

### Education Status and Wages System: Influencing Worker's Satisfaction in Rural Industries of District Dir Lower, Khyber Pakhtunkhwa- Pakistan

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#### Original Article

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#### Abstract

*The current study was conducted to know about the perception of the worker's satisfaction regarding the wages system in rural industries of District Dir. Lower, KP-Pakistan. For this purpose the primary information was collected from 279 industrial workers of specified industries (Crush Plants, Marble and Furniture Industries), due greater availability of work force in three main stream stratum i.e. Samarbag, Timergara and Chakdara of Dir, Lower. Further a multistage random sampling was followed for collection of information from sampled workers in study population. The nature of the study was quantitative and cross sectional based on Uni-Veriate analysis with their relevant frequencies and percentages and at Multivariate analysis in context of education status of the respondents. The result of the data show that majority of the sampled workers (55%) were disagree to the statement of fair amount in their working sector. Similarly, majority of sampled workers agreed that their wages has direct impact on the out-put performance of the workers. Moreover, greater no of workers negated the equitable amount of wages in local industrial sector as well as comparative to other working sector of the region. further, 52 % of sampled were found disagree for statement of overtime wages for their services, where 45.2 % negated for timely payment system and once again 124 out of 279 workers were in search of good job with better payment somewhere else in the region. Similarly, Based on variation in chi-square and Kendal T<sup>c</sup> values for both literate and illiterate education status the association between perceptions of the workers regarding wages system in context of education status of the respondents is spurious. As a whole the workers were unhappy for fair amount, overtime, equitable and timely payment system in rural industrial sector in the study universe. The local company manager as well as government agencies must ensure the minimum wages, and strictly adopt the wages laws' in line with national and international labor's right in the country.*

**Keywords:** Workers, Compensation, Education Status, Work Environment, Rural Industries, Khyber Pukhtunkhwa

#### Introduction

A salary scheme is a compensation reward to workers for their contribution and also the different techniques of deciding the wage levels in an organization. The scheme is concerned to decide basic salary categories and ways of payment through multiple techniques design and distribution (Lee, 1997; Huh, 2001). In pay and wages; wage usually refers to additional more straight

recompense of workers. Remuneration is the fulfillment of overall labor's financial demands for self-actualization and realization, which has been remain operational factor of job satisfaction (Folger & Cropanzano, 1998). Wages is considered the fundamental factor of all organizational development theories. Payment level and the scheme have remained the most influential factors in worker satisfaction. It holds direct relation with living standards and the socio-psychological status of laborers with motivated insinuation for output in an existing work environment. Keeping in view the importance of wages for employees' role enhancement and organization development the current study has thus framed to sociological analyzed the perception of the workers' regarding their wages in rural industries of the study population.

### **Job Satisfaction**

According to Lawler (1973) the gratification of the individual is psychological happiness and safety, if positively fulfilled will leads to high-level personal development and organizational goals achievement. Similarly, the study of Shajahan & Shajahan (2004) and Chaudhary (2000) also reveals that worker satisfaction is a multidimensional behavior influenced by different internal and external, social and organizational environments considered crucial for personal and organizational development. Such positive attitudes towards their skill and profession to multiple factors like the working environment, social status, job security, recognition, industrial relation, and the overall value that they are gaining regarding their work and organization. Similarly, Miner (1988) describes that monetary welfare, social status service-specific characteristics as well as workers' expectations if fitting for their desires, there is job satisfaction. It is the positive attitudes of employees toward the whole business and their services within the organization (Locke, 1990; Hussami, 2002).

### **Theoretical Background**

The current study is based on the theory of organizational development through worker satisfaction formulated by Adam's equity theory in 1962. Like Lawler's the domain of John Stacy Adams equity theory, is also ingrained in the matching of employee professional and educational qualifications with their output contribution (Chiekezie, Nzewi & Orogbu, 2009). According to this theory, admiration and profits must tie the staff involvement straight allied to the enthusiasm and efficiency amount of work. This theory is relatively different in propositions than discrepancy through the point of judgment with other organizations' amenities and recompenses their workers availing. It lays pressure on fairness between resources relationship of work and wishes and achievements. In the nonexistence of equitable payments, the laborers face discomfort within the organization's structure and functions (Thumbran, 2010). To attain a degree of gratification and equity different approaches has been adopted where few have to negotiate over desires, and other follow the philosophy of greater work and greater contribution with a high level of personal skills for self and organizational development. This theory also has certain limitations and shortcomings on an implementation basis. In most cases, over-employment and underemployment cause biased equivalent situations of effort and productivity of the professionals.

