

An Empirical Study of Employee Job Satisfaction in terms of Organizational culture in Technical Education Institutions in NCR.

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Abstract: **1. BACKGROUND:** In today's competitive market it becomes crucial to retain good employees who can add meaning and value towards attainment of organizational goal and objectives. Employee satisfaction is indispensable for the success of any organization. It expresses an echelon of happiness of a person in his professional setting linked with the organization culture. An elevated rate of employee contentedness is positively related to a lower turnover rate. Thus, keeping employees' satisfied with their career must be a key priority for each employer. Researches on Employee satisfaction shows that satisfactory work environment, better compensation policies and a good leadership skills will definitely lead to employee job satisfaction (Wood 1976), (Kaye & Jordan-Evans 1999), (Mine, Ebrahimi, and Wachtel 1995), (Branham (2005), (Heskett et al. (1997) as cited in Abdullah (2011) and Sturgeon (2006), (Rider (1998) as cited in Mehta et al. (2010), (Thomas & Gabarro 1999), (Gellner & Veen 2009) American business Journal (Hansen 2002), (Alesina & La Ferrara 2005),

2. PURPOSE: The main objective of this research paper is to study employee satisfaction in terms of organizational culture and leadership and also to explore ways to make employees satisfied.

3. RESEARCH METHODOLOGY: The study uses quantitative methodology. For data collection questionnaire method has been used on a sample of 100 employees in Higher Academic Institutions in NCR region only.

Independent variables are work environment, compensation and recognition, career development and dependent variables is employee satisfaction.

For the purpose of data analysis we used IBM SPSS 20. We had used correlation and regression analysis to find out the satisfaction level of the employees against each major variable.

4. FINDINGS: In the earlier researches, there has been a significant relationship between these four independent variables and employee satisfaction. In this research paper, there is some evidence which can prove that employee satisfaction is dependent on these four variables. So, organization needs to focus more on career development, compensation and rewards, and workplace environment to increase their employee satisfaction. Moreover, extensive research has given away that motivated and satisfied employees lean to put in more in terms of organizational efficiency and maintaining a level of commitment towards organization.

5. PRACTICAL IMPLICATIONS: As organization face problems in retaining employees as they are not able to categorize the factors that have a say to both employee satisfaction and loyalty therefore this study covers three broader areas for finding out employee satisfaction namely work environment, compensation & recognition, and career development.

Keywords: Employees, Job satisfaction, Education, Productivity.

1. INTRODUCTION

The education sector is encountering a highly competitive environment worldwide. Over the past decade it has been observed that the total number of higher educational institutions have almost doubled itself and there has been issues on pay and working conditions of privately owned institutions. Various researchers have argued that preferred pay, dissatisfactory working conditions has led to deterioration of employee performance by directly affecting their satisfaction levels. Thus it has been a matter of concern as to what is the impact of job satisfaction

of academicians on their performance and what are the vital parameters which can enhance job satisfaction in an organization.

Employees are considered to be the most important constituent of any organization. Employees are satisfied when their needs or desires are fulfilled. It is an excellent range to evaluate the potential of an employee and their attitude towards the organization. If an employee is satisfied the whole organization moves towards success. Thus the key to accomplishment lies with employee happiness which leads towards employee satisfaction. According to Wood (1976) the strength of an educational institution depends on the satisfaction of its employees. It is very essential to recognize an employee hard work as well as promote healthy and cordial relations with the employees so as to increase satisfaction and make the work environment more healthier (Kaye & Jordan-Evans, 1999). Reward act as a great motivator and a true balance between pay and performance helps to motivate the employees and leads to increase in organization productivity (Timpe,1986). Motivation is a crucial psychological progression (Wachtel,1995). A recent data-based broad analysis concluded that competitiveness problems appear to be largely motivational in nature.

The management looks through the various characteristics and performance of the employees. The culture of an organization plays an important part for the job satisfaction of the employees. The assessment of employees is done by the top management. "Gallup studies show that organizations which achieve higher employee satisfaction have 76% success in lowering turnover and 70% in achieving high profitability. If an employee is satisfied it contributes majorly in motivating the employee, accomplishing his goals and keeping his morale high at workplace. An average employee will stay in the organization only if they are satisfied with the organizational culture. Furthermore, the longer an employee works for an organization, the more precious they become for a service industry (Branham,2005).

