

International Journal Research Publication Analysis

Page: 01-14

JOB SATISFACTION AMONG HARITHA KARMA SENA MEMBERS: A STUDY WITH SPECIAL REFERENCE TO KANNUR DISTRICT

***Dr. Anil Chandran S., Dr. Aparnadevi M.**

Assistant Professor in Commerce, Pazhassi Raja N.S.S. College, Mattanur, Kannur.

Article Received: 05 June 2026

*Corresponding Author: Dr. Anil Chandran S.

Article Revised: 25 June 2026

Assistant Professor in Commerce, Pazhassi Raja N.S.S. College, Mattanur, Kannur.

Published on: 15 July 2026

DOI: <https://doi-doi.org/101555/ijrpa.1578>

ABSTRACT

Haritha Karma Sena (HKS) is an important waste management programme of the Government of Kerala that works under the Kudumbashree Mission and Local Self Government Institutions. The members collect non-biodegradable waste, create awareness about waste segregation, and help to maintain a clean environment. As their work involves heavy workload, health risks, low income, and limited public recognition, it is important to understand their level of job satisfaction. This study examines the job satisfaction of 30 Haritha Karma Sena members in Kannur District by collecting primary data (using a structured questionnaire) through the convenience sampling method. Percentage analysis, weighted average, ranking, One-way ANOVA, and Kruskal–Wallis Test were used for analysing the data

The study found that, the main reason for joining Haritha Karma Sena was social service (63.3%), and 66.7% worked 6-8 hours per day. The respondents were highly satisfied with training provided (4.20), relationship with co-workers (4.20), tools and equipment (4.10), and working hours (4.00). However, they were less satisfied with remuneration (2.90). The major problems reported were low wages (28.2%), health issues (21.2%), and poor public behaviour (20%). The study concludes that Haritha Karma Sena members are generally satisfied with their work, but improvements in salary, welfare facilities, and public cooperation are needed to further improve their job satisfaction and the effectiveness of waste management services.

KEYWORDS: *Job Satisfaction, Haritha Karma Sena, Waste Management, Local Self Government, Kudumbashree.*

INTRODUCTION

Waste management has become a major challenge due to increasing population, urbanisation, and changing lifestyles. Improper disposal of waste causes pollution, health problems, and environmental damage. To address this issue, the Government of Kerala introduced Haritha Karma Sena (HKS) under the Local Self Government Institutions with the support of the Kudumbashree Mission. Haritha Karma Sena members, collect non-biodegradable waste from houses, shops and other commercial establishments, promote waste segregation, and create awareness about environmental protection. Their work has greatly improved waste management and cleanliness across Kerala.

Although Haritha Karma Sena members play an important role in keeping the environment clean, they face several challenges such as low income, heavy workload, lack of public cooperation, and health risks. These factors may affect their job satisfaction and work performance. Employees who are satisfied with their jobs are usually more motivated, perform better, and remain committed to their work. Therefore, this study examines The study aims to understand the level of job satisfaction among Haritha Karma Sena members in Kannur District and the factors influencing their satisfaction. The findings of the study will help to suggest measures to improve their working conditions and overall job satisfaction.

Literature Review

Priya S. (2016) examined the contribution of HKS to sustainable development. The study showed that the organisation has a vital role in protecting the environment through waste management activities, public awareness programmes, and community participation. The study concluded that Haritha Karma Sena has made a valuable contribution to sustainable development in Kerala.

Divya K. (2021) studied the role of community participation in the waste management activities of HKS. The study found that the active involvement of local people helped to improve waste collection and management. It also increased public awareness about proper waste disposal and environmental protection.

Thomas and George (2021) conducted a study on community participation in solid waste management in Kerala. The study found that proper training, support from Local Self Government Institutions, and active public participation improved the efficiency of waste management programmes.

Sharma and Singh (2022) examined the work satisfaction of sanitation workers in urban local bodies and identified that salary, working conditions, safety measures, and employee welfare

facilities were the main factors affecting job satisfaction. Better workplace conditions resulted in higher employee satisfaction.

