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A Conceptual Study on Employee Satisfaction among various sectors

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Abstract

The modern business environment is rapidly evolving because of technological advances and structural reorganizations. The organization must address the issue of people who play a vital role in innovation and adaptability. The employee satisfaction index is an important parameter to measure management effectiveness, prediction of absence, and ultimately increase in productivity of the organization.

Standardization of the survey tool is not less important for reliable data conclusive to the research enterprise. Each of the sectors requires further statistical analyses. These analyses shall reveal the industry-specific determinants of job satisfaction. A comparative analysis of different industries could come up with economically efficient practices that can make a very big difference on key matters. Aspects related to the mental attributes also need consideration, as job satisfaction has a close relationship with the psychology of the employee.

Keywords: Conceptual model for satisfaction, Employee Satisfaction, Factors for satisfaction, Performance.

I. INTRODUCTION

In this present era, regularly companies are restructuring their business due to technological advancements in their businesses on other side companies should concentrate on working professionals who are thinking very creatively and can adapt to new technology easily. Employees who are taking changes social and productive are those who are mostly that employees are satisfied with their job.

Employee satisfaction an important instrument for evaluating and changing the management rules in accordance with professional employee opinion. The level of employee satisfaction is a very concentrated factor for a higher authorities or companies to know an employee's rate of absenteeism, redesign to the job. Employee satisfaction is also based on his perceptions of the future growth of organization productivity.

The Satisfaction of an employee feels with their work, the organization, and the different factors of their job is known as employee satisfaction. The word "employee satisfaction" is all-encompassing. Workers will not be seen as satisfied if they feel satisfied with their work but not with the work environment, the management style, or the corporate policies. The term "employee satisfaction" is comprehensive, encompassing various factors including contentment with one's role, job characteristics, workplace environment, conditions, workforce diversity, organizational ethos, managerial approach, corporate policies, as well as the financial and non-financial perks associated with the position. Simply hiring skilled employees isn't sufficient; prioritizing their job contentment and well-being is equally vital. Assessing employee satisfaction is crucial, as discontent can diminish the productivity of otherwise proficient workers. When employees are content with their roles and can fulfill their professional and personal needs, they are considered to be satisfied with their jobs. Employee satisfaction is a measure of how well a company is able to address the demands of its workers with regard to their working environment. Employee needs may relate to things like the actual job itself, opportunities for professional advancement, leaders, coworkers, and supervision. Ensuring the quality of services is dependent upon the satisfaction of employees. Loveman (1998) stated the relationship between an organization's financial performance, customer loyalty, and employee satisfaction. Because higher customer satisfaction results in greater customer service and more customer loyalty because of higher service quality, the company's profitability is boosted. Thus, employee satisfaction affects an organization's financial performance.

II. REVIEW OF LITERATURE

The literature review is compared with a number of studies across industries, including banking, IT, education, and healthcare. Earlier studies have extensively dealt with general trends without deep comparative analysis or statistical scrutiny of sectors. Furthermore, mental health is most often ignored to consider, even when evidence links job satisfaction to psychological well-being.

Employees of public and private sector banks differ significantly in a number of areas related to job satisfaction, including compensation, perks, supervision, training, and development [1]. However, when it comes to problems like coworkers, employee empowerment, supervision, performance reviews, and job type, these differences are not significant.

According to [2], a thorough awareness of employees' needs might lead to an increase in job satisfaction. As an instance, responsibility or jobs might be allocated based on a person's interests and strengths in a particular field.

In March 2015, [6] studied employee satisfaction for the Bank of Maharashtra. An effort was performed to ascertain the degree of job satisfaction among Bank of Maharashtra employees as well as to research and comprehend the relation between work-life balance and satisfaction with work at the Bank of Maharashtra. A systematic questionnaire was employed to perform the study. Two hundred workers of Maharashtra's public sector banks provided the necessary data. The researcher used statistical techniques, such as percentage and employee satisfaction index, to assess the data. The study came to the conclusion that while Bank of Maharashtra employees were mostly dissatisfied with the reward system and work-life balance, they were mostly satisfied with set working hours, job profiles, welfare benefits, and job security. In order to incentivize its high-performing staff, Bank of Maharashtra should offer periodic incentives based on performance, as recommended by the Finance Commission of India. Another area where Bank of Maharashtra needed to give careful consideration was work-life balance, since it would eventually have a negative impact on employees' physical and mental well-being.