Employee development and training programs can help to create employees satisfaction and loyalty (Heskett,1997). One method of inspiring people is to make use of effective motivation, which will make workers more satisfied and committed towards their jobs (Luthans,1998).

To improve the efficacy and competence of organizational operations it is very essential to find out employee loyalty towards the organization which in turn is effected by employee satisfaction. It is not easy to maintain employee loyalty in an organization as it is effected by multiple factors therefore there is a need to focus on factors like work environment, rewards and compensation, career development to maintain happiness of employees in academic industry.

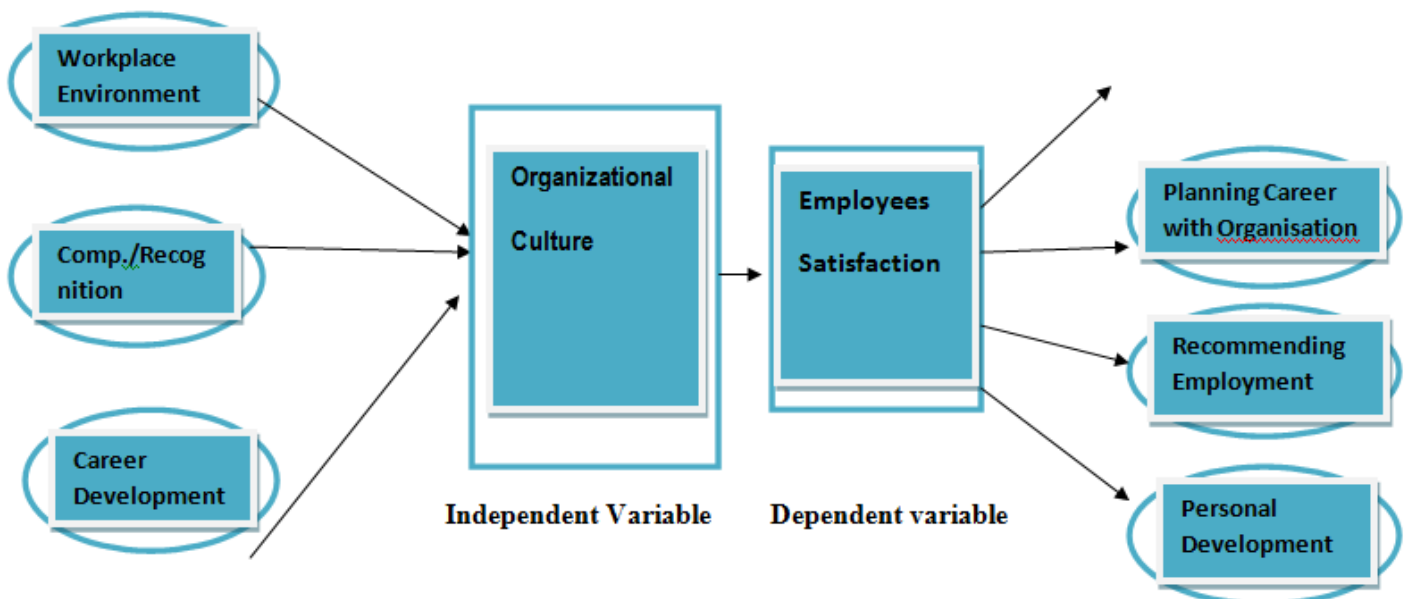
Therefore this study is conducted to find out the relationship between these three independent variables and employee satisfaction which can help an organization in reducing employee turnover rate and increasing employee efficiency.

Parameters of employee job satisfaction:

1. Psychological factors
 2. Physical factors
 3. Environmental factors
1. Psychological factors
 - a. Health and safety
 - b. Working responsibilities
 - c. Job Security
 - d. Recognition management
 2. Physical factors
 - a. Payments and salary
 - b. Working condition and supportive co-workers
 - c. Welfare services
 3. Environmental factors
 - a. Good working environment
 - b. Management style & culture
 - c. Management relations
1. a) Health and safety: Employee's health and safety is the priority of every organization. An employee expects a certain responsibility from the organization in which he/she is working. Thus the health and safety measure are the primary needs of any employee.

