

A Study On Employee Job Satisfaction

^{1*}Parulkumari Bhati, ²M.Gurusamy, ³S. Kuzhaloli, ⁴Maitri

^{1*}Assistant Professor, PhD (HR), M.B.A., UGCNET (Management) AMT, Nirma University, Ahmedabad, Gujarat, India

²Professor and Head, PG Department of Commerce and Management Studies, Brindavan College, Bangalore, Karnataka, India

³Assistant Professor, Electrical and Electronics Engineering Department, Vel Tech Rangarajan Dr.Sagunthala R&D Institute of Science and Technology, Chennai, India

⁴ Associate Professor, Management Education and Research Institute, Janakpuri, New Delhi, India

¹dr.parulbhati@gmail.com, ²gurusamypd@gmail.com ³kuzhal.oli@gmail.com, ⁴drmaitrresearch@gmail.com

ABSTRACT

The reality that job satisfaction was linked to different superficial variables including such human, economic, academic, ethical and lucrative influences is now a range of things. Employment happiness is the response of a person to both the workplace, and also the action of a person to either the job. The purpose of this review is to recognize variables that motivate workers to stay for a long period of time within certain employment but not those who produce unpleasant emotions that cause them to leave. The variables that affect staff morale include level of compensation, bonuses, workplace culture, tension and duties, empathy for staff, better ties with managers, cash benefits. Unless the individual is not happy mostly with task at hand there really are possibilities for more employees missing, reduced turnover, lower efficiency, errors intentionally and participation in all other disputes. Laying on the duties and living standards and workplace protection the level of happiness varies from site to site. " Job fulfillment is crucial since most citizens busy at workplace. If the aspirations of the workers are exceeded (as well as) then staff become better than they've been pleased with. Enhanced business engagement would be accomplished if job satisfaction improves.

Keywords:

employee, organization, performance, individual factors.

Article Received: 18 October 2020, Revised: 3 November 2020, Accepted: 24 December 2020

1. Introduction:

Employment happiness has been one of the primary priorities throughout the area of training and development and employee culture. It represents the mood and devotion of the workers to certain jobs which to an organization. Work life balance is the positive part of one's job satisfaction. Role fulfillment is the lengthy expectation of an organization's job, that offers workers a sense of accomplishment and commitment[1]. Enjoyment of opportunities as laid out is amongst the most challenging facets of governance. Jobs happiness is a position which may affect the role and obligations constructively or destructively; you think toward your work as a

compilation of ideas; and you felt regarding your position as such an aggregate influencing assessment [2].

The hypothesis of motivational-hygiene or research theories from Frederick Herzberg proposed that there have been variables causing happiness in the work market (perceived usefulness) and frustration (affective commitment) which really operate autonomously of one another [3]. As mentioned above, factors of sanitation are extremely unsatisfactory and unsatisfactory, when the influences of encouragement display some frustration and also no greater job satisfaction[4]. The emotional variables used in this study, which are mainly

related to just the task activity, include job success, gratitude, responsibility and development [5]. Each corporation wants high performing workers. The work shows both descriptive and inferential statistical effects of performance [6]. Probabilistic efficiency was its product of estimate based including the workload including its department's workers daily, how much load of products the staff can raise or otherwise, although overall productivity including the positive or the weak job of staff, Fajrin, Saragih & Indratjahjo (2018) is being shown qualitatively [7]. Some of the factors, the appearance and enjoyment of the workers were a occupational environment. Company performance is a beneficial system whereby the organization and behavioral behaviors learn and grow, and perhaps even the fundamental principle of its creator, form a law that has been used in thought and behaving for both the realization of corporate objectives [6]. The objective of this article is to recognize factors that determine loyalty and success in order to improve corporate management's coming decade's attraction, motivation and retention [8]. The word "satisfaction of the employee" defines how a staff feels, believes, and sees his job and includes the short term and long term feelings which impact the business employee performance. Staff attitude has a positive effect on job behavior, increasing productivity rates and reducing hiring and selection costs [9] with a high contributes to job happiness.

2. Review of Literature:

2.1 Job satisfaction definition:

Job happiness being that people respond to any work through different facets of certain job. This is how (satisfaction) or (disappointment) people want (for personal interests), "working," "salaries," "years of launch," "command" and "coordination." Job Satisfaction is a major

predictor of JDI variables, i.e. work, job prospects but mostly spend, assisted by a boss as well as workmate interplay [11].

2.2 Employee Satisfaction and Job Performance:

It would seem as though there is no systematic concept of marketing and sales for over 30 years of armed business model. They also are issues with the calculation of national commerce owing to the absence of such a systematic definition [13]. In conclusion, a study of past studies indicates that many scientists have established and studied internal production using different methods. The main feature of these approaches is whether the domestic economy should be aware if essential of preparation and be encouraged to meet corporate targets (Doukakis, 2003).

The optimistic behavior of workers about certain employment is generally correlated with job satisfaction (Pan, 2015) [11]. Perceived quality with work relies on emotions or emotional employment. Employee motivation relies on numerous variables such as corporate policy, oversight, ownership, compensation, and better productivity. Happiness of workers is regarded as an extraordinary measure which really improves trust in the work (Farooqui and Nagendra, 2014) [12].