[7] Published a research paper on a comparative analysis of the employment satisfaction of

employees across various Islamic banks in Bangladesh. Researchers have chosen a few job satisfaction measurement criteria for this study. This covers attractive pay, benefit plans, policies for growth and advancement, efficient supervision, clear communication, career development, workplace environments, and work-life balance. Samples were gathered from five Bangladeshi conventional banks and one Islamic bank. Each bank provided 50 samples, which were gathered using a standardized questionnaire. It is discovered that employees' levels of job satisfaction are the same. Conventional bank staff, however, are extremely satisfied with the communication indicator.

[5] In April 2018, a study conducted by Dr. R. Hariharan evaluated employee morale and job satisfaction through observation. The relationships between the components of job satisfaction have been examined using both descriptive and inferential statistics. The conclusion is that individual levels of job satisfaction vary over time and across different situations. Since it affects what one can anticipate as compensation for their work, an employee's attitude is more significant than any other component. It has been shown that higher job satisfaction levels lead to higher levels of customer satisfaction as well.

[4] Their research on employee satisfaction with State Bank of India indicates that job satisfaction or discontent has an effect on employees' productivity and profitability. Their study attempts to ascertain the degree of job satisfaction and pinpoint the factors influencing it. According to their analysis, male employees are satisfied than female employees. Workers are quite pleased with management's approach to improving working conditions. To improve the job satisfaction of bank employees, management should explore strategies to enhance the job contentment specifically among female staff. Research outcomes underscore the significance of task and contextual performance, alongside behavioral and outcome attributes, in determining overall work performance.

There is a substantial relationship between job satisfaction and personal factors, mental health, and job satisfaction. In his study, the effect of welfare policies on job satisfaction was examined. Employee satisfaction levels are influenced by welfare metrics such as transportation, healthcare, education, and recreational opportunities. Overall, analysis suggests that factors including age, sex,

educational background, marital status, length of previous service, and others are what determine satisfaction. According to his research, medical benefits should be provided in accordance with an employee's need and recruitment. Encourage your staff to communicate with one another and exhibit positive, mental health behaviors. [3]

A. Objectives of the Study

- To know employee satisfaction in their present scenario.
- To ascertain the comprehensive level of employee satisfaction across different sectors.

B. Research Methodology

In order to create an appropriate research approach for this study, a survey instrument with definite standardization procedures will be employed to collect data that ensures reliability and consistency. Statistical analysis will be performed for each industrial sector identifying the factors determining employee satisfaction. A comparative study between industries will indicate the differences and similarities therein, providing insights into improving organization. The psychological aspects will also be considered in this research, which has direct consequences for job satisfaction results. The larger study consists of a merit representation of the leading industries like IT, Banking, Pharmaceuticals, Education, and Public Sector Enterprises and has devised an all-inclusive analysis into the dynamics of employee satisfaction trends.

This study is conceptual in nature and is primarily based on previous studies. Data was collected through various literature on employee satisfaction from different sources, including books on Job Satisfaction, published and unpublished reports, and research papers. Previous studies reviewed for this research were pointed out in the industries represented, the number of countries represented, and the employer review platforms used.

This research is purely based on secondary data from various research paper databases like ProQuest, Emerald, IEEE and Google Scholar.

Selection Criteria for sectors: We have chosen randomly some of selected industry for this study. More

number of Employee are working in the following sectors.

Analytical Technique: In this study purely based on previous literature there is no any particular Analytical Technique. We have developed the conceptual framework model for Employee Satisfaction.

III. EMPLOYEE SATISFACTION AMONG VARIOUS SECTORS

A. Information Technology

In this section, a comprehensive analysis is provided to compare job satisfaction across various sectors, focusing on such disparate factors as salary, perks, work-life balance, career opportunities, management styles, and aspects of mental health.

The purpose of this study, conducted in 2013 by [21] is to identify the factors influencing the job satisfaction levels of BPO workers situated in Dehradun. In order to give a general picture of employee satisfaction, this study examines the essential components of job satisfaction as well as overall job satisfaction. For female BPO workers in Dehradun, there are no appreciable variations in the average of many job satisfaction metrics across employee age, marital status, and designation, with the exception of the training regimen and reward scheme. It is advised that the promotion policy be examined, and workers who are sufficiently skilled and productive must be fairly compensated. Employee dispute resolution should be promoted, and disputes should be settled positively. Additionally, it is recommended that a proper compensation plan be created because employees do not like the organization's compensation structure.

[22] Highlighted in his research was the importance of job satisfaction and its interconnection with other variables." The Relationships between Job Characteristics, Job Satisfaction, and Turnover Intention Among Software Developers." This study found an important finding: satisfaction with work affects employees' decisions to leave software companies.

