

Factors Affecting Job Satisfaction of Employees in Government Sector Organizations

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ABSTRACT

Job may be defined as a specific task done as part of the routine of one's occupation or for an agreed price. Job is a social expectation and social reality to which people seem to confirm for maintaining their livelihood. It not only provides status and psychological satisfaction to the individuals but also binds them to the society. Job satisfaction is a person's attitude towards the job. Job satisfaction means measurement of excellence to which an employee feels contented and happy about his work and the conditions in which it has to be done.

The main purpose of the study is to investigate the determinants like encouragement, management, working condition and training as the various facets of employee job satisfaction which plays a major role for employee performance. A quantitative approach is used in this study. A Pearson correlation research design and survey method is used to collect data. A research model and four hypotheses were developed. Regression analysis was used to test the hypotheses.

The study found the implementation of independent variables like encouragement, management, working condition and training by public sectors enterprises. for maintaining the job satisfaction of employees in the organization. All of the predictor variables were significantly related to the success of employee performance.

Keywords-- Employee Job Satisfaction, Encouragement, Management, Working Condition, Training

encouragement, management, working environment and training. The research work was done through the collection of primary data by a common questionnaire through the market survey technique.

The study found the implementation of independent variables like encouragement, management, working condition and training by central government public sector companies for employee job satisfaction in the organization. All of the predictor variables were significantly related to the success of employee job satisfaction.

One of the important concept that must be looked by the organization as the valuable asset of is employee satisfaction. Therefore it is essential that special attention must be given to them. Any business organization should satisfy the employees because satisfied employees perform well than unsatisfied employees. These employees utilize their time effectively and set their goal. The satisfaction decreases turnover ratio increases employee involvement. Researching the employee job satisfaction in terms of different factors will enrich the literature and contribute to many organizations.

The environmental changes and complexities compels firm to find out a greater well organized operational exploration for their development process. Increasing efficiency plays a vital model for gaining momentum of the organization. Out of many factors employee job satisfaction is one prime factor that affects an organization. Culture of an effective organization encourages employee job satisfaction (Bhatti & Qureshi, 2007).

II. LITERATURE REVIEW

In this section the various literatures have been investigated to understand factors affecting employee job satisfaction. It also throws light on the practices of making the employee satisfied in central public sector companies. The paper highlights employee job satisfaction as a dependable variable.

I. INTRODUCTION

This research attempted to study the factors that affect employee satisfaction in departments like Human Resource, Finance and Technical in central government public sector companies engaged in power generation, distribution and infrastructure in Uttar Pradesh around Lucknow. In this ever changing environment employee satisfaction has become one of the prime important factor of any organization irrespective of public or private sectors. Therefore this report studies the four independent variables that come under employee satisfaction like employee

Employee satisfaction describes whether the employees are satisfied, happy and contented with their present job and tries to fulfill their needs and desires at work. Many researchers have found that employee satisfaction is one of the factors in employee goal achievement, positive morale, motivation, which is necessary at work place.

It is a positive feeling towards one job. A highly satisfied employee is more satisfied with the job and vice versa, a dis-satisfied person has negative feeling about the job. A happy employee has more involvement and generates more productivity than an unhappy employee who may cause difficulties such as increasing cost and decreasing profits and consequently dissatisfy customer.

Employees are more productive, loyal and beneficial when satisfied (Buitendach and Rothmann (2009), these satisfied employees affect organizational productivity and impacts on customer satisfaction (Hind, 2013). Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what they want to receive in comparison with what they have really received receives. So the organizations should try to supply the employee expectations, taking into consideration the emotional state of employees which too affects the satisfaction level of employees as stated by Antoncic & Antoncic (2011), the employee satisfaction is one of the basics of organizational citizenship behavior. Management should create a good working environment in the organization as a well satisfied employee performs well with willingness that propels enhancement and growth in the organization.

Employee satisfaction varies from person to person and there is no limit of it. Sometimes they change or divert their behavior in order to execute their responsibilities and duties properly to achieve greater job satisfaction (Astrauskaite, 2011). Having high salary, training and education opportunities, good relationships with the colleagues, good working conditions or any other benefits may be related with the strengthening employee satisfaction in greater degree. It is essential to analyze and investigate employee satisfaction level from a wider perspective because an employee may be less satisfied with an item whereas other employee may be more satisfied with the same item. As a general definition, the employee satisfaction may be described as how pleased an employee is with his or her position of employment (Moyes, Shao, & Newsome, 2008). Measuring the satisfaction level and investigating the satisfying factors in the workplace is highly essential to achieve profit and success through competitive advantage (Chapagai, 2011).