Moreover, the business mindset seems to have a favorable impact on overall advertising (Shiu & Yu, 2010) [14]. Some other paper suggests here that development of either an environment focused on organizational culture inside this company, in order to deliver support to consumers essential workers, would contribute to a higher excellent service (Tortosa, A. Moliner and Sanchez 2010 [14]).

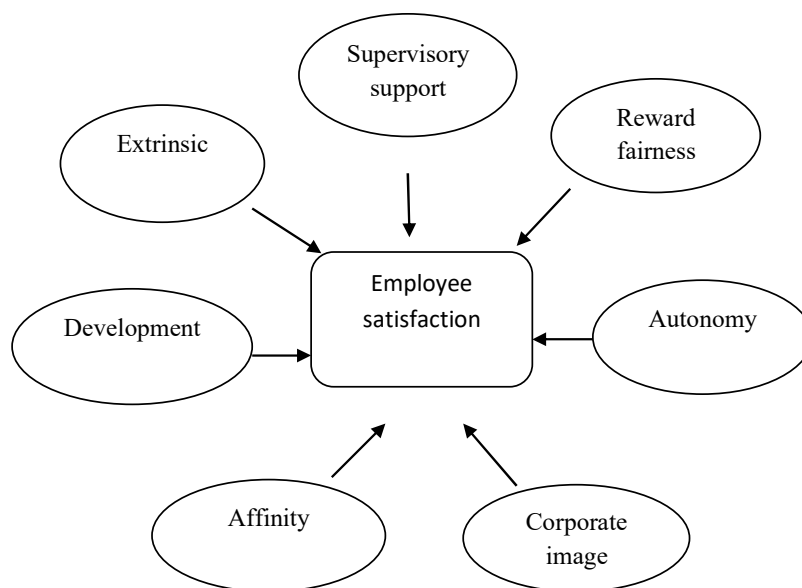


Figure: Factors that affect employee satisfaction

Kalkavan & Katrinli (2015) assume what good management impacts staff loyalty, stronger dedication to workers for better working conditions[13]. Furthermore, the findings revealed a strong correlation among job performance and personal employee justice (Kalkavan and Katrinli, 2014). That effect on job performance of talent management was examined in the study of Pasaoglu & Tonus (2014)[12].

2.3 Organizational Culture

As either a set of policies and expectations governing each organization's participants, corporate culture communicates with and even vendors, customers although with someone outside of the company. The corporate culture is the overall condition the organisation wants to accomplish and perhaps the framework facilitates the actions of the organization [7]. Optimally, operational meaning refers to the organization's ultimate aims. Due to their handling of various terminals and instruments of importance environments, Fajrin, Saragih and Indratjahjo (2017)[6] large entities describe the particular in environments.

2.4 Stress

Staff members exposed to higher pressures and

duties than those of us who are ready to manage benefit with an increase in tension that could affect the social and emotional answers of an individual, creating either the staff member and the company problems (Leong, Furnham, & Cooper 1995)[8]. Analysis has associated labor tension with uncertainty and task conflicts but has shown such causes, such as pressure and bad job environments often have a detrimental impact on people's wellbeing (Murphy, Cooper & Payne, 1988)[10].

2.5 Training and Development:

Saleem et al. (2011) describe plenty of the advantages of recruitment and training as resources for investing in infrastructure, improving expertise, increasing employee awareness improving productivity in the workplace, decreasing working hours and also lateness and enhancement of output by mitigating environmental be something and the resultant waste[9]. The practice is intended to improve professional growth and command line interface, because according Obisi (2011). The industry's intensity and expertise are generated from that of other its staff. The efficiency within each implement innovative to the productivity of the organization, so that the further successful the

workers are, and the more organization can accomplish its target. Upper executives must also invest in this educational curriculum in designed to motivate quality community (Tom & Harris, 2017)[7].

2.6 Promotion:

Sponsorship may be characterized by shifting role internally, as job rotation within the organization. Most workers believe it to be boring to keep a certain work and perform a certain everyday activities for decades, but this is avoidable if the individual expects to reach a higher degree of advancement with assigned work and tasks[8]. It is unusual like an employee to stay in a job over 2 decades as Prasad (2010) pointed out. His or she would be promoted from or looking for new opportunities. In addition, promotion offers higher rank and better payments, but the satisfaction of respecting and rewarding hard labour and loyalty[10].

2.7 Job Security:

Employment protection relates only to period the workers may continue to work in any workplace. Generally, workers want to find a career, and it is of value to an organization and although they will maintain in the longer run. Any businesses provide comprehensive deals to shield workers from dismissal of employment [7]. Shi (2017) claims that employment protection is linked favorably to social welfare. Protection at employment contributes to improved job involvement and a deeper sense of responsibility for lengthy staff. Jobs through length of service shift the morale of workers and create a feeling of leadership [8]. The reasons that motivate workers to stay in the job are internal qualities including a staff's age, poverty rates, and presence of children, role status, and sales. The use of work protection grows like a staff member reaches maturity and has much more family responsibilities [9].