### **Literature Review**

Workers' satisfaction is considered crucial and plays a pivotal role in industrial development and the national economy. The current industrial sectors of the country are based on workers' exploitation and dissatisfaction (Mustafa & Mumin, 2014). There is mistreatment in terms of salaries, pay and wages, safety and health, and other fundamental rights, consequently, negatively rubs the laborers for their personal and organizational achievements in the country. In

most of the rural, small scale and informal manufacturing sectors particularly of Khyber-Pakhtunkhwa, most workers are exploited for their wages, safety and health, and other basic motivational factors; negatively targeting the workers for their personal and organizational achievements in the country (Mustafa & Mumin, 2014). The salary and remuneration gratification is the psychological comportment that workers practice in the shape of financial rewards they are receiving for their input contribution through management sectors of the company (UNIDP, 2018). Further, pay and wage gratification is a multidimensional issue and closely linked to pay level, pay structure, pay rise and pay benefits (Buckley, 1996). Due to such different levels, the degree of worker's pay satisfaction varies from person to person and even level to level of a single employee. A worker may satisfy with their existing level of payment but may not be for the annual increase in their salary. Similarly, one may feel satisfied with the salary but not for benefits received from the organization as a whole (Tekleab, & Taylor, 2005). Whatsoever, the pay gratification leads to the affective obligation, apparent determinant, and soft assurance consequently, substantial organizational development. Whereas less or no gratification of workers reduces pull factors for workers as well as customers of the corporation resulting in steady reallocation of workers, high ratio of absenteeism, high turnover ratio, less output production, and more particularly clash and conflict within the managerial staff (Vandenberghe & Tremblay, 2008). Similarly, Park & Yoon, (1992); Chang *et al.* (2006) revive that reparation organism and especially financial return has significant social-personal inspiration on company employees and are treated as a standard for measurement of assessment and tool of evaluation in the modern organization.

## Method and Procedures

### Study Design

A number of study designs have been followed by authors to analyze perception of the employees in multiple organizations. However, the "Cross-Sectional" research way of investigation was applied by the researcher to sociologically analyze the perception of the workers' regarding the wages system in rural industries in the study region. It is the most appropriate design for knowing people's attitudes and perceptions towards the existing phenomena, problems, or an issue by taking a cross-section of the population. Keeping in views the major objective of the current study is to sociologically analyze the factors influencing worker satisfaction regarding workers' perception in rural industries of the study area for which cross-section design is more applicable and was surveyed.

### Study Universe

The present study was conducted in District Dir. Lower, Khyber Pukhtunkhwa -Pakistan, to find out the perception of workers regarding wages/salary system in rural industries in a sociological way. As the study population is industrial workers and industries usually run on electricity, therefore data were collected from different industries, operating under PESCO Sub-Divisions. However, due to the high numbers of industries with diverse natures as well as a high number of workers, under PESCO Sub Division Chakdara, Samar Bagh, and Timergara further constituted the study population.

### Sampling

The multistage stratified random sampling technique was followed to scientifically understand the perception of workers' to their wages in study population. First, three major industries (Crush plants, Marble and Furniture) were specified for data collection in the universe of the study. In the next stage total numbers of industries and their workers were identified through pilot study with

the help of local PESCO staff under given PESCO sub divisions. The total numbers of industries were 124 with 932 workers, comprising 47 numbers of crush plants, 42 numbers of marble, and 35 numbers of furniture industries, identified through pilot study in the area.

### Sample Size

The mandatory sample size for 932 industrial workers (Target Population) was carry out as 279 (Sekaran, 2003), which was proportionally allocated to each industries (stratum) in the study population and the target population and were studied randomly. The proportional allocation of sample size to each stratum was carried out through Bowley formula  $n_h = (N_h / N) * n$  (Baowley, 1926)..... Equation-----A.

### Data Collection

The study was based on both the secondary as well as primary information. In this regard secondary information was collected from all available resources, while for primary information interview schedule encompassing all the study variables was followed. The scale was pre-tested in the sampled area before actual administration where the irregularities and uncertainty were cleared by the researcher. Further, for measurement of the variable wages of the workers (WS) was designed by following Eui Jeong Kim (2017), with some modifications based on study requirement.