B. Pharmaceutical Industry

In his work "Motivation and Job Satisfaction: A Study of Pharmacists In Private Hospitals," [23] reported that survey-based descriptive research was carried out in Tirunelveli city and Tamil Nadu with

the aim of investigating the relation between the elements pertaining to the motivations of pharmacists and their job satisfaction. The analysis of professional satisfaction has focused on two main variables: those specific to pharmacists and aspects related to policies. The study sampled 60 chemists with a diploma or bachelor's degree in pharmacy and experience working in private multispecialty hospitals using the judgement sampling technique. While secondary data was gathered via books, theses, and websites, primary data was gathered using a standardized questionnaire. The mean, standard deviation, coefficient of variation, weighted average techniques, percentage analysis, and meaning have all been used to analyze the data. Most responders voiced extreme displeasure with organizational structure, challenges with policies, and characteristics unique to chemists.

Job satisfaction and labor welfare variables were shown to be significantly positively correlated in the study "Comparative study of labor welfare measures and job satisfaction in Indian pharmaceutical companies (IPC's) and Multinational pharmaceutical companies (MPC's) in Goa." Since it's a comparison study, employee satisfaction varies depending on age and experience, with MPC employees generally being satisfied. Statutory and additional benefits increase together with age and experience in the workplace. Welfare amenities like education and training have an impact on job satisfaction in Goa pharmaceutical companies [24].

[25] Investigated the factors influencing job satisfaction in the pharmaceutical industry for employees. The economic growth in a country is dependent upon the presence of the pharmaceutical sector. The emphasis is on how the relative weighting of different aspects of job satisfaction affects employees' overall job satisfaction. The effects of medicine type, age, sex differences, and work experience on job satisfaction perceptions were examined.

C. Educational Industry

[34] Examined the variations in job satisfaction across urban and rural school types, as well as between male and female teachers. Data was compiled using both a study in nature and a descriptive MSQ. 785 teachers who were chosen from 192 public high schools in the area provided the data. The

survey found that teachers had lower levels of satisfaction with advancement, pay, supervision, and interpersonal interactions at work. Compared to their male colleagues, female educators were satisfied. There was no significant difference in job satisfaction between teachers in urban and rural areas.

On the other hand, research seems to be a positive correlation between educators in the private sector's lower levels of emotional weariness and their job satisfaction, as well as their immediate superior. [26] compared the levels of work satisfaction among employees in the municipalities of Nazilli and Aydin. The two primary components of the study were an empirical investigation into the relationships between job satisfaction and various factors, including pay, opportunities for advancement, positive affect/encouragement, and degree of job participation, and a conceptual examination of job satisfaction. [17] In 2007, a study was conducted to examine the factors influencing job satisfaction among academic professionals at tertiary institutions in Zimbabwe. A sample of eighty respondents was randomly selected for structured questionnaire interviews from departmental lists. The findings revealed that a significant portion of academic staff members expressed dissatisfaction with their current positions. The reasons cited for this dissatisfaction included heavy workloads, inadequate income and allowances, limited access to facility loans, and challenges associated with purchasing cars and housing stands. To deter academic professionals from seeking opportunities abroad, it was emphasized that establishing a responsive incentive package addressing their concerns regarding job satisfaction-related issues was crucial.

One of the reasons affecting job satisfaction among academic professionals in Zimbabwe's higher institutions is the sector's important brain drain, according to [17] study, "Job satisfaction among academic professionals in tertiary institutions of Zimbabwe." According to the study's findings, a higher proportion of academic staff members expressed dissatisfaction with their jobs. High workloads, inadequate income, bad benefits, and other reasons can all lead to dissatisfaction.

[17] The Faculty of Science and Human Studies at the Salman bin Abdul-Aziz-Aflaj branch of the university undertook a study to assess the influence of job satisfaction variables on employee performance, encompassing impressions, inclinations, aspirations, and perceptions towards their

professions. The study examined the impact of various job satisfaction components and their dimensions on the performance of academic staff members. The research involved a total sample of 86 teaching staff members, all belonging to the faculty, comprising 46 males and 40 females. Statistical analysis was conducted using SPSS, employing regression analysis and chi-squared tests (χ^2). Findings indicate a significant and positive correlation between employee performance and job satisfaction elements. Notably, improved workplace conditions, including positive relationships with colleagues and opportunities for professional growth, were associated with higher levels of job satisfaction, as evidenced by the study results.