2.8 Factors that Affect Job Satisfaction:

Labour productivity are some of the most critical yet contentious topics throughout the corporate

environment of the modern society. This applies to the staff's overall sentiment to his job. The appraisal of your task or job knowledge is an accommodating or optimistic emotional situation [11].

- Compensation: you will encourage a worker to dedicate him money and efforts to paying whether there are wages.
- Job duration: job period impacts wellbeing and family members and friends and therefore happiness for employees [12].
- Functional situations: That atmosphere requires ventilation, structural architecture, pollution levels, humidity and outdoor traffic, and a variety of variables.
- Oversight: It is necessary to strengthen the interaction with a staff and its boss.
- Pressure: A financial system can create harm to funding or unnecessary congestion. The more stress workers get to the workplace the smaller their odds are[14].
- Career Management: "Variability, Inspiration, Pay and benefits, Reward, Job Enrichment and Freedom - Are all career progression aspects".
- Socioeconomic features: behavior social factors were variables along with age, ethnicity, skills and knowledge. Results found pleasant and unpleasant associations between these properties [11].
- Endorsement: The motivation and happiness of workers are closely linked. The study indicates that workforce growth, organizational aspects as well as the usage of employee talent are also substantially related [13].

3. Theoretical Framework:

Hop pocket illuminated the word career satisfaction (1935). In his opinion, meaningful work is a mix of motivational, nutritional and cultural influences which allows a company think "I'm glad in of yours work." The word 'end stage of emotion' has indeed been described. The

spiritual and therefore not spiritual component itself [15] is a significant component.

Types of Human Resources

An organization's human capital can be widely categorized into two groups. You are indeed the following:

- External Human Resources
- Internal Human resources

1. External Human Resources

This component of social accounting approach just outside of the organization's hierarchy but were important to changes like the extension of the operating performance. Clients, owners, etc. were instances of certain intellectual resources

2. Internal Human resources

These components of social capital remain within the corporate system, which ensures that the employees open to the corporation or else that is the individual organization's efficient power.

That managing internal capital, i.e. its terms of financial support, are widely classified into three major groups [16]. You are the following:

- Staff at poor rank
- Managerial center
- Best management.

Major Theories of Job Satisfaction

- ✓ Engagement - Philosophy of grooming.
- ✓ Principle of Need-Completion
- ✓ Idea of capital
- ✓ Hypothesis of divergence
- ✓ Investment - Theory of Disparities

Dimensions to Job Satisfaction

- ❖ Work happiness is an instinctive attachment. It must be assumed as such, would be shown. It is about your thinking about your work.
- ❖ Also, work satisfaction is measured because of how the results reach or surpass standards.
- ❖ Employment as well as work happiness is

generally considered acceptable [15].

Employment happiness impact variables

1. Considerations in management

- ✓ Earnings and benefits
- ✓ Opportunities for growth
- ✓ Initiatives of the organization

2. Aspects of the job in the setting

- ✓ Oversight.
- ✓ Task Force.
- ✓ Situations of job.

3. Act on your own

- ✓ Statement of supply
- ✓ Species
- ✓ Missing liberty and democracy

4. Confrontation position including uncertainty

5. Job of importance

6. Variables in staff

- ✓ Age and retired people
- ✓ Limits
- ✓ Person ship
- ✓ Knowledge stage.

4. Research Methodology:

The test style selected for the thesis explains the process that is used in the survey. His approach would find good answers, so that respondents will be able to obtain efficient knowledge to fill out the survey quickly. The 5 data significant things can be used to measure the rating metric for each metric to affect general happiness.

4.1 The study's goal:

- For learn the understanding of the employee in the company
- To provide proposals for improving employee retention
- Identifying issue points for workplace satisfaction
- Through recognize the factors that impact employee satisfaction
- That determine the level of satisfaction between age groups and roles
- Identifying the reasons for improving employee happiness.

4.2 Data collection:

The set of information is begun following that discovery of a study topic and the preparation and implementation of a proposed study. The set of information is just to acquire demographic data. There are two sources of research obtained.

4.2.1. Qualitative information

The qualitative information were those that obtained for perhaps the first instance and yet are initial.

- Notice. Comment.
- Discussions of employees.
- Interview was conducted by telephone.
- Issues. Questions.
- Timetable

4.2.2. Secondary information

The secondary information what about that previously obtained by another person and was already moved into the descriptive statistics. Main data gathering approaches

- Journals.
- Studies
- Analyses
- Online - Web
- Ancient documents.

4.2.3. Sample:

Comfort allocation for both the sample has been used. 50 workers were highlighted in this chapter out of every total of 148. In the chosen survey the survey was administered to the informants.

4.2.4. Methods and strategies:

Multiple financial measures and mathematical instruments including ratios and averages will be used as metrics and methods for an analysis and evaluation of the expense and benefit of the industry's human capital, as it are among the most important data with the help of finances. Graphs, charts, statistics and bar charts are used to show quick, straightforward and effective images of objective data. They are often charming and make an everlasting impact.