Priya and Ramesh (2023) analysed the factors influencing job satisfaction among environmental workers. The study found that job security, financial stability, appreciation, and opportunities for career development have a positive influence on employee satisfaction and organisational commitment.

Parvathy Ravikumar (2024) studied public opinion about the waste management activities of HKS at the panchayat level. It revealed that community support and public participation were essential for the successful implementation of waste management programmes.

Divya and Mallika (2025) examined the role of HKS in promoting sustainable waste management across Kerala. It found that the programme improved the collection of waste, recycling activities, and awareness among public. The authors recommended providing more training programmes, financial assistance, and safety equipment to improve the efficiency of Haritha Karma Sena members.

Swaroopjith (2025) studied the socio-economic factors and job satisfaction of HKS members in Kollam Corporation. The study identified that, the members are satisfied with the social importance of their work but were less satisfied with their salary, safety facilities, and welfare benefits. The study recommended improving income, workplace safety, and employee welfare to increase job satisfaction and work performance.

Statement of the Problem

Haritha Karma Sena members play a vital role in maintaining cleanliness and improving solid waste management in Kerala. They collect non-biodegradable waste, promote waste segregation, and create environmental awareness in the community. Despite their valuable contribution, they face several challenges such as low income, heavy workload, health risks, lack of safety equipment, limited public cooperation, and inadequate social recognition. These challenges may reduce their job satisfaction, motivation, and work performance. The present study aims to examine the job satisfaction level among HKS members in Kannur district and identify the factors affecting their satisfaction so that suitable measures can be suggested to improve their working conditions and overall well-being.

Relevance of the Study

The findings will help Local Self Government Institutions, the Kudumbashree Mission, and policymakers to develop better welfare measures, improve working conditions, and provide effective training and support to Haritha Karma Sena members.

OBJECTIVES

- To measure the level of job satisfaction among Haritha Karma Sena members in Kannur District.
- To assess the problems faced by Haritha Karma Sena members in performing their duties.
- To suggest measures for enhancing the job satisfaction of Haritha Karma Sena members.

Hypotheses

H₀₁: There is no significant difference in the job satisfaction of Haritha Karma Sena members across different age groups.

H₀₂: There is no significant difference in overall job satisfaction among Haritha Karma Sena members with different educational qualifications.

RESEARCH METHODOLOGY

The present study, "Job Satisfaction among Haritha Karma Sena Members" is descriptive and analytical conducted among Haritha Karma Sena members in Kannur District and is based on primary data collected through a structured questionnaire. A total of 30 respondents were selected using the convenience sampling technique. Percentage Analysis, Weighted average, Ranking Analysis, One-way ANOVA, and Kruskal–Wallis Test were used for analysing the data.

Analysis and Interpretation

Primary data collected from 30 respondents are analysed in the following section.

Table 1: Personal Profile.

Profile Variables	Category	Number	Percentage
Age	26-35	2	6.7
	36-45	17	56.7
	46-55	9	30
	Above 55	2	6.7
Education	Below SSLC	2	6.7
	SSLC	17	56.7
	Plus two /Pre-degree	10	33.3

	Graduation	1	3.3
Marital Status	Single	-	-
	Married	27	90
	Divorced / Widowed	3	10
Monthly income	Less than 5000	1	3.33
	5000-7500	12	40
	7500-10000	11	36.7
	Above 10000	6	20
Experience	Less than 1 year	-	-
	1 to 3 years	12	40
	3 to 5 years	6	20
	More than 5 years	12	40
Nature of work done (before joining Haritha Karma Sena)	Self employed	-	-
	Housewife	24	80
	Casual labourer	4	13.3
	Agriculture	1	3.33
	Service providing	1	3.33
Total		30	100.00

Most of the members belonged to 36-45 years age group (56.7%) whereas 30% of people are in 46-55 years age group, 6.7% belongs to 26-35 years and another 6.7% were above 55 years of age. Majority of Haritha Karma Sena members have completed SSLC (56.7%), followed by Plus Two/Pre-degree (33.3%). Only 6.7% of the respondents had education below SSLC, while 3.3% were graduates. 90% of the respondents are married and 10% appears to be divorced / widowed.

