally, factors like work-life balance, job security, and organizational culture play a significant role in shaping employees' attitudes toward their jobs. Overall, higher job satisfaction leads to improved employee performance, productivity, and organizational commitment.

(NATAN ALEM) Researchers have emphasized the role of emotional intelligence, intellectual intelligence, and personality traits in improving communication, decision-making, and customer relationship management, which ultimately enhance sales outcomes. Emotional intelligence helps salespersons understand customer needs and manage relationships effectively, while intellectual intelligence supports problem-solving and strategic thinking during the sales process. Personality traits such as adaptability, confidence, and motivation also play a crucial role in determining individual sales performance. Although spiritual intelligence may contribute to personal values and ethics at work, studies suggest it has a relatively smaller impact compared to emotional and intellectual abilities. Overall, the literature indicates that developing both cognitive skills and positive personality traits among sales staff can significantly improve sales performance in organizations.

Research Problem-:

Odd how research on joyful workplaces focuses only on single roles. Rather than blending different jobs, these studies sort folks without noticing age differences. Writing code does not spark joy the way real estate deals often do. Not many wonder about that gap. When professions divide, their differences vanish fast. Half a hundred isn't every time the finish line. Now and then it's stepping into spaces left behind. Paths drift apart without warning signs posted. Someone moves ahead just as another turns toward what came before. Thirty-five shows up late for certain lives, like mail sent weeks ago. Some people near sixty-five hear no clapping. Steps that were once side by side now stretch apart. The gap widens, pulled by time. Plans made early on do not fit each path equally. Joy can rise without warning during study - slips into findings like a quiet note. Still, few notice this shift when building routines meant for everyday moments.

A small habit can spark joy, yet people often overlook it. Studies continue revealing work patterns seldom reflect how days actually unfold. Leave out one part, and balance slips away. Quiet moments define much of what we do, hidden in plain sight.

Problem Statement:-

Looking into how people feel about their jobs matters because it shapes how well they work, stay put, or move on. Yet nearly all research zeroes in on just one field without lining up others side by side - especially when ages differ too. What workers want often shifts depending on how old they are and what kind of tasks fill their days. So this project checks mood at work within tech firms versus property companies while watching for patterns across younger and older staff.

3. RESEARCH METHODOLOGY

Objectives: -

1. To investigate the factors that affect job satisfaction of IT sector employees.
2. To investigate the factors that affect job satisfaction of Real Estate sector employees.
3. To investigate the difference in job satisfaction of different age groups (20-35, 35-50, and 50-65 years).
4. To compare the job satisfaction of IT and Real Estate sector employees of different age groups.
5. To make recommendations for age and sector-specific HR practices to improve job satisfaction.

3.2 Nature and Sources of Data

A fresh look at information comes straight from original research along with material already gathered by others.

3.2.1 Primary Data

From those employed in IT and real estate, first-hand details came by way of a fixed-format form. Out online it went, hosted on a digital polling tool. Straight from the individuals involved, answers flowed back.

The primary data focused on:

What you get is a snapshot of who people are - split by gender, how old they are, where they work, what they've studied, also how long they've been on the job

Pay matters when people feel valued for their time. A space where workers spend hours shapes daily mood quite a bit. Time outside work affects how fresh someone feels each morning. Chances to move forward keep effort feeling useful over months. People follow those who listen more than they speak. Knowing tomorrow holds the same role brings calm most do not notice. Being seen after completing tasks lifts spirits quietly. Help from coworkers turns tough days around often

On average, how happy people feel about their work

3.2.2 Secondary Data

Secondary data was collected from:

Research journals, Published articles, Books, Government reports, Online academic databases

3.3 Sampling Technique

A group was picked just because they were available. Not everyone had an equal chance to join.

Convenience sampling was adopted due to:

Time constraints

Accessibility of respondents

Ease of data collection

3.4 Sample Size

Two hundred and One people took part in the research. Workers were involved, including those who hold jobs at different levels

IT Sector

Real Estate Sector

People who answered fell into one of three buckets based on how old they are

20–35 years

35–50 years

50–65 years

Because of this, comparing different fields and age groups became possible in a clear way.

3.5 Research Instrument

A questionnaire shaped by clear structure served as the main tool for gathering data.

3.6 Statistical Tools Used for Analysis

Coding came first, then analysis followed through statistical methods. These techniques saw use afterward:

Independent Sample T-Test (to compare IT and Real Estate sectors)

Age differences examined using One-Way ANOVA

Finding gaps, spotting links - different methods checked how each part of job happiness shaped workers' full experience. Ways split apart what mattered most, showing which pieces lifted or lowered total feelings about work.