4.2.5. Sector Profile:

Civil service: the economy is primarily managed and regulated by the civil service corporations. Civil service firms. It leads to more efficient but productive performing of civil service staff that the nation and State or region works most frequently. The degree of staff performance relies on the enjoyment of him jobs. Therefore, the extent of happiness of civil servants is factored.

Private industry:

The finance industry contains primarily all forms, and the bulk of the population involves. Part. - Segment. The finance industry is very extensive, thereby providing several new technologies and businesses with a forum to improve the financial sector. Employed people are exciting prospects in protecting and meeting little shared social demands.

4.2.6. Development Survey:

Questionnaire is a standardized set of question which is comprised of a set of questions that person addresses, if it will be documented or spoken, a timeline, an Appointment Is made, or a measurement procedure.

Questionnaire target

- Any data requested should be converted into some kind of series of additional discussions to be answered.
- The questionnaire can inspire that interviewer to attend, collaborate and finish the test, but empower him or her.
- An answer mistake will be reduced in a survey.

4.2.7. Component evaluation:

Any issue should be responded on a Particular statement. All which is used on scale is "Extremely Gratified," "Gratified," "Unbiased," "Ungratified," etc. The goal was to get input via a possible interviewee. Unofficial and transparent queries were included in study. For HR workers from the production firm, the questionnaire is

tested to decide if the questions had been thoroughly considered for mistakes.

4.2.8. Limitations of the Study:

- Because of the employees' hectic schedules, there can be no total focus of the answer to the survey questions.
- Lack of time contributes to a lack of emphasis in both sections.
- The fear of the workers is going to affect the outcome. The participants are likely to react in a dishonest manner. Because the author is known as the leadership delegate.

5. Data Analysis and Interpretation:

A test testing has been carried out and data from 50 workers were gathered for the report on "work training and development of some "limited companies." Based on these criteria, the data will be analysed:

Human Resource Factors:

The first goal is to examine factors associated with human capital. The effectiveness of every company is contingent on wealth generation. It is a center of influence and encouragement. Information systems are an organization's asset that will help it accomplish its objectives. Control of intellectual resources works with the organization's fellow humans. The morals and

ethics, the ideals of people in an enterprise often constitute an elements of public resources. The services ability of a company can be called human resources by diverse groups of individuals and others. In this dynamic world, without sufficient human capital, no enterprise or company can survive and expand.

5.1 Job security:

Aspects	Acknowledgement	Percentage (%)
Extremely Gratiied	13	26
Gratiied	20	40
Unbiased	12	24
Ungratiied	2	4
Extremely Ungratiied	3	6
Total	50	100

Source: Primary data through questionnaire
Table: Showing Job Security

Interpretation:

From the above table we observe that 26% of employees are Extremely Gratiied and 40% of employees are gratiied for their job security. 24% of employees are in Unbiased and 4% of employees are Ungratiied and 6% of employees are Extremely Ungratiied.

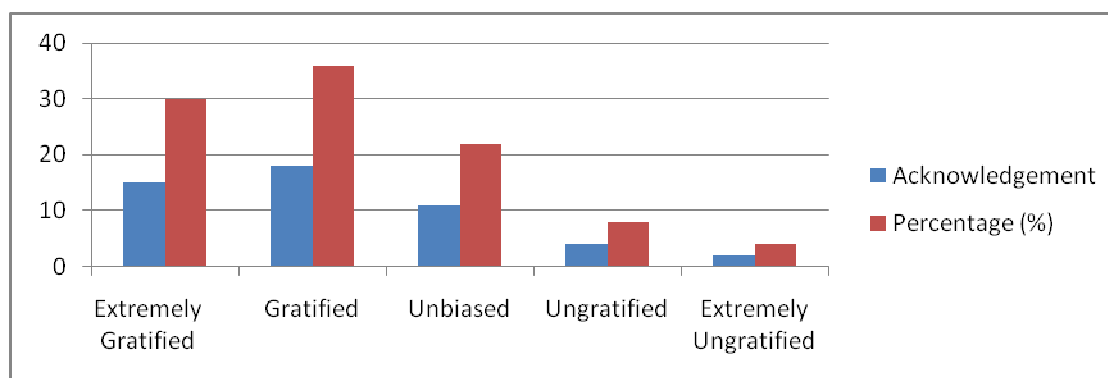


Figure: Showing Job Security.

5.2 Development and Training:

Aspects	Acknowledgement	Percentage (%)
Extremely Gratiied	14	28

Gratified	19	38
Unbiased	13	26
Ungratified	3	6
Extremely Ungratified	1	2
Total	50	100

Source: Primary data through questionnaire

Table: Showing Job Development and Training

Interpretation:

First from chart mentioned, 28 percent of the staff are exceptionally gratified and 38 percent are pleased that the recruitment and retention services

given by the employer are strongly satisfied. 26% of workers in Impartial are ungratified although 6% are ungratified, as well as 2% are highly ungratified.