### Data Analysis

After completion of the collection of information, the collected information was coded and thoroughly entered into SPSS, where the reliability of the data was assured as pre criteria for further explanation. To gain the study objectives the collected primary information was analyzed at univariate and multivariate levels. At Uni-Veriate analysis different independent statements alongside their frequencies and percentages was strained statistically. Whereas, at multivariate analysis the data was cross tabulated to ascertain the role of back ground variable (education status) of the sampled respondents over workers perception regarding satisfaction from wages system in the area.

## Results and Discussion

### Perception of the Rural Industrial Workers Regarding Wages System in Study Population

Wages are the amount remunerated to workers for their duties, usually in form of cash by parental employers. In the current research, study wages have been used to identify the extent of the amount paying industries to their workforce. To find an answer to study objective the multiple statements regarding the wages of the workers have been formulated responses on which are reproduced in Table-I

The result of table no 05 indicates that 70(25.1%), out of a total sampled population (279); workers were satisfied with their wages in their industry. They are the high priority and assert of their company and pleased from their salary for their services. Similarly, 55 (19.7 %) of the respondents remained neutral and did not show any response regarding their wages in the industry. While the majority of the sampled respondents 154 which is 55.2 % of the total sample size negated the statement; that they are paid a fair amount for their industrial services. Such high numbers (more than half) shows that due to certain reasons majority of rural industries do not pay a reasonable amount to their workforce, and thus workers of the industrial sector were unhappy and least satisfied with their wages in the region. The result of the tabulated data is

strongly in with line the work of Fok, Scutella & Wilkins, (2015). According to them, the majority of low scale, employers, corporations, and organizations pay less to their employees than their services (Stewart, 2007). Due to certain reasons, like low productivity, cheap and low-cost products, easy availability of workforce in the region particularly, of unskilled or semi-skilled; hired on very low wages usually not according to market rate, their performance, and out-put services. Further, there is no formal payment system, and labor is paid much less than the market rate. Such wages usually do not fulfill the expenses, expectations, and aspirations of the workers and throughout carries, they remain dissatisfied with the parental organization (Fok *et al.*, 2015; Stewart, 2007).

Similarly, 139 (49.8%) of sampled respondents agreed with the statement that their wages affect the quality of work and show that a high amount of salary is necessary for excellent performance. While 48 (17.2 %) of respondents did not give any specific answer to this statement and thus remained neutral. On the other side 92 which is 33% of the total sampled workers answered with disagree to the statement that the wages of the workers affect their performance. The overall result of the statement shows that about half of the respondent shows that the quality and quantity of work depend upon the number of wages and the more the wages the better will be the performance of the workers in rural industry. This statement has been confirmed by the work of several scholars; that compensation has a severe impact on the output of employees and organizations as well. In this regard, Cusack (2009) is of the view that an increase in compensation provides the motivation that further inspires workers for superior and excellent organizational goal achievement. Further, the study shows that paying an employee at the market or a slightly above rate provides momentum to workers for greater performance with zeal and confidence. On contrary, if they do not get adequate wages, their output remains meager and poor within the organization. Consequently, effect the socio-personal well-being of employees as well as leads to a decline in the quality of items and company earnings additionally (Cusack, 2009).

Further, 114(40.9%) out of the total sampled respondents, show that their wages match their performance and are based on equity. They are paying for what they do for their industry. On the other side 28 (10%) remained neutral about the statement while 137(49.1%) of the sampled respondent negated the statement. It indicates that most of the workers in rural industries are not paid according to their work and services. Most of the time, they are charged for more difficult work than their wages due to which they are dissatisfied with work and industry. According to Katz & Krueger (1992), the salary system of an organization varies from each other and even within the organization; some employees are paid higher than others either based on their skill or performance. However, in the rural, informal, and more especially, small-scale manufacturing industries there is no concept of equity. Due to certain reasons, the majority of workers are not paid according to their work and occupation. Especially, when they have informal employment, they lack of awareness of their pay right or avoid unemployment for fewer remunerations in the sector (Jardin *et al.*, 2018).

