
Managerial Handling of Zeigarnik Effect on Job Satisfaction and Work Performances of Employees

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ABSTRACT

This research finds out that how the manager should handle their employees with Zeigarnik effect to measure their outcomes at their work in order to assess their degree of happiness and satisfaction, because higher the work outcomes would ultimately define organizational Success. While on other hand, interruptions may have some negative impacts.

In this study, mostly middle line managers were targeted from different associations and data were collected through questionnaire survey method from 160 workers through convenient sampling technique. The study is quantitative in nature and the results were put to the test using regression analysis, which shows that managerial handling of Zeigarnik effect is positively related to the “employee work performance” and “job satisfaction”. This means that higher the managerial handling of Zeigarnik effect, the better would be the employees performance and job satisfaction. It is recommended to enhance some techniques for handling job stress and creating interest in job duty.

Keywords- Zeigarnik effect, Work Performance, Job Satisfaction, interruption, managerial Handling.

INTRODUCTION

Disruptions in tasks have been proven to have both good and negative effects on employee work performance in the majority of research (Jett & George, 2003). It relies on how managers handle interruptions in employees' work; work that has been interrupted is recalled more than work that has not been interrupted (Gillie & Broadbent, 1989). Workers recall interrupted tasks more than ones that are not interrupted, according to Schiffman and Greis-BousQuest (1992).

There has been a huge historical background of interruption in associations, if we look around in 1920 the ancient testing of Zeigarnik and Ovsiankina. In early ages of 1947 these disruptions had

been concerned as point mistakes and airborne mishaps (Fitts and Jones,1947), as to know the way to minimize this tacit disruptions impact. In recent period disruptions are contrasted with various cross points for calculating machine and computers (Kreifeldt, Mc Carthy and field 1987).

Organizations confront a variety of challenges, but one of the most significant is safeguarding the health and well-being of their personnel. Understanding the relationship between employee job satisfaction, organizational commitment, leadership and organizational culture is critical because it helps a company create an effective and motivated employees and obtain greater overall objectives and goals (Amburgey, 2005).

The three most critical components for an organization's success are worker job satisfaction, effective leadership, and organizational commitment. Employees that are satisfied in their jobs put in more effort to complete tasks in order to attain success, and thus are more devoted to the organization, as an effective leader, you provide direction and leadership to others in order to achieve your objectives. (Voon, Lo, Ngui, &Ayob, 2010)

As Burns (1978) in his research paper that leadership is supposed to be given least priority. Theorists elaborate leadership as communication practice in between influential and subordinates. Leader tries his best efforts to articulate employees' behavior for organizational goal(Lo, Ramayah, Min, &Songan, 2010). Despite the fact that much research was being done on leadership styles, J. M. Burns was the first to offer the concept of transformational leadership in 1978, and Bass was the first to present, in 1985, the notion of transactional leadership. (Bushra, Usman, &Naveed, 2011).

As Bass (1985) defined that giving reward to the employee in exchange of service provided by him is supposed to be a tradeoff in transactional leadership practices .This suggests to energize subordinate through material rewards. On the contrary, Burns (1978) suggested an act of Transformational leadership activities that happens when both of them have another to levels of priorities, which result in a transform outcome on both: leaders and followers.

Meanwhile, organizational commitment can be defined as an attitude or motivation of an employee that connect an employee to his company. Meyer and Allen (1991) divided commitment into three types: affective commitment, continuation commitment, and normative commitment. Each of these areas reflect an individual's commitment to the organization (AlQudah, 2011).

Managing a workplace environment necessitates a particular leadership perspective. The findings from this study indicate that great leadership approaches can enhance firms to increase employees' motivation, commitment and work satisfaction. As a result, organisations are persuaded to adapt and cultivate these habits through training programs and other means (Elloy, 2005).Every task assigned to employees has a specific objective until the task is completed; those targets that have not been accomplished persist in the minds of workers unless they are attained (Masicampo&Baumeister, 2011).