Many researchers' studies have tried to classify and over find out the reasons or factors that affect job satisfaction. Abdullah et al (2011) found out that wages is the main factor that have impact upon employee job

satisfaction. He also supported there are other factors like employee loyalty, promotion and acknowledgment of work that have too direct effect on the satisfaction level. Moreover, Chiva and Alegre (2008) too uplifted the work done by Abdullah et al (2012) and hold that salaries and encouragement are the most important determinant of job satisfaction.

Ahmed and Ali (2009) emphasized that as reward system or identification has been changed, therefore, job satisfaction and work motivation will be changed equidistantly. So the greater focus on incentives and acknowledgment will lead to the greater positive impact on the job satisfaction level. Buitendach & Rothmann (2009) identified an affirmative and favorable bondage between management behavior and employee satisfaction like independence positions, group work and leadership. Moreover, Jena and Panigrahi (2017) concluded that rules and strategies for work environment, salaries, staff input and policy evolution may pilot for employee commitment and satisfaction. A well satisfied employee is likely to be welcoming and alert which attracts customers as compared with a low satisfied or not satisfied employee.

Antoncic & Antoncic (2011) considers job satisfaction as a positive and welcoming emotional state resulting from the employees' experience or career appraisal. He connected job satisfaction with the working environment where they meet their demands. Kessler, (2014) says "job satisfaction" is the differences between the number of rewards that an individual receives and a reward value that thinks he gets.

Abaasi (2016) noted that hygiene as an external factor has no substantial correlation with employee satisfaction. Rather motivation as an intrinsic factor that includes work, responsibility, career opportunities, professional growth recognition, good feeling about the organization have substantial relationship with job satisfaction.

Abdulla et al., (2011) identified communication and job stress as strong determinant of job satisfaction. He too found out a significant correlation between job satisfaction and other factors like organizational policy, salary and incentives, nature of the work and strategy.

Moreover, Ahmed et al (2009) showed the difference between the impact factors like job characteristics, work experience, gender, and educational level on job satisfaction. According to Akbar et al., (2011) empowered employees have higher level of job satisfaction due to more power and authority. (Butt et al., 2007) enumerated that the most important factors that employees emphasis are salary and promotion at job level. Additionally, Barakat et al. (2016) identified that organizational obligation is very strongly effected by job satisfaction while lack of clarity of role and job stress can affect the readiness and inclination of employees to leave

their career, indirectly.

There are some of the factors causing dissatisfaction regarding job, some are causing neither dissatisfaction nor contributing much towards job satisfaction. Factors like performance appraisal techniques, relationship with other employees, working environment, safety provisions employees and grievance handling are contributing towards job satisfaction (Aydin and Ceylan, 2009). Other factors such as personality of employee, an organizational strategy and policy, communication, job stress and recruitment have an associated with employees' job satisfaction significantly (Behery et al., 2016). Jena and Panigrahi (2017) conclude that factors like education level, marital status, city, duration of work have positive effects on the level of job satisfaction while factors such as work, age and gender don't have substantial effects on the level of job satisfaction. Anton (2009) shows the lack of correlation between elements like the demographic characteristics such as age, gender, years of experience and educational level of the defendant.

Long back Friedlander (1969) found that job satisfaction of the employee were significant and positively correlated with the association of socio- personal factors with job satisfaction is concerned with age and income. There is a positive correlation between good supervision, job satisfaction and job security, pay and relationship with co-worker and promotional opportunities (Gil and Mataveli, 2017). (Gonzalez et al., 2015) concluded that Job satisfaction depends on a lot of job facets, and that satisfaction with one facet might lead to the satisfaction with another Some elements such as operation of the organization, job security, rewards and incentives and working condition brought a high concern to employees regarding their satisfaction (Irawanto, 2015).