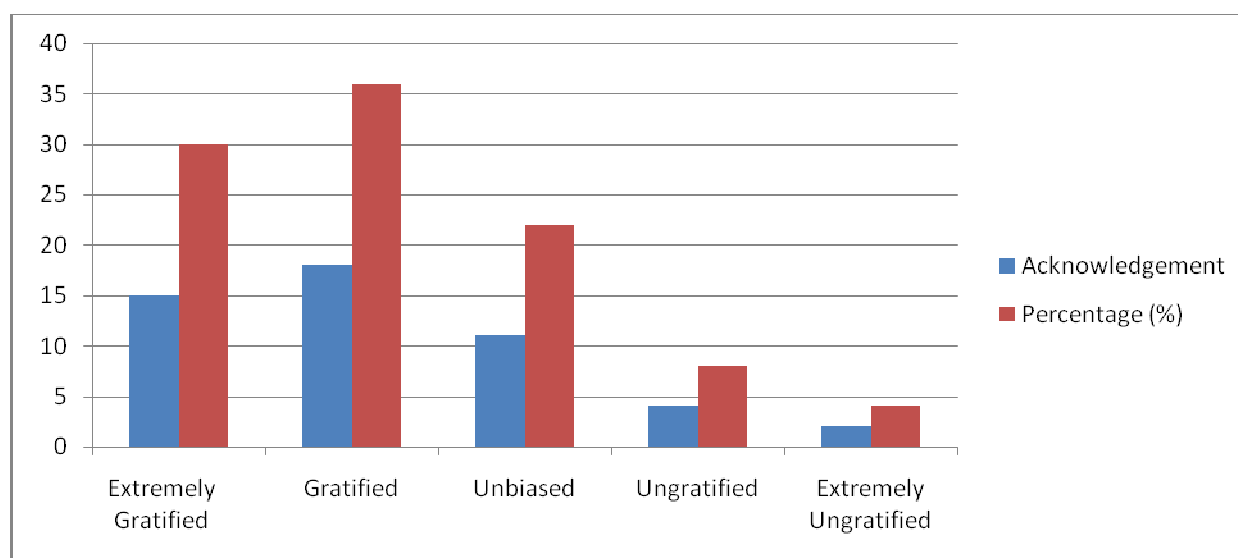


Figure: Showing Job Development and Training

5.3 Inter Personal Relationship:

Aspects	Acknowledgement	Percentage (%)
Extremely Gratified	15	30
Gratified	18	36
Unbiased	11	22
Ungratified	4	8
Extremely Ungratified	2	4
Total	50	100

Source: Primary data through questionnaire

Table: Showing Inter Personal Relationship

Interpretation:

All above table indicates 36 percent gratified also with emotional bond in the company with a total of 30 percent highly gratified. Rest 22% were impartial, 8% ungratified and 4% highly

ungratified. Inference between workers provide the person people in the community with encouragement, security, encouragements and then have a positive effect on workplace performance.

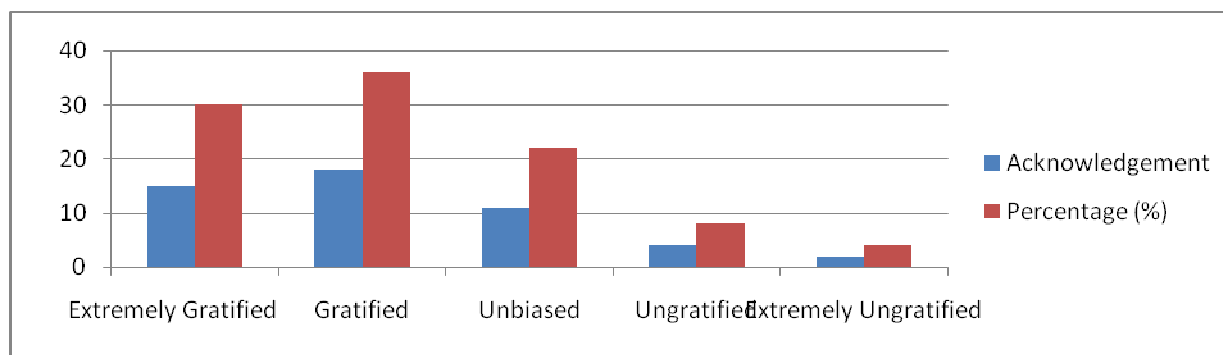


Figure: Showing Inter Personal Relationship

5.4 Promotion Policies:

Aspects	Acknowledgement	Percentage (%)
Extremely Gratiſied	17	34
Gratiſied	21	42
Unbiased	7	14
Ungratiſied	1	2
Extremely Ungratiſied	4	8
Total	50	100

Source: Primary data through questionnaire

Table: Showing Promotion Policies

Interpretation:

That figure indicate that 34% of workers are exceptionally satisfied and 42% gratiſied and 14% non-biased, 2% ungratiſied and 8% very ungratiſied with organizational performance

introduced by the organization. The chart shows which 35% of staff work extremely well. Rewards are found to be very high and worker eligibility. Promoting means of enhancing their efficiency inspire workers.