Most of the respondents (40%) earned ₹5,000–₹7,500 per month, followed by 36.7% earning ₹7,500–₹10,000. About 20% earned above ₹10,000, while only 3.3% earned less than ₹5,000. 40% respondents have experience for more than 5 years, another 40% with experience of 1-3 years and 20% with 3-5 years of experience. 80% of the respondents were housewives before joining Haritha Karma Sena and 13.3% of them were casual labourers. 3.33% each were engaged in agriculture and service-providing activities.

Table 2: Reasons for Selecting Haritha Karma Sena.

Reasons	Number	Percentage
Competitive salary	-	-
Less education	1	3.3
Intention to do social work	19	63.3
Job security	5	16.7
Better work life balance	1	3.3
Others	4	13.3
Total	30	100

The majority of the respondents (63.3%) selected Haritha Karma Sena because of their intention to do social work. 16.7% preferred job security, 13.3% for other reasons. Only 3.3% joined because of less educational qualification, and another 3.3% for better work-life balance.

Table 3: Duration of Work per Day.

Duration of Work per Day	Number	Percentage
Less than 4 hours	-	-
4 to 6 hours	4	13.3
6 to 8 hours	20	66.7
More than 8 hours	6	20
Total	30	100

66.37% of the Haritha Karma Sena members works for 6-8 hours, 20% work for more than 8 hours and 13.3% for 4-6 hours per day.

Table 4: Precautions Taken While Collecting Waste.

Precautions	Number	Percentage
Wearing gloves	28	93.3
Using mask	23	76.7
Wearing shoes, uniform etc.	25	83.3
Taking regular breaks	8	26.7
Get vaccinated	6	20

Note: Multiple responses were allowed

93.3% of the respondents are wearing gloves, 83.3% of the respondents wear shoes, uniforms etc., 76.7% use masks, as precautions, while 26.7% takes regular breaks and 20% got vaccinated.

Table 5: Level of Agreement.

Sl. No.	Statements	A	N	D	WS	WA
1	House owners sort the waste as per the instructions of Haritha Karma Sena.	7	15	8	59	1.97
2	House owners pay the monthly fee without any objections.	15	12	3	72	2.40
3	Local bodies provide the safety materials required for collecting waste.	27	3	0	87	2.90
4	The performance of Haritha Karma Sena is evaluated regularly by superiors.	27	3	0	87	2.90
5	Adequate support is received from the Government.	21	9	0	81	2.70
6	The workload is manageable.	21	9	0	81	2.70
7	I get enough time to spend with my family.	24	6	0	84	2.80
8	Wages from Haritha Karma Sena can be set aside for investment activities.	8	15	7	61	2.03

9	The contributions of Haritha Karma Sena are largely appreciated.	27	3	0	87	2.90
10	The collected waste is recycled and converted into useful products.	27	3	0	87	2.90

A = Agree, N = Neutral, D = Disagree, WS = Weighted Score, WA = Weighted Average

The highest weighted average score was recorded for local bodies providing safety materials (2.90), regular performance evaluation by superiors (2.90), recognition of Haritha Karma Sena's contributions (2.90), and recycling of collected waste into useful products (2.90), indicating a high level of agreement among the respondents. This was followed by getting enough time to spend with family (2.80), adequate government support (2.70), and manageable workload (2.70). House owners paying the monthly fee without objections obtained a weighted average of 2.40. The lowest weighted average scores were recorded for wages being sufficient for investment activities (2.03) and house owners sorting waste as per instructions (1.97), indicating comparatively lower agreement with these statements. Overall, the findings suggest that while the respondents are satisfied with the support, safety measures, and recognition associated with their work, they are less satisfied with public cooperation in waste segregation and the adequacy of their wages.

Table 6: Satisfaction Level of Haritha Karma Sena Members.