According to (Anton, 2009) stated that there are eight elements that influence personal fulfillment of an employee an leads to job satisfaction:

a) Working Conditions: The work place that employees are doing their job is working condition or environment.

b) Working Hours: When the balance between individual expectations and demand is instable, employee will experience conflict. Jusmin et al.(2016) found that working hours influence the relationship with family and friends, the life quality and the employee's job satisfaction.

c) Supervision: Management plays a crucial role in employee satisfaction. By giving employees the freedom to express their ideas, managers or supervisors can make them loyal. One of the most important factors that can affect the behavior and employee satisfaction is the relationship between supervisor, worker and colleague (Bilgiç, 1998).

d) The Human Resources Department: The role of human resources department is directly related to the satisfaction of employees. This department should design the organizational, control business transformation, change

management, employee behavior and should provide rewards, training, analysis the human resource etc.

e) Job Design: Many theorists found that job design can influence the level of job satisfaction and the lack of any one factor of job design can reduce the level of job satisfaction. Reward, motivation, autonomy, encouragement and recognizing employees are the characteristics of jobs that provide satisfaction.

f) Stress: It is a psychological and physical burnout that produce objective or subjective problem for employees. The work done by Chanel (2013) showed the significant relation between stress and job satisfaction. The more employees' stress, the more reduction in job satisfaction.

g) Demographic Characteristics: it included factors such as gender, age; educational background and experience are demographic characteristics. Many studies have been done about these factors and their relationship with job satisfaction, and the results indicated both positive and negative correlation between these factors and job satisfaction.

h) Promotion: According to some surveys, there is a significant relationship between the possibility of promotion for employees and their satisfaction. It is inked with the size of organization and employee's development and use of employee's talent.

III. RESEARCH QUESTIONS/ STATEMENT OF THE PROBLEM

- Is employee job satisfaction is important for an organization?
- Is there any impact of the independent variables like encouragement, management, working condition and training on employee job satisfaction?

IV. SIGNIFICANCE OF THE STUDY

- The study would benefit organizations to formulate effective employee job satisfaction methods that will positively affect employee job performance.
- The organization would also be able to plan and design job satisfaction techniques how to achieve its goals and meet its objectives.
- The knowledge acquired in the study could also be utilized in organizations on how to manage employees that will enable the organization to reach financial and organizational success.
- The study would add to the body of knowledge on talent thus serves as a reference for researchers and academicians, private and public organizations interested in employee performance.

V. OBJECTIVE

- To understand the importance of employee encouragement over employee satisfaction.
- To find out the role of management for employee satisfaction.
- To know the influence of working environment on employee satisfaction.
- To determine the effect of training on the employee satisfaction.

Hypothesis

H1: There is a positive relation between Encouragement and Employee Job Satisfaction.

H2: There is a positive relation between Management and Employee Job Satisfaction.

H3: There is a positive relation between Working Environment and Employee Job Satisfaction.

H4: There is a positive relation between Training and Employee Job Satisfaction.