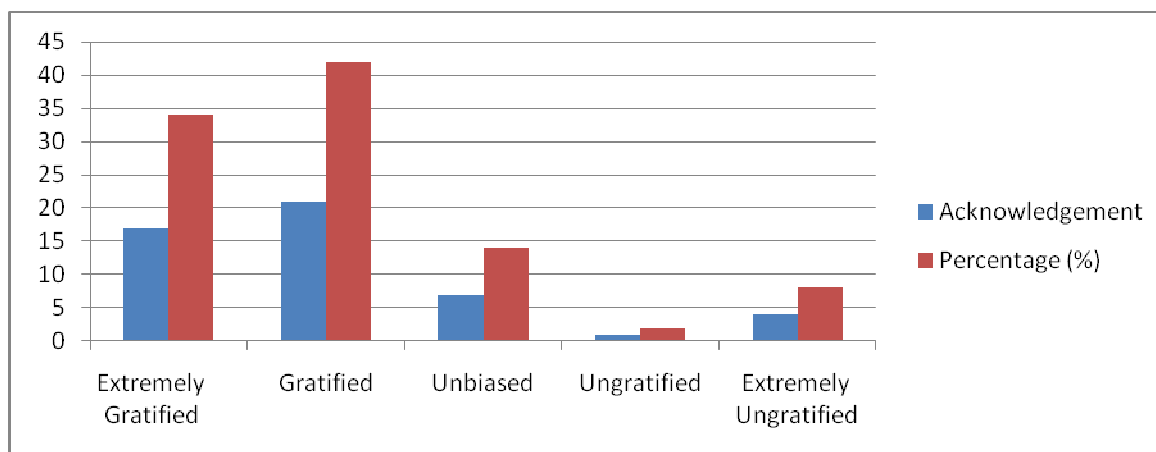


Figure: Showing Promotion Policies

5.5 Career Growth Opportunities:

Aspects	Acknowledgement	Percentage (%)
Extremely Gratiſied	12	24
Gratiſied	15	30
Unbiased	17	34
Ungratiſied	5	10
Extremely Ungratiſied	1	2

Total	50	100
-------	----	-----

Source: Primary data through questionnaire

Table: Showing Career Growth Opportunities.

Interpretation:

Career development in the company is limited only to ambitious and achievement oriented employees for improving their skills. 24 % of the employees Extremely Grati ed and 30 % of the

employees Grati ed and 34 % of the employees Unbiased and 10 % of the employees Ungrati ed 70 % of the employees Extremely Ungrati ed feel that their career growth in their organizations.

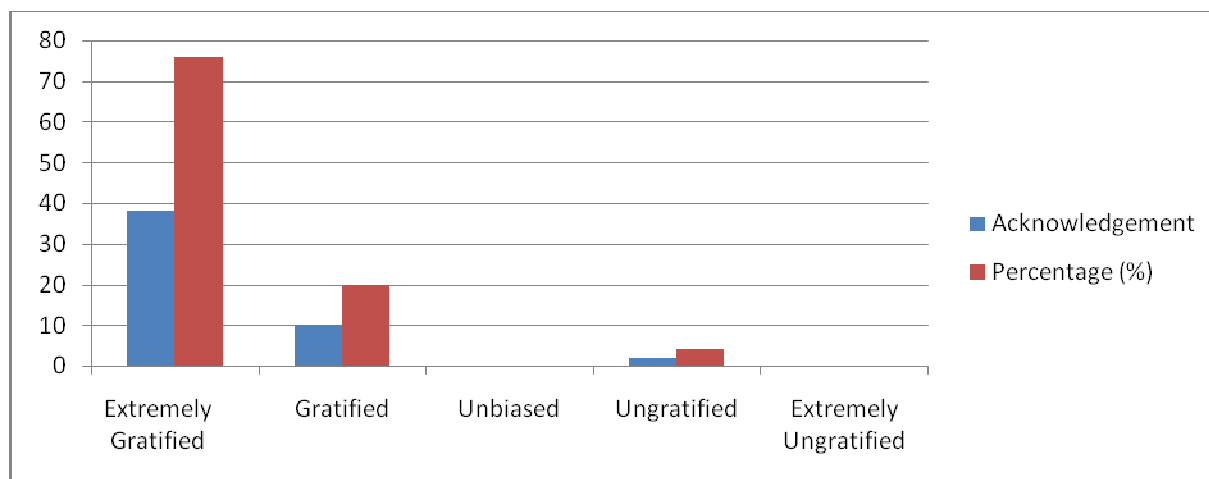


Figure: Showing Career Growth Opportunities.

5.6 Involvement in Decision Making:

Aspects	Acknowledgement	Percentage (%)
Extremely Grati ed	16	32
Grati ed	23	46
Unbiased	4	8
Ungrati ed	2	4
Extremely Ungrati ed	5	10
Total	50	100

Source: Primary data through questionnaire

Table: Showing Involvement in Decision Making.

