

A CONCEPTUAL STUDY ON EMPLOYEE SATISFACTION WITH ITS DETERMINANTS PROVIDED AT JOB AND WORK PLACE

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Abstract: *The research paper aims to discuss the concept of employee satisfaction with its determinants that they get at job and workplace for employee satisfaction, benefits or outcomes of employee satisfaction, and also consider various theories of job satisfaction. The study is conceptual in nature, and purely based on the past literature. Researchers has gone through various research papers, published and unpublished reports and the books on human resource management to extract the literature available on the employee satisfaction related to their job and its determinants. Employee satisfaction is important for an organization as the overall performance of an organization depends on its employees. Satisfied employees do their work efficiently, and provide better performance, which in turn leads to increased productivity, high level of quality, and optimum utilization of organizational resources. Employee satisfaction and retention are positively related to each other. Employee satisfaction leads to low level of employee turnover and absenteeism also. Satisfied employees at workplace wish to work with an organization for long term period which leads to low level of employee turnover.*

Keywords: *Employee satisfaction, Employee Retention, Job satisfaction, Job Performance and Working Environment.*

Introduction: Employee satisfaction can be defined as the satisfaction of employee towards their job, towards the organization and towards the various aspects related to job. Employee satisfaction is a term which is comprehensive in nature. Employees who are satisfied with their job but not with the working environment, or not with the attitude of management or policies of the company will not be considered as satisfied employee. Employee satisfaction is a broader term which includes the satisfaction towards the job, job profile, job features, working environment, working conditions, types of people working in the organization, culture of the organization, management behavior, policies of the company, financial and non-financial benefits of the job, and various other aspects related to job. Recruiting the efficient and skilled employees in an organization is not enough, it is also important to make them satisfied and happy with their jobs. Employee satisfaction is important to measure as the job dissatisfaction may convert the efficiency of the employees into inefficiency. Employee satisfaction ensures that the employees are happy with their jobs and they are able to fulfil their needs at workplaces and in their personal life also. Employee satisfaction is the measure to know the ability of an organization to meet the needs of the employees related to working environment in the best possible manner. Needs of the employees can be related to the working conditions, co-workers, leaders, supervision, growth

opportunities and work itself etc. employee satisfaction plays a crucial role in achieving the quality of services. Loveman (1998), discussed the relationship between employee satisfaction, customer loyalty and financial performance of an organization. Employee satisfaction ensures better customer services and increases in customer loyalty due to the better service quality and which in turn increases the profitability of the company. Thus, financial performance of an organization depends on the employee satisfaction.

Spector (1997), employee satisfaction can be defined as the satisfaction of an employee towards his job, and the liking for his job.

Locke (1976), explained the concept of employee satisfaction as a positive attitude of employees towards their job, an emotional state that gives pleasures to the employees while doing their job or performing a task.

Thus, it can be said that the primary goal of an organization should be employee satisfaction because employee satisfaction directly effects the productivity, profitability, service quality, employee retention rate, absenteeism, and employee turnover ratio.

Objectives of the study: The objective of the study was to do a review of the employee satisfaction, factors which affect the employee satisfaction and the theories based on the concept of job satisfaction evolved in past.

Research methodology: The study is conceptual in nature, and purely based on the past literature. Researchers has gone through various research papers, published and unpublished reports and the books on human resource management to extract the literature available on the employee satisfaction.

Determinants of Employee Satisfaction

Employee satisfaction is dependent in nature. It depends on various factors. Researchers have discussed various factors which directly or indirectly influence the satisfaction level of employees in an organization. Some of the important factors or determinants of employee satisfaction have been discussed in detail as following:

- 1. Salary/Wages/Compensation:** The most important factor which effect the employees' satisfaction is salary, wages or compensation. If the salary is as per the norms of the industry, competitive industry and enough to fulfill the basic requirements of the employees then the satisfaction level of the employees will be high and if its not that may lead to dissatisfaction. The financial value of the hard work put by an employee in completion of his job is the main factor that influences his satisfaction level towards the job (Sharma and Sindhu, 2015, Sharma and Mani, 2012).
- 2. Fringe Benefits:** Fringe benefits are the financial benefits other than salary or wages get by an employee. If an employee gets the salary plus various other fringe benefits than the satisfaction level of employees will be higher towards their job (Morgan, 2014).