The link between Zeigarnik impact management (work interruption) and worker job satisfaction is critical, although it has received little attention. As a result, more research is needed because it has a direct impact on employee work performance. Different researchers discovered that a lot of factors influence an employee's job performance in a company, with emotions playing a significant role. Pervaiz (2010) claims that a worker's emotions have a straight effect on his performance at work, affecting inventiveness, decision-making ability and interpersonal relationships with coworkers. The detective controlling features were described by Christ and Emitt (2009) in order to boost employees' job satisfaction and retention. They continue to concentrate on detective control, as well as quick feedback from staff, in order to improve performance at work. According to Gu and Siu (2009), a pleased employee works effectively. They suggest that this may be improved by measures such as giving employees with opportunities for training, remuneration packages and perks, as well as support from their coworkers and increased monitoring.

In a study and different experiments Zeigarnik and Lewin worked on effects of Interruptions on revoke that they presented in journal as well. Specifically she explored if workers or humans would be interfered in their work or task and let others to do their task casually, then she found that people who were interrupted in their assignments were easily recalling their task in contrast with those who were left easy. The assignments that Zigranik gave people were starting from easy to difficult ones as joining beads to unravel mysteries.

Most of the investigations had been done in order to know that either this Ziagernik effects is trustable or not but no any appeared to be notable that how casually any one can recommence what they were practicing when the interruptions were over. Evidently I sensible conditions it was more essential to know about either individuals can recall the assignments which were interrupted.

The current researches of Kreideldt and McCarthy 1981 and Field in 1987 utilized impositions to compare the various probable maps of interruptions with electric gadgets. The line of attack was only to assess how readily individuals can get back to the point where they had left that the time of interruptions.

Ancient experiments have recognized that there could be some outcomes value if these are toggling from one goal to the next (Altmann&Trafton, 2007; Rogers and Monsell 1995). Though these expenses are devoted to the world of emerging paths that occur for the sake of achieving one's goal (Monsell 2003).

Problem Statement

There have been huge completions in market where organizations are striving to be more competent and more productive. The sole method to be more productive is organizations human resource. Therefore it has become very necessary for managers to analyze the impact of managerial handling of Zeigarnik effect on employee's job performance and job satisfaction.

Proposed Research Hypotheses

H₁: There is relationship between of leadership handling of Zeigarnik impact on work performance of employees.

H₂: There is relationship between of leadership handling of Zeigarnik impact on job satisfaction of employees.

LITERATURE REVIEW

Employees' work is affected by the Zeigarnik effect because it demands concentration and causes mental distress if a task is not finished. Employees are frequently interrupted while performing their duties in the workplace. Managers deal with interruptions by considering a variety of aspects that could be impacted by any stoppage during a process.

ZEIGARNIK EFFECT

Burke (2010) mentions in his essay that studies on the Zeigarnik effect demonstrates that people recall tasks that are undone more often than tasks that are completed. Employees can remember those tasks that have been disturbed and later accomplished more compared to those jobs that have not been interrupted. Gillie and Broadbent (1989) agree with this statement in another research paper, they argue that employees remember interrupted and later finished activities better than non-interrupted tasks.

It has been postulated that people who have unfulfilled ambitions in their brains keep those unfulfilled goals in mind until they are completed. The interruption is said to play a significant role in the cognitive process for accomplishing specific goals that are not met. Incomplete aims always produce mental disruption for the period of unrelated tasks being completed, bad performance on the many activities in progress, and a high level of rational ease of understanding of that goal's parameters. Various conflicting factors could be eliminated by allowing members to devise specific approaches for their unfinished jobs. The earnestness of members' plans determined the reduction of interfering objects; those who eventually carried out their tactics also displayed no more disruption (Masicampo & Baumeister, 2011).

When somebody is disrupted while going to be completed the task or achieving a goal, many logical cognitive processes remain alert about the interrupted task, and that thought pattern uses only a little amount of operative memory. When inadvertently setting on a goal and subsequently affecting incompleteness, devastation occurs on subsequent activities that require dexterity and want control to complete the task. Such annihilations were a managerial performance assignment: unfinished work damages logical difficulties in particular. The outcome or consequence was based on individual differences and skills, and those individuals who compensated for a tendency to move freely between their many possibilities showed no work obstruction. The distracting factor could be eliminated by finishing a previously unfinished task.