D. Public Sector

Environmental conditions are changing faster and are unpredictable, as stated by [27] in their study. As a result, any organization—private, public, or BUMD—needs to be able to predict these changes to survive. This guideline applies to all firms, including PT. ABC, which are required to provide the best possible community service. Therefore, in order for the company to best fulfill its vision and objective, employees always try to encourage other staff members to act and operate in accordance with the organizational culture. In addition to problems, poor performance from staff members. Problems with job satisfaction are also thought to contribute to remuneration compensation, as both factors have the power to powerfully inspire or push workers to perform at a high level. Fifty people as a sample from the ABC neighborhood. This study employs a causal method of inquiry and a cross-sectional temporal range. The study's findings indicated that the compensation provided was perceived to be reasonably fair, leading to job satisfaction being met and high employee performance. Additionally, it was observed that compensation had a significant impact on job satisfaction, and both compensation and job satisfaction influenced employee performance. Notably, the study revealed that compensation had a greater effect on performance compared to work satisfaction. Therefore, it is recommended to enhance other benefits alongside appropriate compensation to foster professional work environments, enabling employees to perform effectively.

"Co-worker relationships" were highlighted as a crucial component of job satisfaction, occupying a prominent position, as noted in "Job Satisfaction of Executives: A Comparative Study on Public and Private Sector" (2012) [18]. The study revealed that executives in both public and private sector organizations expressed high levels of satisfaction with their relationships with co-workers. [19] conducted a study in 2012 titled "The level of job satisfaction in the public sector: A survey study in the province of Agri, Eastern Anatolia, Turkey" with the goal of figuring out how satisfied employees in the public sector were with their jobs. Using the descriptive survey technique, the study's sample consisted of 267 public sector employees. The data was gathered using 20 items and two factors on a five-point Likert scale. It was created by three Turkish researchers in 1998 and was based on Herzberg's two components theory. The conclusions of the study showed that the level of job satisfaction among employees held true for the other two variables as well. There were also some differences found in the qualities of the outcome's worker. More educational or positional qualifications are associated with higher levels of job satisfaction. The survey was extremely thorough because it was conducted at every office in the province and received a significant number of responses. On the other hand, early study was carried out within the province's public sector. Thus, one could say that the province's government benefited from this study.

According to recent research studies and media reports, job satisfaction among South African public sector employees, particularly in the health environment, is becoming a major concern. [36] conducted a study titled " relationship between job satisfaction, organizational commitment and turnover intention among hospital employees." The departure of professionals and a shortage of resources have exacerbated the existing problem hindering effective and efficient service delivery. The primary reasons for employee dissatisfaction in the industry include poor working conditions, a shortage of staff, pay that is below market rates, and a lack of opportunities for advancement. In the healthcare sector, providing services is the goal, so it is critical that employees perform well and have acceptable levels of job satisfaction.

In an investigation for the Karnataka Government Services, [28] questioned employees in the collaborative Audit and Administrative Department regarding their level of job satisfaction. It has been demonstrated that a strong company can increase employee happiness and motivation by lowering dissatisfaction through hygienic improvements like a nicer workspace and by offering alluring perks like higher pay. Employee satisfaction is influenced by factors other than the workplace, such as acknowledgment and chances for advancement.

E. Textile Industry

[16] "Implications of Labour Welfare Measures on Job Satisfaction and Productivity: Study of Cotton Textile Industry in Punjab," sets out to determine the level at which workers are cognizant of and content with the 1948 ESI Act's welfare provisions. Additionally, it highlights non-statutory benefits that employees receive for their health at work and offers suggestions for improving these policies. As a result, the results help the company improve employee welfare benefits, which increase worker effectiveness, productivity, and satisfaction. Additionally, employees are content with the resources provided under the 1948 ESI Act. It improved job satisfaction as well.

In the study titled "Influence of Demographic Factors on Job Satisfaction of Textile Mill Workers," as referenced in [29], it was discovered that various factors such as industry nature, welfare facilities, age, gender, marital status, educational attainment, occupation, years of experience, monthly income, and working conditions collectively influenced the moderate level of job satisfaction among textile mill workers. The demographic characteristics of individuals entering employer organizations were identified to have a consequential impact on the profitability and performance of these enterprises, primarily due to their influence on employee job stress and job satisfaction.

According to "The job satisfaction of textile workers in Nepal" [15] a large percentage of textile workers in Nepal are not satisfied about the financial outlays, behavioral management practices, or employment policies of their employer. The results demonstrated that workers in the public and private sectors had significantly different levels of job satisfaction when it comes to social benefits.