- b) Responsibilities: the responsibilities and functions of a person should be well defined and aligned to his/her nature of work. It depends on the designation of the person working in the organization. It includes the job requirements which lead to the performance of the employee.
- c) Job security: It signifies the sense of assurance of the work, where an employee feels secure about his/her job and its continuation. The chance of being unemployed is less.
- d) Rewards and recognition: Recognition are the programs set up by the company to reward the performance and motivate them at the same time. Employee recognition plans are given to the employees for their psychological needs.
2. a) Payments and salary: this includes the salary scales, wage rise, satisfaction with and motivation with pay. An increment in remuneration is a factor of company's trust in the employee which increases employee's confidence.
- b) Working condition and supportive co-workers: this is one of the major elements of job satisfaction. Working condition must meet employee's requirement and expectation else employee loses interest in his work.
- c) Welfare services: These are the policies which are adopted by the companies for the employee's benefit. These policies include pf, ppf, gratuity, allowances and insurance policies provided by the company to the employee.
3. a) Management style & culture: the management style of any company describes its attitude towards the employees. Culture is an important factor because people are the main assets of any organization, thus it plays an important part.
- b) Management relations: This signifies the interpersonal relationship amongst the employees, manager and employees and superior and employees and superiors and managers. This involves all three levels of hierarchy.

2. CONCEPTUAL FRAMEWORK



2. REVIEW OF LITERATURE:

Employee Satisfaction is basically correlated with employee happiness. If an employee is contented and feels that his desires are fulfilled it leads to an increase in employee morale at workplace. An average employee would always like to stay in an organization if he feels satisfied and happy working at the place. The longer the tenure of an employee in an organization, the more valuable he becomes for the organization.

It is only the members of an organization who contribute to the realization of the organization's objectives. Strategic HRM helps the organization in reaching its objectives, and the main players in SHRM are the "employees" (Armstrong, 2000). A firm's HR strategy should be centered on budding skills and ensuring enthusiasm and dedication among the employees so as to achieve employee satisfaction (Lawler, 1986).

If more training and development programmes are provided that will necessarily boost employee satisfaction towards the institution (Waldersee, 2000). That is why the satisfaction of the employees takes an added importance.

Employees are more happy and loyal when they are satisfied which ultimately affects organizational productivity (Hunter & Tietjen, 1997). Culture has been defined as a pattern of shared values and beliefs that help members of an organization understand organizational functioning and thus teach them the behavioral norms in the organization (Deshpande and Webster, 1989).

An employee satisfaction towards his job is actually an emotional state of mind comprising of all physical, psychological, physiological climate (Hoppock, 1935). If an employee is given proper work climate and made feel that he is an asset for an organization he will definitely work towards the success of an organization (Locke, 1976).

Nurturing an employee emotionally and physically will definitely lead to employee satisfaction (Feldman and Arnold, 1983).

A tool to measure job satisfaction has been developed which is known as (JDI) Job Descriptive Index which measure basis itself on five facets of job satisfaction like work itself, career prospects etc (Smith, Kendall, and Hulin in 1969). Another popular and highly researched measure of job satisfaction is the Minnesota Satisfaction Questionnaire (MSQ).

In a previous study which was conducted in Europe, Asia, Africa, and the Americas among 10,339 workers the same top five key attributes which results in job satisfaction were consistently identified: ability to balance work and personal life, work that is truly enjoyable, security for the future, good pay or salary and enjoyable co-workers.

Association for Investment Management and Research conducted a survey where it was found that 81% of the employees discussed about the factors which lead to positive or negative feelings about the job. The positive factors which were identified were professional achievement, personal or professional growth, the work itself and their degree of responsibility more important than compensation. The negative factors about their jobs were company policies, administration, relationships with supervisors, compensation and the negative impact of work on their personal lives (Cardona, 1996). Identifying employees by their names and giving them proper appraisals apart from their salary and recognizing their talent will also lead towards job satisfaction (Metzler, 1998). A better compensation package for an employee definitely leads to satisfaction towards job and increases loyalty of an employee towards organization (Gerhart, 1994).

One of the main drivers of employee satisfaction is training and development programmes given to employee in performing their task efficiently (Sturgeon, 2006). As said by many researchers there are many sources which can lead to an increase in employee loyalty and happiness towards the organization which comprises of organizational culture like work environment, compensation strategies, rewards, salary system, job security and career development practices. It has been rightly said by many researchers in their past study that if an employee is satisfied the more happiest and motivated he will be which in turn will increase his loyalty towards the organization.