These findings may provide some indication that unfinished tasks can derail ongoing work by necessitating managerial intervention (Masicampo&Baumeister, 2010). The work disturbance has a longer-term effect than expected (Schiffman&Bousquest, 1992).

If managers do not handle job interruptions properly, employees may be forced to resign. Workers would be unable to do their duties properly if they were constantly interrupted in their everyday activities at work. There is a link between managerial treatment of employee resignation and job atmosphere, according to Subhani, Hasan, Shakeel, Zubair, Kazi, Saleem, Shahid, and Rizvi (2011).

Managerial Handling

The basic pillars of success of organization are effectual leadership, workers satisfaction from job and their commitment toward organizations. If leaders are effective they may bring up the perfect guideline to workers, perfect directions in such a way that they can accomplish their targets provided by organizations to them, in such a case the workers would be able to endeavor more focus and attempts to conclude their work for being more successful and more commitment with the associations with high level of work satisfaction (Voon, Lo, Ngu and Ayob, 2010).

There have been numerous style of leadership and association's committeemen are considered by researcher. It has been very difficult to analyze and understand the aspects of leadership. It is defined by different authors as phenomenon that links the supervisor and subordinate together, in that the supervisor is leader who efforts to influence the performance of their assistance as to increase their achievements and organizational goals. (Lo Ramayah, Min & Songan 2010).

Workers of well-known associations can be examined on the basis of the knowledge experience and their capabilities to deal with the indifferent task assigned to them. If the organizations are passing through process of change it may yield a bad report. The severity of the report's impact conclude on the kind of tale one is go through, many practices are used by upper management as to restrict the injurious impact of such grapevine information. (Bordia 2000).

It has been observed that contract based workers mainly grumble anti about their hiring association. Interim workers mainly behave passively for their hiring management incase even if the organization is not good to them. Rumors, indignity, tolerance, and quit form work are mainly practiced and accepted, besides that genially moans are explored with burglary, Hinder with, and rebelliousness. Communal rejoinders, normal objections and lawful acts are very less in associations. These reserved responses can be not be tracked with harshness of illegality indeed with socialized surroundings connect with temporary workers, here workers are connected with each other and with association tentatively. It can be concluded that prearranged diminishing confronts with the modern offices (Turker, 1993).

Up to dated organizations persists extra attempts and proposes the team work and interconnected hierarchal involvements of workers as well. If the performance depends on any sight of

association, it is important precondition for increased startups of staff members. The results focus on more importance of cross style to carry on association's theory (Hodson 2004)

The proportional study about the A comparative analysis of the activities of the winning managers and effective one has similarity with this as well, victorious level of leaders pays more delegation to socialize, Politicize and build PR with interlopers rather than less productive human resource and its practices like inspiring, motivating, diversity, hiring , Training and growth. The miserable difference effective managers pay great attention to communicating and build up network chain. Luthan wrap up the distinction between effective and real leaders is gives good plate from to organization to solve the internal issues in associations. It not only encourages but enlightens the interesting solutions (Luthun's, 2001).

If the workers get motivated with the good and positive behavior of mangers and emotional stability, they may become more productive for the organizations and can yield highest outcomes required by the associations. If the workers are getting more constructive emotions they can be more attached and trustworthy for associations besides that they can be helpful to their coworkers. This would enhance their job growth and social relations within society and work place as well (Barry M. Staw, lisa H. Pelled, 1994).

It is responsibility of every manager to handle the situations in their associations as the associations should get advantage of it and can seek maximum benefit that they can. It's not the only organization's duty to analyses and solve the issues related to employees but manager's duty to tackle the situations and understands the requirements of workers. If the worst situations and hazards are dealt correctively, it can yield the best resources for associations as compare of being obligations to the association (Enuoh R.O. &Inyang, B.J 2009)

The communication of informational information that circulates from person to person in associations can be observed in every organization. This Grapevine can yield the enthusiastic encouragement to workers to communicate more, being informal Information this grapevine can travel in every aspect that can be horizontal or vertical cross ways or any other ways of line of commands. (Mishra, 1990)

In area of information, the association's culture has wide implication. This information represents the impact of communication in an association. Initially the association culture is explained momentarily after that a kind of case study is built-in to receive the further information. Results concluded that culture, Communication are key participants and strongly impacts the associations. (Andrew D. Brown, Ken Starkey)

It is observed to be unethical to hide originations information from workers. Usually managers do that that can bring lack of confidence in workers, still managers can be the sole owner of information as well (Pompa, 1992).