3. **Medical Facilities/Medical Insurance:** Now a days, the medical facilities are very costly, and the employees wish to get the free medical insurance for employee and their family members from the organization or the organization should reimburse the medical expenses of the employees and their family members in addition to the salary or compensation. Medical insurance or medical facilities are the extra benefits that an organization can provide to its employees in order to increase the level of employees' satisfaction (Arora, 2017).
4. **Training:** Training is considered as an important determinant of employee satisfaction. Training can be provided at various stages such as; induction training to make a newly recruit employee aware about the organization and its rules or policies. Induction training helps new employees to learn about their job profile and work. Training to existing employees helps in increasing the knowledge of employees about a new concept, technology, new methods, or new processes or to refresh their knowledge about existing methods, or technologies used in the organization (Sharma and Sindhu, 2015). Training adds value to an employees and increases their worth in the market and make them competitive. Thus, training facilities available in an organization can make employees highly satisfied towards their job.
5. **Growth and Development Opportunities:** Growth and development opportunities provided by an organization to its employees highly influence the level of employees' satisfaction. If an employee perceive huge growth prospective in his organization then his satisfaction level will be high or vice versa. (Sharma and Mani, 2012), researchers have stated that employees are ready to work with an organization for long term which provides high growth and development opportunities even if they receives less salary or wages.
6. **Interpersonal Relationship:** Interpersonal relationship are the relationship of an employee with his colleagues, supervisors, subordinates, and management. Healthy and friendly relationships at workplace create the interest of employees to do their work efficiently and increase their satisfaction towards their job (Sindhu and Sharma, 2014).
7. **Quality of Supervision:** Quality of supervision is an important factor while measuring the employee satisfaction. The quality of supervision, behavior of supervisor, relationship with supervisor, skills and knowledge of supervisor, and communication with the supervisor all have a bearing on the employees' satisfaction (Sindhu and Sharma, 2014).
8. **Performance Appraisal:** Performance appraisal plays an important role in employees' satisfaction. Employee satisfaction is higher in the organizations which conducts performance appraisal on regular basis and without biasness, provides feedback to employees about their performance and conducts training to improve the performance of employees (Sharma and Sindhu, 2015).
9. **Participation in Decision Making:** Employees feel themselves as an important part of organization if they have a right to take part in decision making process. They may come with creative and innovative ideas and will not show resistance during implementation of any policy or rules, which

has been framed after considering their suggestions. Thus, the employees' satisfaction will be higher if the employees have a right to participate in decision making process (Nair, 2015).

10. Attitude of Management: Attitude of management also influences the level of employees' satisfaction in an organization. If management shows positive attitude, empathy and do friendly behavior towards the employees then the satisfaction level of employees will be higher. Concern of management towards the problems of employees and equal treatment to all employees, leads to high level of employees' satisfaction (Gomathi, 2014).

11. Grievances And Complaints Handling Mechanism: If the employees feel that they will be heard in case of any misconduct, and organizations follow a proper mechanism to handle the complaints and grievances of the employees, then the satisfaction level of employees will be higher towards their job. Safe and secure working environment helps in increasing the satisfaction of employees towards their job (Gomathi, 2014).

12. Transparency in the Promotion/Transfer Policy: Transparency in the promotion and transfer policies increases the level of corporate integrity and also helps in increasing the employees' satisfaction also. Employees get assured that their performance will be measured in a transparent manner, without bias and they will get promotion and transfer on the basis of their work performance only (Nair, 2015).

13. Working Environment: Working environment have a direct effect on the employees' satisfaction. Working environment includes the physical conditions of the work such as; hygiene, cleanliness, water facility, canteen facility, restrooms, availability of equipment or tools, safety measures at workplace, ventilation, lightening etc. Employees' satisfaction will be high in those organizations where employees are satisfied with the working environment (Sindhu and Sharma, 2014).

14. Job Related Factors: Job profile, and features/aspects of job are vital factors to measure the employees' satisfaction. If the job is monotonous in nature, require no creativity or not as per the qualifications of the employee, then the satisfaction level of employees will be less towards their job and vice versa (Sharma and Mani, 2012).

15. Recognition or Status: If an employee feel proud to work in an organization, to do a particular job in the society, then the satisfaction level of employee will be higher towards their job. The job which helps in increasing the social status of an individual will give more satisfaction. If an organization gives reward to the employees for their good performance or recognize the performance or achievements of employees, employees' satisfaction will be higher in that organization (Sharma and Sindhu, 2015).