Hypothesis

investigate the factors that affect job satisfaction of IT sector employees.

- H_0 (Null Hypothesis):
There is no significant relationship between organizational factors (work environment,

compensation, work–life balance, career growth, job security, leadership, and recognition) and job satisfaction among IT sector employees.

- H_1 (Alternative Hypothesis):

There is a significant relationship between organizational factors (work environment, compensation, work–life balance, career growth, job security, leadership, and recognition) and job satisfaction among IT sector employees.

To investigate the difference in job satisfaction of different age groups (20–35, 35–50, and 50–65 years).

- H_0 (Null Hypothesis):

There is no significant difference in job satisfaction among employees belonging to different age groups.

- H_2 (Alternative Hypothesis):

There is a significant difference in job satisfaction among employees belonging to different age groups

Limitations of the study: -

a) Time and Resources

Time ran short. Resources stayed tight. The team moved ahead anyway. Study goals got scaled back because of it. Other angles slipped through - personal life details, workplace mood - they weren't looked at. Job satisfaction links outside the chosen path? Left untouched. Some pieces didn't make it into the frame.

b) Sample Size

A few people took part in the study. Even though those involved came from various fields and age ranges, using only a handful might affect how widely the findings apply. Bigger numbers might have brought clearer insights. Results could look stronger with more participants included.

c) Regional Variations:

Job satisfaction might look different somewhere else. This research looks only at one place. Money conditions, how people work, along with shopping patterns could shape how happy workers feel. What shows up here might not show up there.

d) Cross-Sectional Design:

A moment in time shapes how worker views are gathered here, using a snapshot approach. Changes over long stretches might slip through, since feelings about work shift as years pass. Tracking those shifts clearly? That task fits better with ongoing observation across months or years.

Still, this research tries to clarify how worker happiness shapes actions and output across ages in Mumbai.

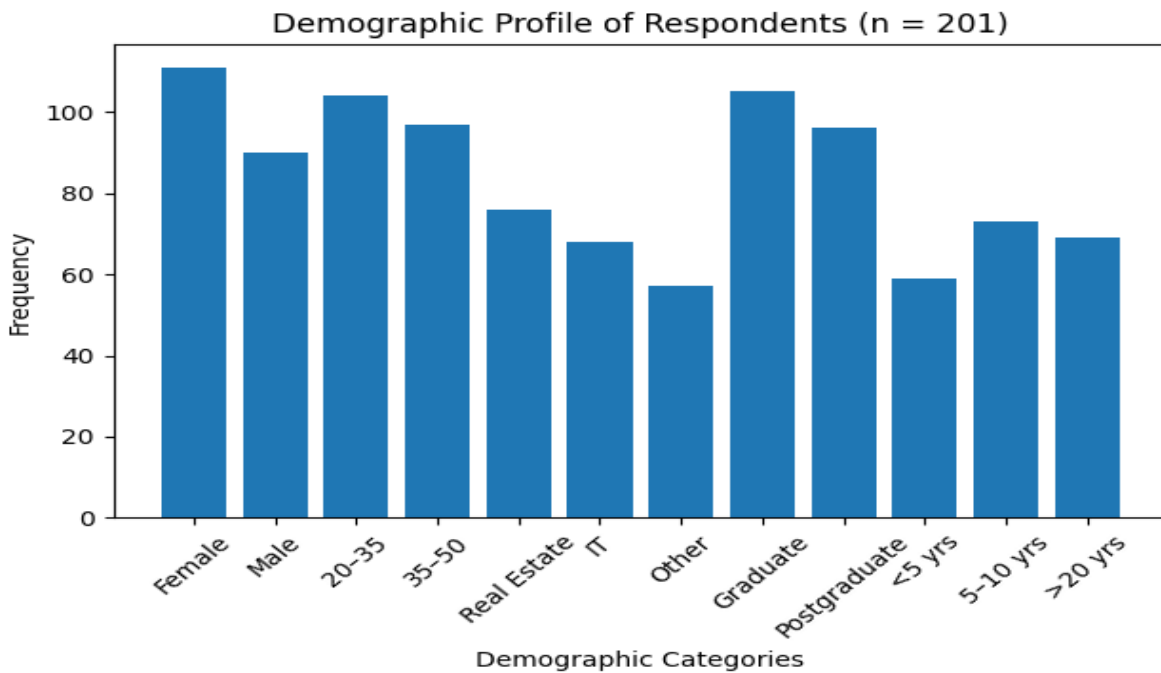
4. Data Interpretation & Analysis

Information flowed in via a fixed-format survey passed out to workers across various fields. Two hundred one usable replies made it worked through basic math tools - counts, shares, averages, spread.