The objective of this study is to ascertain the level of satisfaction, accomplishment and motivation in employees. A better knowledge and understanding of the tools that the organization already uses will help to understand what the employees really want and need in order to be successful.

3. RESEARCH PROBLEM:

The main purpose of the study is to obtain employee job satisfaction level and motivation level of the employees working in the Academic Sector. The purpose was to check the involvement of factors like work culture, salary, company's policies, recognition and working environment in the Academic sector. The employee may not be

satisfied with these factors but what leads them to leave an organization and what leads towards job satisfaction is studied.

4. RESEARCH OBJECTIVE:

The main research objective here in this study is to fill up the gap mentioned above in the problem statement.

- a) To study the impact of social factors (Age/Gender/Marital Status/Education level/) on job satisfaction level of an employee.
- b) To study the impact of independent variables (work environment, compensation and recognition, career development) on employee's job satisfaction.

5. RESEARCH HYPOTHESES:

Main Hypothesis:

- H01: There is no significant relationship between social factors (Age/Gender/Marital Status) and employee's job satisfaction.
- H02: There is no significant relationship between the different sub variables of Organizational Culture on employee's job satisfaction.

Sub Hypothesis:

H03: There is no significant relationship between work environment and employee's job satisfaction

H04: There is no significant relationship between compensation & rewards and employee's job satisfaction

H05: There is no significant relationship between career development and employee's job satisfaction

6. RESEARCH METHODOLOGY:

The study uses quantitative methodology. For data collection questionnaire method has been used on a sample of 100 employees in Technical Education Institutions in NCR region only.

Independent variables are work environment, compensation and recognition, career development and dependent variable is employee satisfaction.

For the purpose of data analysis we used IBM SPSS 20. We have used correlation and regression analysis to find out the satisfaction level of the employees against each major variable. Likert scales is used which usually have five potential choices (strongly agree-1, agree-2, neutral-3, disagree-4, and strongly disagree-5).

- a) **Sample Size:** A sample of 100 employees has been studied in Academic Institutions in NCR region.
- b) **Scope of Study:** Job Satisfaction has been a crucial element for an employee to work in an organization which consists of both extrinsic and intrinsic factors. This research will be useful for the management in knowing the satisfaction levels of their employees and what measures they can take to increase productivity and promote satisfaction.
- c) **Tools for data collection:** The tool used is Questionnaire. The Primary data was collected from the respondents by administering a structured questionnaire and also through interview & discussion with management.
- d) **Limitations:** The study is limited to Academic Institutions in NCR region only. The limitation of the time also played a restraining factor in this research. Due to confidentiality of some information accurate response was not revealed by some of the respondents. Respondents also marked the answers in questionnaires which may be factually incorrect irrespective of their actual feelings.
- e) **Significance of Study:** This study is helpful for technical educational institutions in understanding the factors which can increase the employee satisfaction and management can focus on the area of improving the employee satisfaction in order to achieve the objective of academic institutions. The factors are researchers' independent variables such as career development, compensation and recognition, and workplace environment. It will also serves as a future reference for other researchers on the subject of employee satisfaction.

6. FINDINGS, ANALYSIS AND INTERPRETATION:

Based on the below findings, the study shows that there is a significant relationship between Independent variables (WE-workenvironment, CR-compensation & recognition, CD-career development) and dependent variable (EE-employee satisfaction). The present research shows that employee satisfaction is dependent on these three variables but a very strong relation exists between work environment and employee satisfaction. So, organizations need to focus more on these factors like compensation, workplace environment, career development etc., to improve their employee satisfaction. Moreover, extensive research has proven that motivated and satisfied employees tend to put in more in terms of organizational efficiency and maintaining a level of commitment towards organization.

Interpretation:

A Pearson product-moment correlation coefficient was computed to assess the relationship between all the three independent variables and employee satisfaction.

Table 1: Pearson's Correlations Analysis

		Avg_WE	AVG_CR	AVG_CD
Avg_WE	Pearson Correlation	1	.523**	.761**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
AVG_CR	Pearson Correlation	.523**	1	.610**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
AVG_CD	Pearson Correlation	.761**	.610**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

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

The above table 1 shows a high degree of positive correlation between all the independent variables (work environment, compensation and recognition and career development). This correlation which exists between all independent variables show that a positive change in one function leads towards a positive change in the other at organization.