Leadership is phenomenon that persuades the workers to get the required outcomes (Lo, Ramayah, Min & Songan, 2010).

The victory and diminishing of association is totally concluded on leadership, leaders are only key players who can inspire, direct and analyze their sub-ordinates as to get the required and successful outcomes. (Lok & Crawford, 2004).

There has been many theorist who worked on to give some material on leadership but the main theory studied is of Buns and Bass. J.M Burns being the 1st theorist of transformational and truncation leadership style gave good piece of material on that, whereas Bass included some more information to especially in transactional style in 1985 (Bushra, usman and Naveed 2011).

If the managers and sub-ordinates haul each other to elevated height of enthusiasm, this would be the best example of transformational leadership style. It would conclude the great difference and change between both of them, transactional leaders are deal of plunders for their followers as they can perform well. It would direct and inspire the subordinates by external booty. (Burns 1985).

EMPLOYEE WORK PERFORMANCE:

Human emotions, according to Pervaiz (2010), are purely psychological processes. Judgment abilities, leadership competences, decision-making, competitive spirit, innovation, interactive skills, and turnovers all have a substantial impact on a worker's performance at work in a company. The two types of controls, preventive and investigative controls, are described by Christ and Emitt (2009) as having an impact on employee performance and motivation. Gu and Siu (2009) in order to assess the relationship between employee work performance and job satisfaction, researchers looked into the Casino hotels in Macao as well as approaches to increase employee work performance through increasing job happiness. They determined that among the different drivers addressed, "On-the-Job Training" was a key factor in improving "Job Satisfaction" and work performance. Training, salary, pay, and coworker support were among the other factors discussed. According to Pitts (2009), diversity management has substantial correlations with both group work performance and job happiness, and diversity management is more advantageous for colored organizational members than it is for white personnel.

JOB SATISFACTION

Employee empowerment, as defined by Pelit, Ztürk, and Arslantürk (2011), has a huge effect on the job contentment of employees when considered in two dimensions: psychological and behavioral empowerment. Furthermore, when these two variables are considered together, they have a higher impact on an employee's job satisfaction.

Employee satisfaction is a result of autonomy and a demanding work environment, according to Bontis, Richards, and Serenko (2011), and that job satisfaction coupled with exchange of information leads to higher efficiency and quality attention.

Major contributors of "Job Satisfaction" are guidance prospects, earnings and remunerations, and help from colleagues and seniors. Artz (2010) supports this perspective, claiming that employee benefits are a key factor of job satisfaction, which leads to decreased absenteeism and quit rates.

According to Sell and Clea (2011), psychosocial working elements such as necessary information for workplace decision-making, social support, and persuasion have an effect on job satisfaction.

Research design:

This study is done through descriptive research design and it is quantitative in its nature. Data is primary in this research and is collected through questionnaire that was self-constructed and employees of various associations were observed as data source as well. The variables are used in this research.

Population:

Population taken for this research is middle line managers and employees of different organizations. Estimated workers were about 160.

Variables Of this study:

The Variables in this study used are dependent and independent.

Dependent Variable:

i) Managerialhandling of Ziagrnik Effect

IndependentVariables:

i) Employees performance

ii) Job satisfaction

Instrument Used in research:

The Questionnaire used in the study is borrowed. The questionnaire had thirty eight questions, which used to measure the Manager's trade Off Between associational commitment and work outcomes for workers which was analyzed through SPSS.

Data collection Method:

Here in this research primary data is collected, the research is descriptive, personal survey is conducted to collect the data through questionnaire. The questionnaires were filled by middle managers and employees of various organizations. Here Snow ball technique was used.

Sample Size:

Sample size taken for this research is 160 employees of different associations, total 160 questionnaire were filled out by pick and drop method and personal concentration.

Sample Technique:

The data for this study was collected using a convenient sampling technique from employees and middle managers of different associations in order to know the managerial handling of Zeigarnik effect.