VI. RESEARCH MODEL

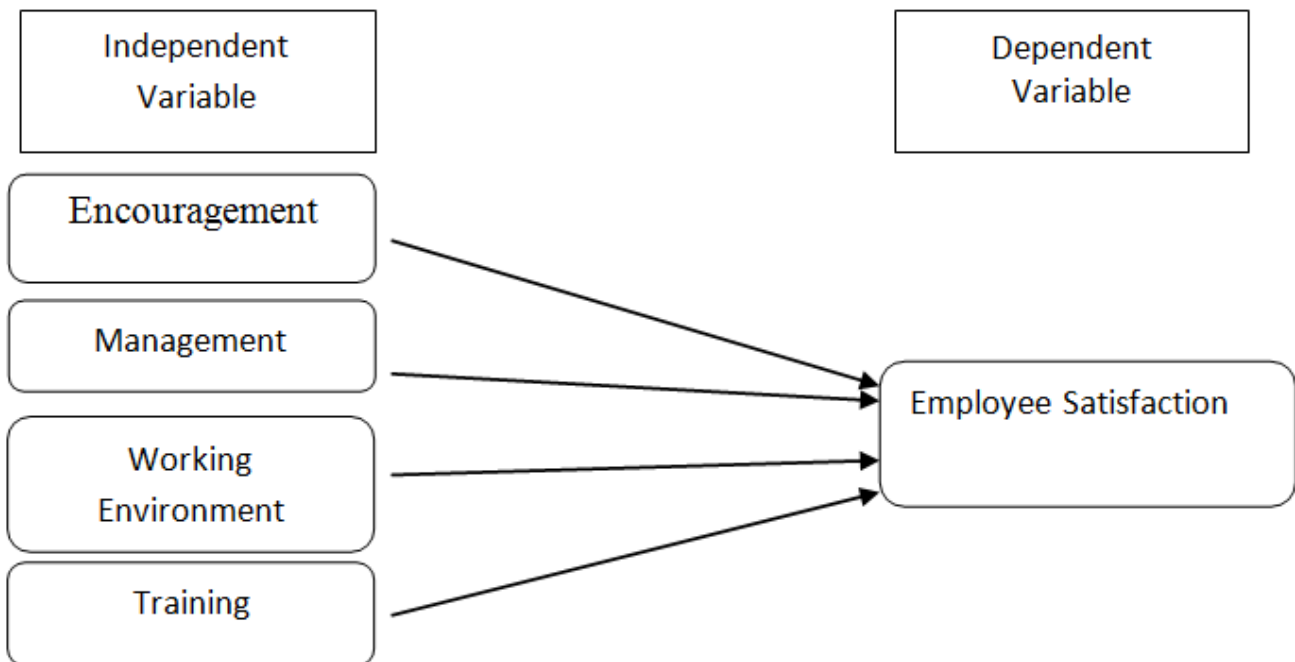


Figure 1: Conceptual Model

VI. RESEARCH METHODOLOGY

Research methodology is adopted for the investigations to find out core factors which influence the employee satisfaction which is indispensable for the success of any organization. It is decided to conduct descriptive research study using primary data which is appropriate to investigate the objectives and the hypothesis. The instrument used to collect data is questionnaire to the sample respondents.

The researcher have presented, interpreted and collected data with the help of quantitative techniques. The researcher elaborated the method adopted to design and administer the questionnaire along with the sampling technique and justification for choosing the sample.

It helps the researcher to find out what is there in

the mind of employees. Focus group, in- depth interviews and many other techniques are used in qualitative research. In this research we have applied individual in- depth interview to understand the employee opinion towards the talent management with the help of certain open-ended questions. In this research we have applied quantitative techniques for the data receive from the primary survey. Various quantitative tools are applied to do the quantitative research. Both the secondary and primary research method is applied in this research. Secondary data are collected through various online websites and company sources. The primary survey was done with the help of a questionnaire and the collected data was analyzed to find out the research objectives.

The questionnaire was prepared by the researchers to find out the determinants those influences the

employees' overall performance. The questionnaire was distributed among 120 employees working in central government organizations in power sector (engaged in transmission/generation/infrastructure) having regional or zonal office in Uttar Pradesh. The name of the organizations is kept anonymous on request of the participating organization. Out of all the participants who agreed to respond the questionnaire, 101 employees returned completely filled questionnaires, hence these were considered for data analysis and rest were rejected because of error in data collection. Well structured questionnaire has been used to collect primary data which was administered personally to the employees. The

questionnaire was both quantitative and qualitative type. The Likert scale (5 point) was used for the respondent to indicate a degree of agreement or disagreement with a series of statements about the stimulus objects.

VII. RELIABILITY ANALYSIS

Reliability was accessed by measuring the reliability coefficient or cronbach alpha. The coefficient varies between 0 and 1 where the value of 0.6 or less indicate unsatisfactory internal consistency

Reliability Statistics

Cronbach Alpha	No of Items
.814	19

Table 1: Reliability statistics

Exploratory Factor Analysis

The exploratory factor analysis was done to

extract the variables influencing employee job satisfaction in OHPC.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.703
Bartlett's Test of Sphericity	Approx. Chi-Square
	df
	Sig.
	1289.910
	171
	.000

Table 2: KMO and Bartlett's Test

KMO measure of sampling adequacy is an index to examine the appropriateness of factor analysis. High values 0.5 and 1.0 indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate. From the above table it is seen that Kaiser-Meyer-olkin measure of sampling adequacy index is 0.703 and hence the factor analysis is appropriate for the given data set. Bartlett's test of Sphericity Chi-square statistics is

1289.910, that shows statements are correlated and hence as inferred in KMO, factor analysis is appropriate for the given data set.

The principal component analysis above shows that there are five components explaining 75.692% of the variance, having Eigen value more than 1. The factor loading for those five components are shown in the rotated component matrix.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.057	26.614	26.614	5.057	26.614	26.614	3.613	19.018	19.018
2	3.784	19.915	46.529	3.784	19.915	46.529	3.545	18.657	37.675
3	2.132	11.222	57.751	2.132	11.222	57.751	2.572	13.539	51.213
4	1.881	9.902	67.653	1.881	9.902	67.653	2.401	12.638	63.851
5	1.527	8.039	75.692	1.527	8.039	75.692	2.250	11.841	75.692
6	.757	3.984	79.676						
7	.633	3.334	83.010						
8	.567	2.983	85.994						
9	.464	2.444	88.437						
10	.440	2.315	90.752						
11	.365	1.922	92.674						
12	.304	1.602	94.275						
13	.242	1.274	95.549						
14	.209	1.102	96.651						
15	.198	1.040	97.691						
16	.136	.718	98.409						
17	.126	.661	99.070						
18	.107	.564	99.635						
19	.069	.365	100.000						

Extraction Method: Principal Component Analysis

Table 3: variance calculation

The principal component analysis above shows that there are five components explaining 75.692% of the variance, having Eigen value more than 1. The factor loading for those five components are shown in the rotated component matrix.