Thus, overall it can be said that there are various factors which affects the satisfaction level of employees either directly or indirectly. All the factors discussed above are related to the organizations or workplaces. Besides these factors, there are some personal factors also which can affect the employee satisfaction such as; family environment, marital status of the employees, dependent members in the family, etc.

BENEFITS OF EMPLOYEE SATISFACTION

This section discusses the benefits of employee satisfaction both to an individual and to the organization.

- 1. Employee Satisfaction and Job Performance:** Researchers have found a positive and significant relationship between employee satisfaction and job performance. Job performance of an employee is directly affected by the level of satisfaction towards a job. If a person is highly satisfied towards his job, then he will work enthusiastically, perform his job more efficiently and put creative and innovative ideas in his day to day working. Employee satisfaction helps in creating a positive attitude of employees towards their job. When employees are satisfied with their job, they start loving their job profile, and take their job seriously and try to do work not as a duty but as their passion (Jain, 2016).
- 2. Employee Satisfaction and Organizational Performance:** Employee satisfaction and organizational performance are positively related to each other. The overall performance of an organization depends on the performance of its employees. Human resource is the only organizational resource which gives movement to the all other resources such as; money, material, or machine. Thus, the performance of an organization depends on the efficiency and effectiveness of its employees. If the employees of an organization are highly satisfied they will perform their job effectively and efficiently and always work to achieve the common goal of the organization (Sharma and Sindhu, 2015).
- 3. Employee Satisfaction and Organizational Commitment:** The employees who are satisfied with their jobs are found to be highly committed towards their jobs and their organizations. Organizational commitment is the output of employee satisfaction. High level of employee satisfaction, higher will be the organization commitment. If the organizations starts working for increasing the employee satisfaction, employees will start showing high organizational commitment. Thus, it can be said that organizational commitment has born out of employee satisfaction. High level of organizational commitment leads to higher organizational performance (Jain, 2016).
- 4. Employee Satisfaction and Service Quality:** Researchers have found positive and significant relationship between employee satisfaction and service quality. The employees, who are satisfied with their job, do their work with greater efficiency and provide better customer services (Antonvoa, 2016). The quality of the services will be high because ultimately these are the employees who provides the services and if they are satisfied they will provide better services and show more empathy towards customers. Satisfied employees tries to build long term relationships with the customers.
- 5. Employee Satisfaction and Customer Satisfaction:** Researchers have found a positive and significant relationship between employee satisfaction and customer satisfaction. If the level of employee satisfaction is high then the customer satisfaction will also be high and vice versa. Customer satisfaction gets affected by the quality of services provided by the employees of an organization (Homburg and Stock, 2004). If the employees are satisfied they will treat the customers very well and

will provide better service quality which leads to higher customer satisfaction. If the employees are satisfied they will share positive words with the potential customers and customers on the recommendation of the employees make purchases and it also increases the customer satisfaction (Sharma and Mani, 2012).

6. **Employee Satisfaction and Corporate Image:** Employees of an organization plays an important role in creating a positive and sustained corporate image in the market. The organizations which keeps their employees satisfied enjoy positive corporate image in the market. Highly satisfied employee always share their positive experiences with the customers and the general public. They do word of mouth marketing for their organizations and which help in creating a positive corporate image in the market. Even the employees of other organizations, also get motivated due to the better experiences of the existing employees of an organization that shows the positive corporate image in market. Thus, employee satisfaction is another way to build a positive corporate image among the potential employees also (Jhajharia and Gupta, 2015).
7. **Employee Satisfaction and Occupational Stress:** Employee satisfaction helps in reducing the occupational or workplace stress among the employees. (Antonvoa, 2016 & Sharma, 2015), researchers have found a negative and significant relationship between occupational stress and employee satisfaction. High level of occupational stress leads to low level of employee satisfaction or high employee satisfaction shows the low level of stress at workplaces. Thus, employee satisfaction helps in reducing occupational stress and which will lead to wellbeing and good health of the employees. Employees with good health and low level of stress are able to work efficiently and effectively.
8. **Employee Satisfaction and Organizational Peace:** Employee satisfaction and organizational peace both are inter related. Organizational peace shows the lack of organizational conflicts and organizational conflicts will be less; if an organization provides good working environment to its employees and keep its employees happy and fully satisfied with their job. Thus, employee satisfaction ensures organizational peace and low level of organizational conflicts. Organizational peace leads to high level of organizational performance (Sharma, 2015).
9. **Absenteeism and Employees' Turnover Rate:** Researchers have found a negative relationship between employees' absenteeism & employees' turnover rate and employee satisfaction. Employees who are not satisfied with their job becomes irregular and tries to avoid doing job. Even the employees think of changing or switching jobs when they are not satisfied with their jobs. The cost of absenteeism and employee turnover have a negative impact on the organizational performance. Organizations have to bear the cost of recruitment, loss of production hours due to high absenteeism ratio thus, employee satisfaction helps in retaining the skilled and talented employees in the organizations for long term (Sharma, 2015, Jain, 2016).