Table 2: Correlations

		Avg_WE	AVG_CR	AVG_CD	AVG_EE
Avg_WE	Pearson Correlation	1	.523**	.761**	.562**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
AVG_CR	Pearson Correlation	.523**	1	.610**	.148
	Sig. (2-tailed)	.000		.000	.141
	N	100	100	100	100
AVG_CD	Pearson Correlation	.761**	.610**	1	.413**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
AVG_EE	Pearson Correlation	.562**	.148	.413**	1
	Sig. (2-tailed)	.000	.141	.000	
	N	100	100	100	100

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

The above table 2 shows a high degree of positive correlation exists between workplace environment , career development and employee satisfaction but a weak correlation between compensation& recognition and employee satisfaction. This shows that in Academics what most matters to employees is the work environment and career development therefore more females as compared to males prefer to work in academics.

REGRESSION ANALYSIS:

Table 3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.598	.240		2.496	.014
Avg_WE	.734	.151	.620	4.848	.000
AVG_CR	-.191	.090	-.223	-2.126	.036
AVG_CD	.071	.129	.077	.556	.579

a. Dependent Variable: AVG_EE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.441	3	5.147	17.029	.000 ^b
	Residual	29.016	96	.302		
	Total	44.457	99			

a. Dependent Variable: AVG_EE

b. Predictors: (Constant), AVG_CD, AVG_CR, Avg_WE

The researchers used Regression Analysis to determine the significant relationships between independent variables (career development, compensation and recognition and workplace environment) and dependent variable (employee satisfaction). In the above table 3 work environment is the predictor variable that contribute the highest to the variation of the dependent variable

(Employee satisfaction) because Beta value (under standardized coefficients) for these predictor variables is the largest (0.734)

if compare to other predictor variables (Career Development, Compensation and Recognition)

EFFECT OF GENDER ON EMPLOYEE JOB SATISFACTION

T-TEST :

Table 4: Group Statistics

	gender	N	Mean	Std. Deviation	Std. Error Mean
AVG_EE	male	47	1.8120	.64228	.09369
	female	53	1.7993	.69996	.09615

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
AVG_EE	Equal variances assumed	.478	.491	.094	98	.925	.01268	.13494	-.25511	.28047
	Equal variances not assumed			.094	97.878	.925	.01268	.13424	-.25373	.27908

An independent-samples t-test was conducted to compare the satisfaction level of males and females employees about their job. In the above table 4, since p value is greater than 0.05, it implies that the difference between the means is not statistically different. Therefore, we accept the null hypothesis.

EFFECT OF MARITAL STATUS ON EMPLOYEE JOB SATISFACTION

T TEST :

Table5:Group Statistics

	marital status	N	Mean	Std. Deviation	Std. Error Mean
AVG_EE	married	77	1.7140	.66169	.07541
	unmarried	23	2.0702	.60036	.12800

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
AVG_EE	Equal variances assumed	.662	.418	-2.271	97	.025	-.35620	.15687	-.66754	-.04485
	Equal variances not assumed			-2.398	36.879	.022	-.35620	.14856	-.65724	-.05516

The independent-samples t-test was conducted to compare the impact of marital status on employee job satisfaction. Here the table 5 shows that since p value is less than .05, it implies that the difference between the means is not statistically different. Therefore we reject the null hypothesis.

EFFECT OF AGE GROUP ON EMPLOYEE JOB SATISFACTION

ANOVA :Table6 Descriptives

AVG_EE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
below 25 yrs	7	2.3247	.52972	.20021	1.8348	2.8146	1.27	2.82
25-40 yrs	65	1.7137	.59399	.07368	1.5665	1.8609	1.00	3.00
40-55 yrs	24	1.8049	.78860	.16097	1.4719	2.1379	1.00	4.00
above 55	4	2.3864	.83773	.41886	1.0533	3.7194	1.18	3.00
Total	100	1.8053	.67012	.06701	1.6723	1.9382	1.00	4.00

ANOVA

AVG_EE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.784	3	1.261	2.977	.035
Within Groups	40.673	96	.424		
Total	44.457	99			

Similarly, to understand the effect of age, ANOVAs was conducted. In the above table 6, since the significant value is less than .05, we can conclude through the results that there is a statistically significant difference between age groups. The modern organizations should structure the tasks in such a way that the biological effect of age can be overcome and it should enhance employee satisfaction.