Statistical Technique:

Regression has been used for data analysis. We used regression technique because it helps us in finding out the link between the independent and dependent variables indicated above.

Data Analysis and Results

Reliability Analysis:

The questionnaire used in this research is reliable as well. This is purely designed for collecting the data which is necessitated to analyze the impacts of Managerial handling of Zeigarnik effect on workers performance and their job satisfaction.

Reliability Statistics

Cronbach's Alpha	N of Items
.870	38

Interpretation: Total Number of items used in the questionnaire was 38. As the standard ratio of reliability should be more than 0.60, from that it can be estimated the Cronbach's Alpha of this scale in research is reliable because 0.870 is greater than the standard Ratio.

Regression analysis:

H1: Managerial handling of zeigarnik effect associates the work performance of employees.

Table: 1**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.266 ^a	.071	.065	.54644

a. Predictors: (Constant), Ziegarnik_Effect

Interpretation: The Modal summary of the topic indicates the significant. Independent variables effect on the dependent variable. As the standard ratio of Adjusted R square must be equal or more than 0.6 where the modal result is 0.65 and R is 0.266 which is quiet good that suggest the modal is good fit and significant

Table: 2**ANOVA^a**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.606	1	3.606	12.077	.001 ^b
	Residual	47.178	158	.299		
	Total	50.784	159			

a. Dependent Variable: Work_Performance

b. Predictors: (Constant), Ziegarnik_Effect

Interpretation: here the Anova test indicates the significant level .001 that is not more than bench mark of 0.5. Therefore its clear that variables are in significant relationship of dependence.

Table: 3**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.065	.194		10.627	.000

Ziegarnik_Effect	.215	.062	.266	3.475	.001
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a. Dependent Variable: Work Performance

Interpretation: the table explains the coefficient results of this modal is significant in context to Independent Variable. As the beta result for Zeigarnik effect is 0.215 and “t” is 3.475 which is more than the standard value that is 2.

Therefore, hypothesis suggests that managerial treatment of Zigarnik effect has a positive impact on employees work performance and is accepted. Furthermore, the ANOVA is significant, and the Beta is ‘Positive,’ indicating that there is a direct association.

H2: Managerial handling of Zeigarnak effect associates the job satisfaction of employees.

Table: 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639 ^a	.408	.404	.46982

a. Predictors: (Constant), Ziegarnik_Effect

Interpretation:

The Table 4.4 is shown above the coefficient of correlation (R) and coefficient of determination (Adjusted R Square) between the dependent and independent variables (employee work satisfaction) (Zeigarnik effect). Because the absolute value of R ranges from 0 to 1, a value approaching 1 indicates a strong correlation between the dependent and independent variables, and vice versa, but the value of adjusted R square indicates the model's explanation or predictive capacity. The adjusted R square value is 0.404, indicating a 40.4 percent variation, which is fairly high.

Table: 5

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	24.047	1	24.047	108.943	.000 ^b
1 Residual	34.875	158	.221		
Total	58.921	159			

- a. Dependent Variable: Job Satisfaction
- b. Predictors: (Constant), Ziegarnik_Effect

Interpretation: here the Anova test indicates the significant level .000 that is not more than bench mark of 0.5. Therefore its clear that variables are in significant relationship of dependence.

Table: 6

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.330	.167		7.959	.000
	Ziegarnik_Effect	.556	.053	.639	10.438	.000

a. Dependent Variable: Job Satisfaction

Interpretation: the table explains the coefficient results of this modal is significant in context to Independent Variable. As the beta result for Zeigarnik effect is 0.556 and “t” is 10.438 which is more than the standard value that is 2. It depicts that there is a positive relation of “independent variable” to the “dependent variable”.

Findings:

The managerial handling of Zeigarnik effect is positively related to the employee work performance and job satisfaction. From direct relation of the variables we can state that higher the managerial handling of Zeigarnik effect increase the performance of employees and enhances their satisfaction on job.

Conclusion

Results also show that managerial handling of Zeigarnik effect is positively related to the “employee work performance” and “job satisfaction”. That means that higher the Managerial Handling of Zeigarnik effect, better would be the employee’s performance and job satisfaction. It is recommended to enhance some techniques for handling job stress and creating interest in job duty if manager handles employees prudently.

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