Rotated Component Matrix

From the below table, each factor loading values represent the partial correlation between the variables the rotated factor by inferring a common thread among the variables that have large loading above 0.5 values for a particular factor.

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
VAR00001	.798				
VAR00002	.864				
VAR00003	.895				
VAR00004	.681				
VAR00005	.828				
VAR00006		.852			
VAR00007		.884			
VAR00008		.833			
VAR00009		.819			
VAR00010		.687			
VAR00011			.789		
VAR00012			.913		
VAR00013			.875		
VAR00014				.889	
VAR00015				.942	
VAR00016				.754	
VAR00017					.675
VAR00018					.893
VAR00019					.902

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Table 4: Rotated Component Matrix

The above exploratory factor analysis revealed that the 19 items considered for testing were sufficiently loaded with value more than 0.5. Therefore the items can be tested further for significance through regression analysis. The principal component analysis through varimax rotation revealed that there are five major components categorized the 19 items which were then

renamed as Employee performance, Talent identification, talent retention, talent development and talent culture.

Bivariate Analysis

The bi-variate analysis of the components reveals the correlation of dependent variables with independent variables.

		Employee Job Satisfaction	Encouragement	Management	Working Environment	Training
Employee Job Satisfaction	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	101	101	101	101	101
Encouragement	Pearson Correlation	.358**	1			
	Sig. (2-tailed)	.000		101	101	101
	N	101	101			
Management	Pearson Correlation	.224*	.013	1		
	Sig. (2-tailed)	.024	.896		101	101
	N	101	101	101		
Working Environment	Pearson Correlation	.265**	.004	.144	1	
	Sig. (2-tailed)	.007	.967	.151		101
	N	101	101	101	101	
Training	Pearson Correlation	.075	-.212*	.333**	.229*	1
	Sig. (2-tailed)	.453	.033	.001	.021	
	N	101	101	101	101	101

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 5: Correlations

The Pearson coefficients in the above table shows that the dependent variable i.e. Employee Job Satisfaction is correlated significantly with Encouragement, Management, Working Environment and not significantly correlated with Training.

Multivariate Analysis

In multivariate analysis, multiple regression analysis was done to test the significance of each Predictor variables.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.482 ^a	.232	.200	3.45308	.232	7.266	4	96	.000

a. Predictors: (Constant), VAR00005, VAR00002, VAR00004, VAR00003

Table 6: Model Summary

The variables considered for the research are highly significant i.e.(P = .000) and explaining 23.2% of

the aggregated variables.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	346.564	4	86.641	7.266	.000 ^a
	Residual	1144.683	96	11.924		
	Total	1491.248	100			

a. Predictors: (Constant), VAR00005, VAR00002, VAR00004, VAR00003

b. Dependent Variable: VAR00001

Table 7: ANOVA

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Employee Job Satisfaction)	7.015	2.569		2.731	.008
Encouragement	.369	.093	.364	3.953	.000
Management	.279	.155	.172	1.801	.075
Working Environment	.353	.142	.229	2.479	.015
Training	.056	.130	.043	.433	.666

a. Dependent Variable: Employee Job Satisfaction

Table 8: Coefficients

The larger the F ratio there will be more variance in the dependent variable that is associated with the independent variable. The F ratio = 7.266. The statistical significance is P= 0.000 – “sig”. There is relationship between independent and dependent variables.

The regression analysis of independent variable with dependent variable reveals that two out of four independent variables are significant. The P value extracted for these variables are showing the relationship between Employee Job Satisfaction towards individual independent variables like Encouragement, Management, Working Environment and Training. The P value of Encouragement i.e. (P = 0.000) explains that Encouragement is significant with the Employee Job Satisfaction. The P value of Management i.e. (P = 0.075) explains that the variable is not significant with the Employee Job Satisfaction. The P value of Working Environment i.e. (P = 0.015) explains that the third independent variable is also significant with Employee Job Satisfaction. The P value of Training i.e. (P = 0.666) is shows that the fourth variable is not significantly to Employee Job Satisfaction.