The results on the statement; that worker's wages are equitable as other organizations, disclose that 99 (35.5%), out of 279 respondents were responsive and agreed to the statement that their pay is equitable as like other industries in the area, while 47(16.8%) remained unanswered to the said statement. On the other side, a greater number of sampled respondents 133 that is 47.2% of the total sample size refused that their amount is matching other organizations and industry

payment systems. This shows that a major portion of respondents contradicted with overall paying system of the rural industries. Consequently, this indicates that there is no uniform and formal pay system in the rural industrial sector and each one follows their way of wages to workers according to their industry's income, subjectivity, and traditional HRM in the existing rural industries of the area. In this regard, the study by Mosthaf, Schnabel & Stephani (2011), shows that workers have been protected under national and international laws, for their overall rights, particularly for their universal wage system. However, laborers from different nations and regions have been paid in their local context. This payment system is usually based on multiple factors, like the earnings of the manufacturing sectors as well as the quality and quantity of their production. Besides, the sectors that have a high income, administratively located in the settled area pay relatively higher and better than in rural manufacturing sectors of the region (Fok, Scutella & Wilkins, 2015).

To evaluate the wages of rural industries a statement on overtime wages was formulated and 83 (29.7%) out of the total responded shows agreed with overtime wages, while 49 (17.6%) remained neutral whereas once again majority of the sampled respondent 147 that is 52.7% refused for overtime and extra remuneration in their working place. The given result demonstrates that the concept of overtime wages in the rural industry is very low and even non-existent in real shape. Most of the time workers are not paid any compensation for their extra work which is not only unfair, and a violation of labor laws but also causing to dissatisfaction among the labor force in the region. In addition, 106 that is 38% of the sampled respondents shows agree that they are paying fully and on time whereas 47 (16.8%) remained out of the discussion and did not show any response that either they are paid on time or not. Conversely, 126 (45.2%) replied with disagreeing, stating that they are not paying in full and on time for their services. Thus, it is derived that rural industries are often not paid on time and in full to their workforce. Consequently, leading to another reason for the dissatisfaction of workers in rural industry. The factor of work time in the industry has been defined and protected by several conventions like the 1919 convention of the international labor organization. This convention clearly defines the framework for structured time work on a daily, weekly, and monthly basis (International Labor Organization, 1919). Further, article 2 of this convention, a worker shall not work more than eight hours a day and forty-eight in a week. Moreover, due to certain reasons like emergency or to meet the order of the company a worker works more than the scheduled time, the company will be obliged to pay more wages/overtime wages (ILO, 1919). Similarly, the country factory act of 1924, and then the amendment of 2012, 2013, and 2014 continuously, recognized the structured work time of international labor organizations. However, a worker will have to work more than eight hours, keeping in priority of the company and the employers to gratify them with extra payment (Sajid, 2016). However, all these laws are limited to documents or only in urban areas where labor unions and strong administration structures exist. Whereas, in the majority of rural areas and study population where due to no labor union and check and balance of local administration, there is an option for no overtime wages, and thus the laborers are deprived of overtime wages.

Likewise, 124 (44.4%) out of the total respondents demonstrated an agreement with the statement that they will quit their job for another with better pay. This result shows high dissatisfaction with their earnings in the existing industry. While 43 (15.4%) respondents remained neutral and 112 (40.1%) shows disagree to quit their job for better pay. This statement is closely linked with the study finding of Khan & Begum (2020). They are of the view that due to certain reasons like low wages and closeness of industries majority of the workers are downsized and quit their

services for other work with better payment. Due to heavy and unplanned power crisis, environmental issues, and poor working environment, the industry sectors remain closed. Consequently, affecting the workers, owners, and overall industrial sector in the country. Along with others, it severely affects the income of the workers and their earnings do not mate their expenses, thus they are looking for good jobs elsewhere (Shah, Essrani & Rani, 2013).

**Table –I. Frequency Distribution and Proportion of Workers' Perception about Wages in the Sampled Population**

Statement	Response			Total
	Agree	Neutral	Disagree	
I feel I am being paid a fair amount for the work I do.	70 (25.1)	55 (19.7)	154 (55.2)	279 (100)
My wages affect the quality of work I do	139 (49.8)	48 (17.2)	92 (33)	279 (100)
The wages offered in my industry is equitable	114 (40.9)	28 (10)	137 (49.1)	279 (100)
The amount paid to me is equitable as other organization	99 (35.5)	51 (18.3)	129 (46.2)	279 (100)
I am paid extra remuneration for overtime work in industry	83 (29.7)	49 (17.6)	147 (52.7)	279 (100)
My company pays me full and on time	106 (38)	47 (16.8)	126 (45.2)	279 (100)
I will consider to quit my job for another with better payment	124 (44.4)	43 (15.4)	112 (40.1)	279 (100)

Field Survey 2022. Percentages are given in parentheses

### Multivariate Analysis

The multivariate analysis and their relative discussions have been drawn between the association of indexed independents (wages of the workers) and indexed dependent variable (perception of the workers' satisfaction) in context of controlling educational status of the respondents as background variable to establish if the association of the independent and dependent variables was influenced by education status of the respondents or not. Their results and appropriate discussion are given below.