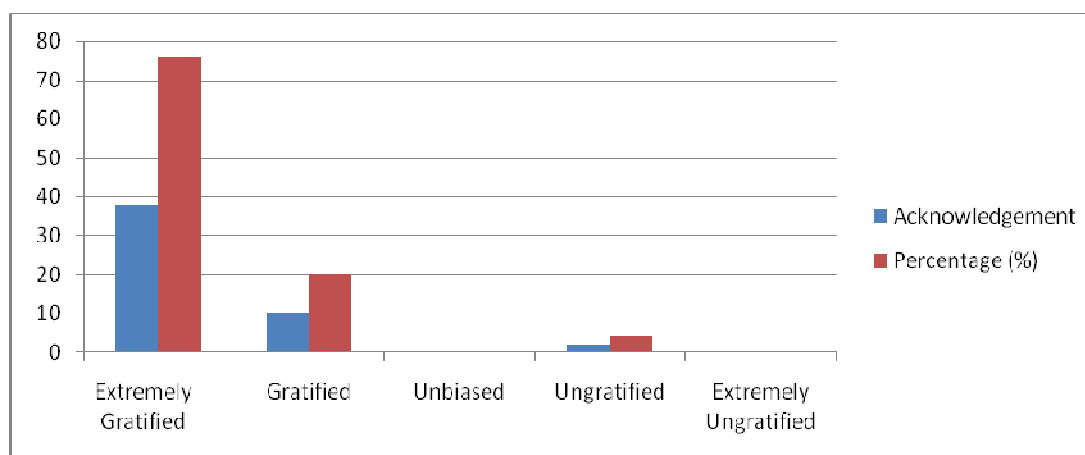


Figure: Showing Involvement in Decision Making.

Interpretation:

32 % of the employees are of the opinion Extremely Gratiſied and 46 % of the employees are of the opinion Gratiſied and 8 % of the employees are of the opinion Extremely Gratiſied and 8 % of the employees are of the opinion

Unbiased and 4 % of the employees are of the opinion Ungratiſied and 10 % The Highly Ungratiſied perception of workers is that they are interested in their companies' judgment. Greater representation would also boost their participation in judgment.

5.7 Medical Benefits:

Aspects	Acknowledgement	Percentage (%)
Extremely Gratiſied	46	92
Gratiſied	4	8
Unbiased	0	0
Ungratiſied	0	0
Extremely Ungratiſied	0	0
Total	50	100

Source: Primary data through questionnaire Table: Showing Medical Benefits.

Interpretation:

The table shows that all the employees are Extremely Gratiſied with the medical benefits provided by the company.

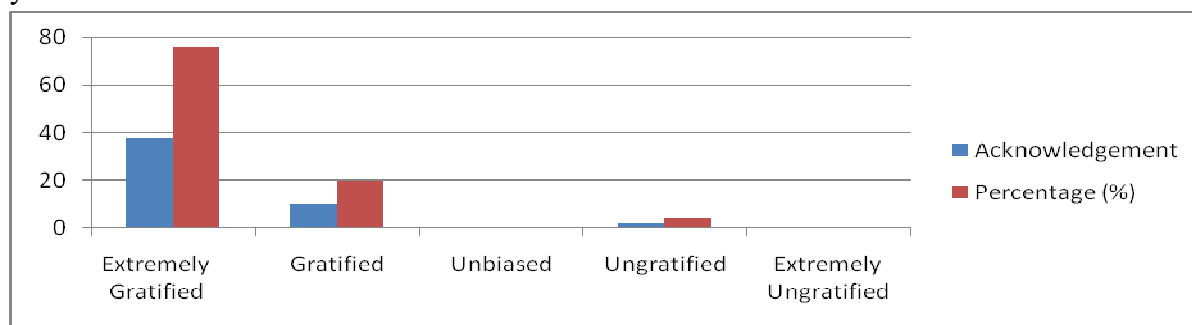


Figure: Showing Medical Benefits.

5.8 Salary:

Aspects	Acknowledgement	Percentage (%)
Extremely Gratiſied	38	76
Gratiſied	10	20
Unbiased	0	0
Ungratiſied	2	4
Extremely Ungratiſied	0	0
Total	50	100

Source: Primary data through questionnaire Table: Showing Salary.

Interpretation:

76 % of the employees are Extremely Gratiſied and 20 % of the employees are Gratiſied and 4 % Ungratiſied by provided salaries of their organizations.

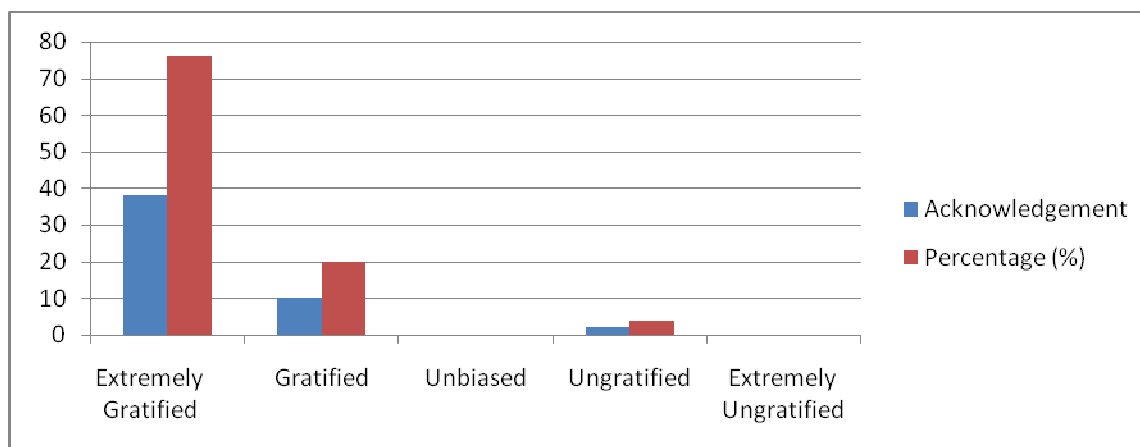


Figure: Showing Salary.