Y (Employee Job Satisfaction) = 7.015 + 0.364 (Encouragement) + 0.229 (Working Environment)
Testing Of Hypotheses

H1: There is a positive relation between Encouragement and Employee Job Satisfaction.

The regression analysis reveals that Encouragement is highly significant (P=0.000) with Employee Job Satisfaction. Hence this supports hypothesis and the hypothesis was accepted.

H2: There is a positive relation between Management and Employee Job Satisfaction.

The regression analysis reveals that Management is not significant (P = 0.075). Hence this does not support hypothesis and the hypothesis was rejected.

H3: There is a positive relation between Working Environment and Employee Job Satisfaction.

The regression analysis reveals that Working Environment is significant (P = 0.015) with Employee Job Satisfaction. Hence this supports hypothesis and the hypothesis was accepted.

H4: There is a positive relation between Training and Employee Job Satisfaction.

The regression analysis reveals that Training is not significant (P = 0.666) with Employee Job Satisfaction. Hence this doesn't support hypothesis and the hypothesis was rejected and require further research.

VIII. MAJOR FINDINGS

- Encouragement, Management, Working Environment, and Training are four major independent variables extracted out of exploratory factor analysis.
- KMO and BARTETT'S test which shows value of 0.703 for sampling adequacy which is in the acceptable range as per Hair and Anderson. The communalities showing that each item considered are within the acceptable range.
- The bi-variate analysis of the components reveals the correlation of dependent variables with independent variables. The Pearson coefficients in the above table show that the dependent variable i.e. Employee Job Satisfaction is correlated significantly with Encouragement, Management and Working Environment and not significantly correlated with Training.
- Multiple regression analysis reveals that variable considered for the research are highly significant i.e. (p=.000) and explaining 23.2% of the aggregated variables.
- The regression analysis of independent variable with dependent variable reveals that two out of four independent variables are significant. The p

value extracted for these variables are showing the relationship between satisfactions towards individual independent variables. The p value of Encouragement ($P=0.000$) explains that the independent variable is significant with Employee Job Satisfaction. P value of Working Environment ($P = 0.015$) which also explains that the independent variable is significant with overall satisfaction.

- P value of Management ($P = 0.075$) explains that it is not significant with Employee Job Satisfaction.
- The Training variable is not significant ($P = 0.666$) and need further research.

IX. RECOMMENDATION

- The organization should value the employees for the contribution they make. Giving value has a considerable impact on the effectiveness of the Organization.
- Management should be involved in employee job satisfaction and focus on the continuous improvement of employees and should try to maintain cordial employment relationship by uplifting motivation commitment and morale of the employees.
- The organization should frequently update the information about the satisfactory level of employees at their job for smooth performance of activities and strategic planning.
- Working environment is the internal environments that have effects on employees. A healthy environment to work is highly essential for smooth performance of job related work. Management should focus on the maintaining a good internal atmosphere to do work at ease.
- Top Management and key people might restructure and improve their management practices for increasing the job satisfaction among employees who are the assets for an organization.
- Employee job satisfaction system must be created that should match with the individual expectation and organizational expectations and it should be reviewed on timely basis.
- The satisfaction level of employees should not focus the key employees only rather it should focus employees from ground level to top position.
- Equitable opportunist, Reward system and both verbal and written communication should be followed for developing trust and satisfaction

among employees. Management should take initiative in this approach.

X. FURTHER RESEARCH

In this study we have evaluated four major independent variables of Employee Job Satisfaction i.e. Encouragement, Management, Working Environment and Training, out of which the independent variable, Management and Training are not significantly correlated with Employee Job Satisfaction as per multi variant analysis. Researchers need to identify some variables beside these variables that may have effects employee job satisfaction. Further research may be done on management and Training. Further this study can be extended to other industries such as Health Care, Real Estate, Hospitality, Academic institutions and Non- Profit Organization which are suffering from problems of job satisfaction.

XI. CONCLUSION

Employees are the most important part of the success of an organization. They are the internal customers of an organization. An organization can be successful by satisfying the employees at their work or job and encouraging them for improvement. Management plays a pivotal role for bringing change in the satisfactory level of employees. Job satisfaction depends on what a person expects to receives from their job and what he actually receives. As an employee spends more than 40 hours in a week, the work place can be considered as the second home for them. So the working environment impacts a lot for an employee. Employees who are satisfied at their job have a positive impact on organization productivity and performance. Therefore managing the employees is crucial for the survival of the organizations.

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