### Association between wages of the worker and Perception of the worker's Satisfaction in context of educational status of the respondents

Results in table no 4.27 show that the influence of wages over job satisfaction in the context of education qualification was non-significant ( $P = 0.167$ ;  $T^c = 0.071$ ) for illiterate, whereas this association was highly significant and positive in direction ( $P = 0.001$ ;  $T^c = 0.225$ ) for literate education status of the respondents. However, as a whole the association between indexed independents and indexed independents variable, while controlling educational status was significant and positive ( $P = 0.006$ ;  $T^c = 0.161$ ). Based on variation in chi-square and Kendal  $T^c$  values for both literate and illiterate education status the association between wages and job satisfaction is spurious. The non-significant association of illiteracy with wages, significance with literacy as well as the entire data of the table are the outcome of multiple reasons. In today's modern and mechanized world, literate and educated workers are considered the valued assets of organizations and industries. Like all other developing nations, industrialization in Pakistan especially, in the rural area is still on the way toward development. The manufacturing system of the country and particularly of the study area still runs traditionally. Due to the high ratio of

unemployment, unskilled and illiterate laborers, these workers are usually employed for very low wages compared to educated workers in the area. Further, due to lack of awareness regarding labor rights, their uneducated position, and low income, they continue to live on their meager incomes. Clark and Oswald (1996) have also established the same association of educational status with wages and work satisfaction. According to his findings, expectation differentials exist between the literate and illiterate workers within an organization. Similarly, Verhofstadt *et al.* (2007) analyzed a study of Spanish workers for satisfaction with education as a controlling variable and concluded a positive and significant association between educated people and non-significant with illiterate or even less educated people were noted. Further, highly educated laborers particularly graduates were additionally gratified than less educated colleagues of the Spanish workers (Freeman 2010).

**Association between wages of the worker and workers' satisfaction in rural industries  
(controlling educational status of the respondents)**

Educational Status	Independent Variable	Dependent Variable				Statistics $\chi^2$ , (P-Value) & T <sup>c</sup>	Level of significance for entire table	
		Highly satisfied	Moderate Satisfied	Least Satisfied	Total			
Illiterate	Wages of the Workers	Job Satisfaction				$\chi^2=6.472$ (P=0.167) T <sup>c</sup> =0.07 1	$\chi^2=14.425$ (P=0.006) T <sup>c</sup> = 0.161	
		Agree	7 (6.1%)	9 (7.8%)	12 (10%)			28 (24%)
		Neutral	6 (5.2%)	14 (12%)	17 (14.8%)			37 (32%)
		Disagree	3 (2.6%)	25 (22%)	22 (19.1%)			50 (44%)
Literate	Agree	6 (3.7%)	17 (10%)	15 (9.1%)	38 (23%)	$\chi^2=17.57$ 8 (P=0.001) T <sup>c</sup> =0.225		
	Neutral	15 (9.1%)	19 (12%)	26 (16%)	60 (37%)			
	Disagree	4 (2.4%)	15 (9.1%)	47 (28.7%)	66 (40%)			

Field Survey 2022. Percentages are given in parentheses

### Conclusion

It is thus concluded that the majority of the workers in the study population are dissatisfied with their earnings from existing industries. The result shows that their wages are not fair. There is no equity of payment. No extra wages and timely payment systems exist in rural industries. Most of the time workers do this job temporarily. To avoid unemployment, they are forced to work hard and more than their wages.

### Recommendation

Wages is considered one of the most important variable of employees' personal and organization development. To gain workers' gratification and industrial development in rural area especially in study population the industries owners and managers should ensure minimum wages (17500-

25000 PKR) policy of the country. Besides the overtime wages (150%) of basic wages as regulated government time by time to industrial workers with full and timely payment, must fully adopt with due spirit by local agencies, especially in the rural area of the study population. Further, the government should implement and revise the country's labor laws to safeguard the laborer's rights and link with international labor standards, especially, the act 2012, which falls short of ILO Conventions no 131 and 132 on labor wages in the study population.

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