RELIABILITY ANALYSIS

The reliability test will be used to examine the relevancy of statements in each variable towards the surveys. Reliability is the degree to which measures are free from errors and hence yield consistent result. The reliability analysis that is being used by this SPSS software is to evaluate the independent variable of career development, compensation and recognition and workplace environment and dependent variable of employee satisfaction. For this research, the reliability analysis consists of 100 respondents. All the four variables and dependent variable are internal consistent and they are reliable as they are more than 0.70 in table 7.

Table 7

Dimensions	Cronbach's Alpha	Strength of Association
Workplace Environment	.934	Good
Career development	.920	Good
Compensation and Recognition	.935	Good
Employee Satisfaction	.881	Good

TABLE 8: DESCRIPTIVE STATISTICS OF THE SAMPLE N =100

GENDER	NO. OF EMPLOYEES	PERCENTAGE
Male	47	47.00
Female	53	53.00
MARITAL STATUS		
Married	77	77.00
Bachelors	23	22.00
AGE GROUP		
Below 25 yrs	7	7.00
25-40 yrs	65	65.00
40-55 yrs	24	24.00
Above 55 yrs	4	4.00
EMPLOYMENT TENURE		
0-2YRS	11	11.00
2-5YRS	43	43.00
5-7YRS	30	30.00
ABOVE 7 YRS	16	16.00
INCOME LEVEL(annually)		
Below 5lakh	6	6
5lakh-7lakh	50	50
7lakh-10lakh	32	32
Above 10lakh	12	12

In the above table 8 Demographic analysis is used to draw an illustration of respondents' characteristics. From the demographic information, within the sample of 100 respondents, the percentages for gender are 47% of male respondents and 53% female respondents who took part in the questionnaires. Most of the respondents were

from age group between 25-40 years old (65%). The least respondents were from age group above 55 yrs old (04%).

DESCRIPTIVE STATISTICS

Table 9: Descriptive Statistics FOR WORK ENVIRONMENT

	N	Minimum	Maximum	Mean	Std. Deviation
Avg_WE	100	1.00	4.00	2.1429	.56663
Valid N (listwise)	100				

Table 10: Descriptive Statistics FOR COMPENSATION & RECOGNITION

	N	Minimum	Maximum	Mean	Std. Deviation
AVG_CR	100	1.00	5.00	2.7887	.78160
Valid N (listwise)	100				

Table11:Descriptive Statistics FOR CAREER DEVELOPMENT

	N	Minimum	Maximum	Mean	Std. Deviation
AVG_CD	100	1.00	5.00	2.3478	.71794
Valid N (listwise)	100				

Table 12: Descriptive Statistics FOR EMPLOYEE JOB SATISFACTION

	N	Minimum	Maximum	Mean	Std. Deviation
AVG_EE	100	1.00	4.00	1.8053	.67012
Valid N (listwise)	100				

7. RECOMMENDATIONS AND CONCLUSION

This research suggests that job satisfaction effects employee's morale and keeps him/her motivated which in turn leads to the better production, less absenteeism and organization on top. The job satisfaction of lower level and middle management is critical for the success of an organization. In the above data it is clear that the policies used by the organization to keep an employee motivated are quite good.

The work culture is collaborative, working environment of mutual trust and respect exists. Employees have the opportunities to show their skills. The training opportunities provided here in Academic institutions is a value added factor for the employees. Employees take part in the management decision and often asked for the feedback. Employees are self motivated and work in all possible ways to increase organization efficiency .It is recommended that the results of the survey should be kept in mind and the facilities should be provided in a much better way. In order to keep the employee motivated there should be the leisure time for them to do research activities.

8. FUTURE RESEARCH

The limitations of this research can place a setting for probable prospect study to better understand the study of employee satisfaction and its effects toward academic institutions in NCR region. The future research should be done by doing survey for more locations and moreover taking a much larger sample which can make data more accurate and results to be much true and less biased. Secondly interview survey method should be used for more unbiased and accurate results. Thirdly the main limitation of this research is that only three variables work environment, career development and compensation and recognition has been made use of . But there are other factors also which affect employee job satisfaction which has not been covered in this research.

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