Sl. No.	Factors	HS	S	N	D	HD	WS	WA
1	Remuneration	2	8	11	7	2	87	2.90
2	Working Hours	8	15	6	1	0	120	4.00
3	Working Conditions	7	13	8	2	0	115	3.83
4	Job Security	5	13	10	2	0	111	3.70
5	Training Provided	11	14	5	0	0	126	4.20
6	Tools and Equipment Provided	10	13	7	0	0	123	4.10
7	Hygiene and Sanitation Measures	8	13	8	1	0	118	3.93
8	Support from Supervisors	7	13	8	2	0	115	3.83
9	Relationship with Co-workers	11	14	5	0	0	126	4.20
10	Public Cooperation	5	12	10	3	0	109	3.63
11	Welfare Facilities	4	12	10	4	0	106	3.53
12	Overall Satisfaction	8	13	8	1	0	118	3.93

HS = Highly Satisfied, S = Satisfied, N = Neutral, DS = Dissatisfied, HDS = Highly Dissatisfied, WS = Weighted Score, WA = Weighted Average

The highest weighted average scores were recorded for Training Provided (4.20) and Relationship with Co-workers (4.20), followed by Tools and Equipment Provided (4.10) and Working Hours (4.00). Hygiene and Sanitation Measures (3.93) and Overall Satisfaction (3.93) also showed high satisfaction. Working Conditions (3.83), Support from Supervisors

(3.83), Job Security (3.70), Public Cooperation (3.63), and Welfare Facilities (3.53) received moderate satisfaction. Remuneration (2.90) recorded the lowest weighted average, indicating that the respondents were least satisfied with their salary. Overall, the findings suggest that Haritha Karma Sena members are generally satisfied with their working environment and support but expect improvements in remuneration and welfare facilities.



Figure 1: Level of Satisfaction.

Age Group and Job Satisfaction

H₀₁: There is no significant difference in the job satisfaction of Haritha Karma Sena members across different age groups.

Table 7: Age Group and Job Satisfaction (One-way ANOVA)

Source	Sum of Squares	df	Mean Square	F-value	p-value
Between Groups	0.794	3	0.265	1.060	0.383
Within Groups	6.506	26	0.250		
Total	7.300	29			

The calculated F -value is 1.060 and the p -value is 0.383 ($p > 0.05$). Therefore, the null hypothesis is accepted which means that there is no significant difference in job satisfaction among different age groups of Haritha Karma Sena members.

Educational Qualification Vs overall Job Satisfaction

H₀₂: There is no significant difference in overall job satisfaction among Haritha Karma Sena members with different educational qualifications.

Table 8: Educational Qualification and overall Job Satisfaction. (Kruskal-Wallis test)

Variable	<i>H</i>	<i>df</i>	<i>p</i> -value
Educational Qualification x Overall Job Satisfaction	4.274	3	0.233

The test produced an H value of 4.274 ($df = 3$, $p = 0.233$). Since the $p > 0.05$, the null hypothesis is accepted. Therefore, there is no significant difference in the overall job satisfaction of respondents based on their educational qualification.

Table 9: Problems Faced by the Respondents While Performing Their Duties.

Sl.No	Problems	Number	Percentage	Rank
1	Low wages	24	28.2	1
2	Heavy workload	8	9.4	5
3	Staff shortage	2	2.4	7
4	Health issues	18	21.2	2
5	Harassment from antisocial elements	2	2.4	7
6	Harsh behavioural response from people	17	20	3
7	Refusal to handover waste	9	10.6	4
8	Lack of social securities	2	2.4	7
9	Non availability of storage facilities	9	10.6	4
10	Inadequate waste disposal equipment	3	3.5	6

Low wages (28.2%) was the most important problem and secured the first rank. This was followed by health issues (21.2%), which received the second rank, and harsh behavioural responses from the public (20.0%), which ranked third. Refusal to hand over waste (10.6%) and non-availability of storage facilities (10.6%) jointly secured the fourth rank, while heavy workload (9.4%) was ranked fifth. Inadequate waste disposal equipment (3.5%) received the sixth rank. Staff shortage (2.4%), harassment from antisocial elements (2.4%), and lack of social security (2.4%) jointly received the seventh rank. These findings indicate that financial issues, health-related problems, and lack of public cooperation are the major challenges faced by Haritha Karma Sena members.