Demographic Profile of Respondents

This section presents the basic characteristics of the respondents such as gender, age group, sector, educational qualification, and work experience.

Category	Option	Frequency	Percentage
Gender	Female	111	55.22%
	Male	90	44.78%
Age Group	20–35 years	104	51.74%
	35–50 years	97	48.26%
Sector	Real Estate	76	37.81%
	IT	68	33.83%
	Other	57	28.36%
Educational Qualification	Graduate	105	52.24%
	Postgraduate	96	47.76%
Work Experience	5–10 years	73	36.32%
	More than 20 years	69	34.33%
	Less than 5 years	59	29.35%
Total Respondents		201	100%



Interpretation

The table presents the demographic profile of 201 respondents included in the study. The majority of respondents are female (55.22%), while 44.78% are male. Most participants belong to the 20–35 years age group (51.74%), indicating that the survey mainly represents young professionals. In terms of sector, the largest proportion of respondents work in the Real Estate sector (37.81%), followed by the IT sector (33.83%) and other sectors. Regarding educational qualification, the majority of respondents are graduates (52.24%), while 47.76% are postgraduates, reflecting a well-educated sample. In terms of work experience, most respondents have 5–10 years of experience (36.32%), followed by those with more than 20 years (34.33%) and less than 5 years (29.35%).

Analysis of Questionnaire Responses

Descriptive statistics such as Mean and Standard Deviation were used to analyze employee responses related to job satisfaction factors.

No	Question	Mean	Std. Deviation
1	Physical & Psychological Work Environment	3.219	1.339
2	Job Role Clearly Defined	3.035	1.362
3	Salary Matches Responsibility	3.005	1.405
4	Benefits Meet Expectations	2.940	1.325

No	Question	Mean	Std. Deviation
5	Work-Life Balance	3.000	1.382
6	Work Pressure Reasonable	2.891	1.348
7	Career Advancement Opportunities	3.025	1.325
8	Supervisor Leadership Supports Satisfaction	2.886	1.397
9	Job Stability Confidence	3.070	1.405
10	Recognition for Contributions	3.179	1.337
11	Rewards Motivate Performance	3.159	1.384
12	Team Members Supportive	3.179	1.403
13	Recommend Organization	3.318	1.295

Interpretation

The descriptive statistics indicate that most respondents show moderate agreement with the job satisfaction factors. The mean values are generally close to 3, which represents a neutral to slightly positive perception among employees. The highest mean value is observed for “Recommend Organization” (3.318), indicating that many employees consider their organization a good place to work. The standard deviation values indicate moderate variation in employee responses.

5. FINDINGS, CONCLUSION AND RECOMMENDATIONS

Major Findings

A group of 201 workers in IT and Real Estate took part in the research, which looked at what shapes their experience at work. Though different in roles, each person helped reveal patterns tied to how satisfied they feel on the job.

Folks between twenty and thirty-five years old made up the biggest chunk of answers, often holding degrees or further studies. Instead of Real Estate, more people came from tech jobs when it came to filling out the survey.

Work felt good to many staff, mainly because they knew exactly what was expected of them. What stood out next? Chances to move up mattered quite a bit. Bosses who listened and offered help played a role too. Feeling safe in their positions kept people more at ease. Each piece fit together, shaping how workers viewed their days.

Funny thing - a few people didn’t feel strongly about pay or perks, which shows companies still have room to get better here.

Folks mostly said they'd tell others to join their workplace, which hints at feeling pretty okay about their jobs. A fair number seem content where they are, even if it's not perfect. Word spreads when things aren't too bad, and here, that appears true. Happier workers often talk, and these ones did - quietly, but clearly.

5.2 Conclusion

A fresh look at the data shows job happiness often ties back to how a company runs things. Things like office vibe matter, yet pay plays a role too. Growth paths within the role help shape feelings over time instead of just early impressions. Support from managers weighs in strongly alongside daily pressures. Balance between personal life and tasks on hand shifts how people view their positions.

Most workers say they are fairly happy with their jobs. When pay gets better, bosses lead well, plus paths to grow exist, people tend to feel more satisfied and get more done.

5.3 Recommendations

Fresh pay scales spark better team satisfaction. Rewards beyond wages keep people around longer.

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