10. Employee Satisfaction and Productivity: Researchers have found a positive relationship between employee satisfaction and productivity. Employee satisfaction leads to high job performance, high organizational commitment, low cost on recruitment, few organizational conflicts, lack of occupational stress, high customer satisfaction and better service quality; all these factors leads to overall increase in the productivity of the organization and also increase in the productivity of employees (Jhajharia and Gupta, 2015).

Thus, overall it can be said that employee satisfaction plays a crucial role in the performance of an organization. Employee satisfaction is the result of investment by the organizations in improving their working environment and various aspects of job. Investment by the organizations in increasing the satisfaction level of employees, gives return in the form of high level of job performance, low absenteeism, high productivity, organizational peace, efficient, creative and effective workforce etc.

THEORIES OF JOB SATISFACTION

This section discusses the various theories of job satisfaction which have been evolved by the researchers, with a purpose to define the concept of job satisfaction and factors which affects the job satisfaction.

Maslow's Hierarchy of Needs Theory:

Maslow (1943), theory discussed the predictors of job satisfaction. Maslow's theory is based on the fact that every human being is good but there is a need to extract that inherited goodness from the individuals for the overall development of the individuals. According to the Need Hierarchy theory human needs can be categorized into five categories namely; physiological or biological, safety or security, belongingness or love, esteem or respect needs and the need of self-actualization. Physiological needs or biological needs are the basic needs to be met first, after that security needs and then the need of belongingness or love and self-esteem can be met. This theory discussed the concept of motivation and the importance of working environment of an organization for the motivation of employees. Need hierarchy theory is widely accepted and used by the researchers to measure the job satisfaction among employees. Physiological or basic needs of an individual can be met by the organization in terms of salary or wages and other benefits such as, medical benefits. The safety needs of the employees are fulfilled by the organizations by creating a safe working environment, job security, and employee friendly rules, regulations and policies. The association of employees with their workplaces born out when the safety and physiological needs of the employees are met. When employees feel associated with their workplaces, employees focus on developing healthy interpersonal relationships. Feeling of team spirit among employees make them feel as important part of the organization.

Herzberg's Two- Factor Theory:

Herzberg evolved 'Two-Factor theory' in the year 1974. According to this theory work itself is one of the biggest motivators for the employees and is considered as an important factor for the job satisfaction. This

theory discussed the two set of factors, one which is responsible for job satisfaction and another factor which is responsible for job dissatisfaction. The factor which increases the job satisfaction known as motivators and the factors which need to be met by the organization are hygiene factors, to reduce the job dissatisfaction. Motivation factors includes the career growth opportunity, achievement and recognition while hygiene factor includes salary, interpersonal relationships, and working conditions. Motivators are also known as intrinsic factors while extrinsic factors are considered as hygiene factors. Motivation factors can increase the job satisfaction but removal of extrinsic factors do not ensure the job satisfaction similarly, reduction in extrinsic factors do not ensure the job satisfaction.

Value-Percept Theory, Locke (1976):

Value-percept theory was given by Locke in 1976, which was based on the assumption that the job satisfaction is influenced by the individuals' values. If the job values of an individual are not satisfied, then it can cause dissatisfaction. According to the value-percept model, job satisfaction can be calculated by using the formula:

$$S = (VC - P) \times V$$

Or

$$\text{Satisfaction} = (\text{want} - \text{have}) \times \text{importance}$$

Where, S = satisfaction, VC = value content or amount wanted, P = perceived amount of the job value, and V = importance of the job value for an individual. Thus, value-percept theory forecasts that the difference between desired and received is dissatisfying only if the features of a job are important to an employee. Individuals consider multiple aspects of a job while evaluating the level of job satisfaction and the perceptual calculus get repeated for each of the job aspect. Therefore, the overall job satisfaction can be defined as an aggregate of all the contents of a job, along with the weightage of job contents and their importance for an individual.