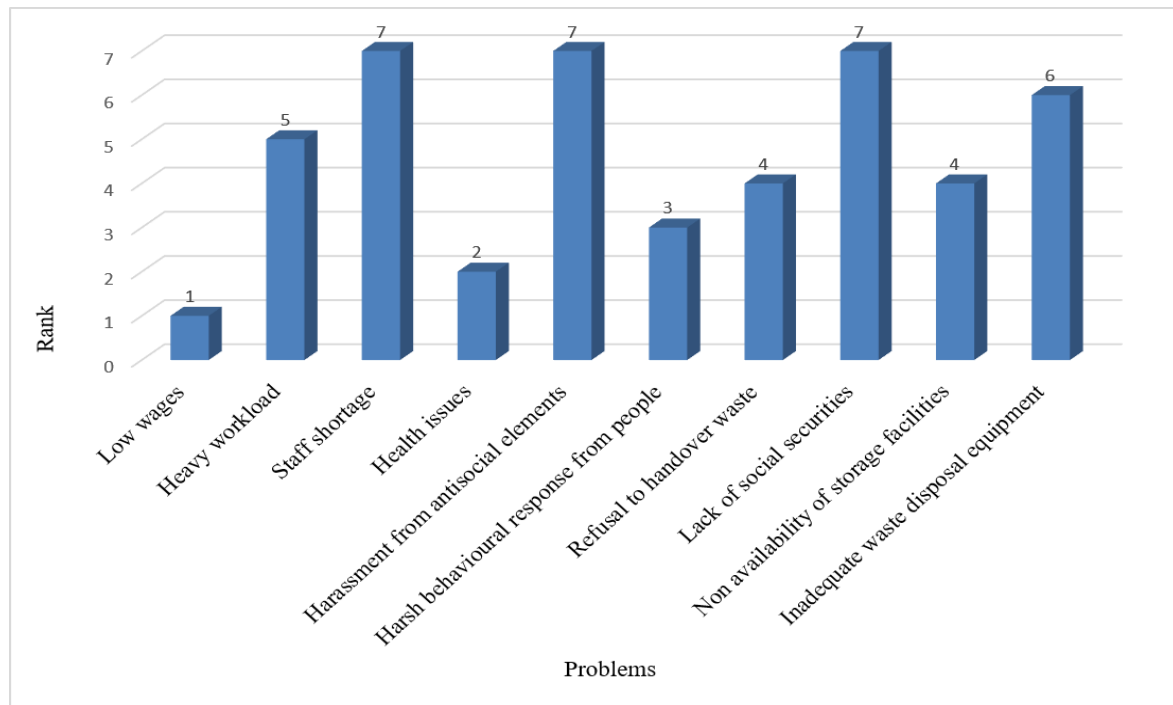


Figure 2: Problems Faced by Haritha Karma Sena Members

Table 10: Improvements Needed in Haritha Karma Sena.

Changes/Improvement	Number	Percentage
Modern waste management infrastructure	8	26.7
Public awareness programmes	19	63.3
Enforce effective waste management policies	7	23.3
Provide incentives for sustainable waste management practices	9	30.0
Provide training facility for waste management	9	30.0

Note: Multiple responses were allowed

The most frequently suggested improvement was conducting public awareness programmes (63.3%), indicating the need to increase public awareness and participation in the management of waste. This was followed by providing incentives for sustainable waste management practices (30.0%) and providing training facilities for waste management (30.0%). Modern waste management infrastructure (26.7%) and effective waste management policies (23.3%) were also suggested by the respondents.

Major Findings

- The majority of the respondents (56.7%) belonged to the 36 to 45 years age group, which is followed by 30% in the 46 to 55 years age group. Only 6.7% each belonged to the 26–35 years and above 55 years age groups.