6. Suggestions:

- Exercises mostly on quality including its job should be done. The job must be connected and knowledge based.
- Workers are given increasing chances to facilitate interpersonal interactions.
- Staff who have finally passed courses can be presented with benefits
- Educational structure for the organization.
- The firm should resubmit the maximum support to its staff to minimize overweight expenses and extra taxes.
- At least once every quarter, the work replacement is also to be carried out.
- The sales promotion must be night before going to bed and standardized to ensure strong staff cultural expectations.
- The complaints control mechanism will be strengthened as well as the organization should ensure which issues are dealt easily.
- Staff must be allowed to take part in judgment. In order to execute judgments easily.

7. Conclusion:

The appraisal by a worker from his or herself job's fulfillment or disappointment is a complicated refutation of a variety of small components. It research was a tool through which new jobs their emotions about the workplace. It worked to shape an effective screening tool to determine organizational problems. Good confidence is a

further benefit of the study. An upward touch is extremely good for the organization so staff may learn of what they would know. This study indicates that perhaps the framework for tracking enforcement; brand identity and work rotation must be reinforced. It also helped administrators to realize when staff are being delayed and plan clearer solutions to problems and assess demands for planning. This study indicates that the staff were delighted with the medical treatment, fees for social welfare, Support services and catering services of the company. Any suggestions that leaders need to understand to appease its staff are made. The invaluable importance of human capital therefore is known, and they must be met.

References:

- [1] Ekaterini Galanou, G. G., (2011), "The effect of reward system on job satisfaction" in an International journal of human sciences, p 2.
- [2] Nikonova, N.P. "Modern requirements for quality of higher technical education in Russia", Journal of Critical Reviews, ISSN- 2394-5125, Volume 7, Issue 1, 2020.
- [3] Showkati, S., Shajan, K., and Pathak, V.K. "Strategic human resource management and organizational performance: mediating role of employee well-being in the Indian IT industry". Journal of Critical Reviews, ISSN- 2394-5125, Volume 6, Issue 6, 2019.

- [4] Berghe, J.V. (2011). "Job Satisfaction and Job Performance at the Work Place". Degree Thesis. Arcada, Arabianranta, Helsinki.
- [5] Sumathi, V., Vermurungan, R. "The impact of stress and work life balance on job satisfaction among female faculty at select arts and science colleges in Coimbatore district". Journal of Critical Reviews, ISSN- 2394-5125, Vol 7, Issue 4, 2020.
- [6] Barasan, Larsen, April Gunawan, and Bambang Sumali. (2018). "Determinants of Job Satisfaction and it's Implication on Employee Performance of Port Enterprises in DKI Jakarta". International Review of Management and Marketing. Vol. 8. Issue 5.
- [7] Sharma, Pooja. (2017). "Organizational Culture As Predictor Of Job Satisfaction: The Role Of Age And Gender". Management Journal. Vol.22 No.1, pp.35-48.
- [8] Malik, M., and Kanwal, M. (2016). "Impacts of Organizational Knowledge Sharing Practices on Employees' Job Satisfaction: Mediating Roles of Learning Commitment and Interpersonal Adaptability". Journal of Workplace Learning.
- [9] Gusdorf, M.L. (2009) "Training Design, Development, & Implementation", Society for Human Resource Management (SHRM), 1-34.
- [10] Cronley, C. and Kim, Y.K., 2017. "Intentions to turnover: Testing the moderated effects of organizational culture, as mediated by job satisfaction, within the Salvation Army". Leadership & Organization Development Journal, 38(2), pp.194-209.
- [11] Clegg, C. W. (2017). "Psychology of employee's lateness, absence, and turnover: A Methodological critique and an empirical study". Journal of Applied Psychology, 68:88-101.
- [12] Suwati, Magdalena, M., Gagah, E. (2016). "Influence of motivation work, career development and cultural organization on the job satisfaction and implications on the performance of employees". Journal of Management, 2(2).
- [13] Samson, G.N., Waiganjo, M. & Koima, J. (2015). "Effect of Workplace Environment on the Performance of Commercial Banks in Nakuru Town". International Journal of Managerial Studies and Research (IJMSR), 3, 76-89.
- [14] Public Health England Report (2015). "The impact of physical environment on employee wellbeing-topic overview".
- [15] Scheuring-Leipold, Malissa A. (2008), "Job Satisfaction", VDM Verlag.
- [16] Buhler, Patricia, Scott, Jason (2009), "The Employee Satisfaction Revolution: Understanding and Unleashing the Power of a Satisfied Workforce", Prestwick House, Inc.
- [17] Aswathappa, K. (2005). "Human resource and personnel management". Tata McGraw-Hill Education