Value-percept model postulates that the job satisfaction can be expressed in terms of value of job as per the employees and the outcomes of the job. The main strength of this model is that it shows the importance of the role of differences in the values of individuals and job outcomes, while measuring the job satisfaction. However, one probable problem with value-percept theory can be that there is high correlation between the desires and importance. The things are more important to an individual which are highly desired. In addition to this, weightage can be misleading or inappropriate if not measured with high level of reliability. The model also overlooks the influence of external factors such as; social conditions, organizational conditions, economic conditions, costs of holding a job, which are external to the scope of individual or a job.

Personality- job fit theory:

The Personality- job fit theory is based on the theory of personality environment fit. Personality-job fit theory (based on the broader concept of person-environment fit) the theory suggests that the characteristics of personality of an individual decides that what type of job will be best suited to that individual. Companies should also consider the personality of an individual before hiring for a particular job. Personality job theory states that the compatibility between the personality of employee and the role given to the employee in the

company, directly influences the job satisfaction and job performance. Individuals which are hired for a particular job should be best fit to the job only then high level of job satisfaction and better job performance can be ensured. Personality-job fit theory is a type of interaction model that is based on the interaction between the person and situation which influences the behavior of the person at workplace. The degree of convergence between a person and the organization can be stated as Person-Organization fit. Workplace efficacy is the common measure of the Person-Organization fit. Workplace efficacy is the rate at which employees are able to accomplish tasks. If a worker is more efficient and comfortable in working individually than in team or group than the personality-organization fit for that person will be higher for individual task only. By hiring the right person with right personality for right job will increase the job performance, profitability, productivity and job satisfaction. Employee retention is also influenced by the personality-job fit.

Relationship between job commitment, job involvement, employees' absenteeism, employees' turnover and job satisfaction

Anshu (2015) developed a theoretical model to show the relationship between organizational commitment and job satisfaction among employees working in the management and technical institutes of developing countries. The researcher stated that job satisfaction is the important factor to be focused by the management as, the cost of recruitment and selection of new faculties is very high and the employees' turnover also affects the students learning process. The satisfied employees remain in the institute for long term and shows higher level of organizational commitment. Job satisfaction and organizational commitment has a strong positive association with each other. Job satisfaction lead to organizational commitment and low absenteeism and higher retention rates of employees in the institutes. Silman (2014) conducted a study to measure the relationship between work engagement and work-related basic need satisfaction among employees. The sample size of the study was 203 employees from various Universities of Turkey. Researcher had used the *Work-Related Basic Need Satisfaction Scale* in order to measure the work related basic need satisfaction among employees and the *Turkish Form of Utrecht Work Engagement Scale* in order to measure the work engagement among employees. Researcher had used three types of basic work-related needs namely; need of autonomy, relatedness and competence. The level of satisfaction of employees towards these need determine the level of their work engagement. It was found from the study that need satisfaction and work engagement are positively related to each other. The employees whose work-related basic needs are satisfied by the management are found to be more engaged in their job. The level of adaptation and participation is also found to be high in those employees whose work-related basics needs are satisfied.

Conclusion

Thus, overall it can be concluded that employee satisfaction is the satisfaction of an employee towards his job, towards the working environment, towards the job conditions, management attitude, supervisor, leadership style, behavior of supervisor, knowledge and skill level of supervisors, participation in decision making process,

interpersonal relationships, relationship with supervisors, co-workers, subordinates, superiors, policies of the company, rules, regulations, code of ethics, code of conduct, culture, communication, working hours, training facilities, career growth and development opportunities, and other factors. Employee satisfaction is important for an organization as the overall performance of an organization depends on the satisfaction level of its employees. Satisfied employees do their work efficiently, and provide better customer services, which in turn leads to increased productivity, high level of quality, and optimum utilization of organizational resources. Employee satisfaction and retention are positively related to each other. Employee satisfaction leads to low level of employee turnover and absenteeism also. Satisfied employees wish to work with an organization for long term period and also help in doing positive word of mouth marketing for the company. Employee satisfaction helps in achieving the individual goals of the company with high level of efficiency. Thus, it can be said that employee satisfaction is one of the important issue before the companies. Employee satisfaction may take the organization towards the success while dissatisfaction of employees may take an organization towards fall. The profits or sales, productivity, performance of the organization largely depends on the satisfaction level of employees. Employee satisfaction gets affected by both the internal and external factors. Internal factors are related to organizations and external factors are related to the personal life of employees. Organizational related factors can be improved by the companies to increase the employee satisfaction while personal factors of employees are beyond the control of the organizations.

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