- Most of the respondents (56.7%) had completed SSLC, while 33.3% had completed Plus Two/Pre-degree. Only 3.3% were graduates.
- The majority of the respondents (90%) were married, whereas 10% were divorced or widowed.
- Most respondents (40%) earned a monthly income between ₹5,000 and ₹7,500, followed by 36.7% earning ₹7,500-₹10,000.
- 40% of the respondents had 1-3 years of work experience, while another 40% had more than 5 years of experience.
- The majority of the respondents (80%) were housewives before joining Haritha Karma Sena.
- The main reason for joining Haritha Karma Sena was the intention to do social work (63.3%), followed by job security (16.7%).
- The majority of the respondents (66.7%) worked 6–8 hours per day, while 20% worked for more than 8 hours daily.
- Most respondents followed safety measures while collecting waste. 93.3% wore gloves, 83.3% wore shoes/uniforms, and 76.7% used masks.
- In the level of agreement analysis, the highest weighted average score (2.90) was recorded for provision of safety materials by local bodies, regular performance evaluation, recognition of Haritha Karma Sena's contribution, and recycling of collected waste. The lowest weighted average was for house owners sorting waste as instructed (1.97).
- In the satisfaction analysis, Training Provided (4.20) and Relationship with Co-workers (4.20) received the highest weighted average scores, followed by Tools and Equipment Provided (4.10) and Working Hours (4.00). Remuneration (2.90) received the lowest score.
- The One-way ANOVA result showed no significant difference in job satisfaction among different age groups ($F = 1.060$, $p = 0.383 > 0.05$).
- The Kruskal-Wallis test indicated no significant difference in overall job satisfaction among respondents with different educational qualifications ($H = 4.274$, $p = 0.233 > 0.05$).
- The major problem faced by the respondents was low wages (28.2%), followed by health issues (21.2%) and harsh behavioural responses from the public (20%).

- The most preferred improvement suggested by the respondents was conducting public awareness programmes (63.3%), followed by providing incentives for sustainable waste management (30.0%) and training facilities (30.0%). Modern waste management infrastructure (26.7%) and effective waste management policies (23.3%) were also suggested by the respondents.

SUGGESTIONS

- Adequate financial support and timely payment of wages will improve their motivation and job satisfaction.
- The Government and Local Self Government Institutions should introduce more welfare schemes such as health insurance, accident insurance, pension benefits and financial assistance for workers.
- provided with quality gloves, masks, boots, uniforms and other protective equipment to ensure their health and safety.
- Adequate transportation facilities and modern waste collection equipment should be provided wherever possible.
- Awareness programmes should be organised to educate people about proper waste segregation and the importance of respecting Haritha Karma Sena members.

CONCLUSION

HKS plays a significant role in improving solid waste management and maintaining a clean environment in Kerala. The present study found that the members are generally satisfied with their job, particularly with the training provided, relationship with co-workers, working hours, and the tools and equipment available. However, the respondents expressed comparatively lower satisfaction with remuneration and welfare facilities. The major problems identified were low wages, health issues, and poor public cooperation during waste collection. The study concludes that improving salaries, welfare measures, safety facilities, and public awareness programmes will enhance the job satisfaction and motivation of Haritha Karma Sena members. The findings will be useful for Local Self Government Institutions, the Kudumbashree Mission, and policymakers in developing measures to improve the well-being of Haritha Karma Sena members and strengthen the effectiveness of waste management programmes in Kerala.

REFERENCES

1. Anitha, J., & Kumar, P. (2018). Employee satisfaction among sanitation workers. *International Journal of Management Studies*, 5(2), 45–53.
2. Clean Kerala Company Ltd. (2023). *Haritha Karma Sena operational guidelines*.
3. Divya, K. (2021). Community participation in Haritha Karma Sena's waste management initiatives: Best practices and impact. *Journal of Sustainable Development Studies*, 9(3), 67–79.
4. Divya, P. J., & Mallika. (2025). Role of Haritha Karma Sena in promoting sustainable waste management in Kerala. *International Journal of Future Multidisciplinary Research*, 7(5). <https://doi.org/10.36948/IJFMR.2025.V07I05.57220>
5. George, J. M., & Jones, G. R. (2020). *Understanding and managing organizational behavior* (8th ed.). Pearson.
6. Government of Kerala, Local Self Government Department. (2023). *Solid waste management policy and guidelines*.
7. Gurusamy, P., & Mahendran, K. (2013). A study on job satisfaction among employees in automobile industries in India. *International Journal of Marketing and Technology*, 3(5), 108–119.
8. *Impact of Haritha Karma Sena on waste management system in households with special reference to Ernakulam*. (2025). *International Journal of Management, Economics and Commerce*, 2(2), 16–24. <https://doi.org/10.62737/t4tjqs73>
9. Joseph, A., & Mathew, T. (2019). Job satisfaction among Kudumbashree workers in Kerala. *Indian Journal of Social Development*, 19(1), 65–78.
10. Kudumbashree Mission. (2023). *Annual report 2022–23*.
11. Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.
12. Nishad, A. (2024). Solid waste management practices of Haritha Karma Sena in Kerala: Strategies, effectiveness, and challenges. *International Journal of Waste Management and Environmental Sustainability*, 12(1), 45–62.
13. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Fundamentals of human resource management* (9th ed.). McGraw-Hill.
14. Preethi, K. N. (2025). Empowering Green Warriors: A study on job satisfaction among Haritha Karma Sena workers. *International Journal of Science and Research*, 14(12), 64–68. <https://doi.org/10.21275/SR251201142953>
15. Priya, K., & Ramesh, S. (2023). Factors influencing job satisfaction among environmental workers. *Journal of Public Administration and Policy Research*, 15(2), 41–52.

16. Priya, S. (2016). The role of organizations in sustainable development: A case study on Haritha Karma Sena. *Journal of Environmental Management Studies*, 5(2), 112–125.
17. Rajan, R., & Nair, M. (2020). Working conditions and job satisfaction among sanitation workers in Kerala. *International Journal of Social Sciences*, 9(3), 101–110.
18. Ravikumar, P. (2024). Public perceptions of Haritha Karma Sena's effectiveness in waste management at the panchayat level. *Indian Journal of Environmental Research*, 15(2), 88–102.
19. Renaud, S. (2002). Unions and wages: A Canada–U.S. comparison. *Relations Industrielles/Industrial Relations*, 57(4), 625–650.
20. Resheske, M. (2001). *Job satisfaction of full-time faculty at the College of Human Development*. University of Wisconsin–Stout.
21. *Role of Haritha Karma Sena in advancing sustainable development across Kerala and its contribution to key UN Sustainable Development Goals*. (2024). *International Journal of Information Technology and Management*. <https://doi.org/10.29070/5g8bke19>
22. Saeed, R., Lodhi, R. N., Iqbal, A., & Arshad, H. M. (2014). Factors affecting job satisfaction of employees in the telecom sector of Pakistan. *Journal of Basic and Applied Scientific Research*, 4(6), 1–8.
23. Sharma, R., & Singh, P. (2022). Occupational health and job satisfaction among sanitation workers. *Indian Journal of Human Resource Management*, 11(1), 28–40.
24. Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. Sage Publications.
25. Swaroopjith, S. (2026). Empowering the Green Workforce: A socio-economic analysis of Haritha Karma Sena (HKS) members in Kerala's decentralized waste management system. *Bodhi International Journal of Research in Humanities, Arts and Science*, 10(Special Issue 2), 104–117. <https://doi.org/10.64938/bijrsi.v10si2.25.Dec031>
26. Thomas, L., & George, M. (2021). Community participation in solid waste management: A study in Kerala. *Journal of Environmental Management Studies*, 14(2), 88–99.
27. Vagh, A. (2010). *Job satisfaction among employees of municipal corporations in the Saurashtra region* (Doctoral dissertation, Gujarat University).
28. Yavuz, N. (2004). The use of non-monetary incentives as a motivational tool: A survey study in a public organization in Turkey. *International Journal of Business and Management Studies*, 3(1), 40–50.