In a study by Sundar. K. (1994), 200 workers at the national textile mills in Coimbatore were polled and the results analysed. [18] believed that various factors contribute to job satisfaction. According to the study, worker performance improves two-way communication, superior-subordinate relationships, and job satisfaction at the same time.

F. Oil Industry

In his study "The effect of personal characteristics on job satisfaction: A study among male managers in the Kuwaiti oil industry" published in the international journal of commerce and management, [30] examined the managers in Kuwait's oil industry and found that the managers' ages had an impact on their level of job satisfaction. He concluded that young managers can believe their expertise is undervalued and/or that the older generation essentially holds the monopoly on crucial positions. Higher salaries earned from a job and holding a high-status position both increase satisfaction with work.

G. Banking Industry

The current study, carried out by [12], examined the level of job satisfaction among staff members at Chennai's public and private banks. A systematic questionnaire survey was conducted. The sample consisted of 500 bank workers from both sectors. Employees in private sector banks were found to be significantly more satisfied with the social, professional, and developmental aspects of their careers than those at public sector banks. Compared to those who work for private banks, public sector employees are content with the stability and compensation of their professional positions. The study's conclusions make significant recommendations that force both banks to operate in the approved areas.

The journal "The Factors of Job Satisfaction Among Employees of Banking Industry at Bahawalpur" by [11] reports that all the variables, including recruitment and selection procedures, employee personality, job stress, organizational policy and strategy, nature of work, and nature of work, have a significant association with employees' job satisfaction.

It has been established that the term "job satisfaction" encompasses all of an individual's emotions related to their employment. Studies on organizational behavior suggest that workers who

express high levels of job satisfaction are likely to work more profitably, to be more engaged in their work, and to be less satisfied with their employment in general. In Chennai, the researcher looked at representative work satisfaction in the public sector and new commercial banks [10].

High satisfaction with work encourages involvement, participation in management for welfare, cost sensitivity, and time preservation of job schedules, according to [10]. and Jeevan Jyoti's 2009 study, "Job Satisfaction of University Teachers: An Empirical Study".

"A Comparative Analysis of Different Pakistani Commercial Banks" [31]. Income has a significant role in determining employee satisfaction, along with advancement, recognition, and dedication to the position. This variable varies over time since an employee's attitude toward their work ultimately impacts their level of job satisfaction. The study, which took place at commercial banks, found that satisfied employees are engaged, friendly, and seek to satisfy customers, while dissatisfied employees lead to dissatisfied consumers. [32] Conducted a comparative study on Indian banks to understand employee perceptions of job satisfaction. The researcher who conducted the research found that public sector banks must create a system that rewards merit and effort in order to increase employee pay satisfaction. This study demonstrates how sectoral differences in terms of income, opportunities for advancement, social environment, and job security have a major impact on employees' perceptions of satisfaction. One of the best things about working for a public sector institution has been having a stable job. Employees at private sector banks show similar levels of discontent with job security as do those of public sector banks, but they are more satisfied with their pay, social aspects, and opportunities for career progression.

Employee job satisfaction is significantly impacted by individual aspects, such as age, according to [35]. A study of bank workers revealed that as they became older, they reported feeling very satisfied with their employment and found it easier to meet their employers' expectations. Younger employees were not as satisfied in their roles because the organization expected more of them.

The 2003 study "Job satisfaction and employee performance of Lebanese banking staff" by [13] examines the relationships between job performance in the Lebanese commercial banking sector, job

satisfaction, and certain employment elements as well as socio-demographic variables. The study's target population consisted of 33 Lebanese commercial private banks, 11 of which were selected using a 202-person sample through stratified random sampling based on geography. Three sections of questionnaires were used to collect the data: one for socio-demographics, another for performance appraisal and self-evaluation, and a third one for job satisfaction based on the work Descriptive Index. Total job satisfaction was calculated using the following five job variables: work, salary, promotion, supervision, and coworkers.

H. Cement Industry

Indian cement industry labour welfare measures: "A case study of KCP Limited's cement division in Macherla, Andhra Pradesh," [8]. It is crucial to comprehend the availability of welfare measures, the level of employee satisfaction with the welfare measures provided by the organization, and to provide recommendations for improvement in this study, which is being carried out on 90 samples at KCP Limited. Most of the samples, according to the study's findings, are satisfied with every welfare program the organization provides. However, the average level of satisfaction with uniform supplies and discounted canteen food is poor, and the average level of dissatisfaction with yearly bonus consumer cooperative stores is also low. Therefore, it was proposed to increase average and dissatisfaction levels to raise the standard of living and levels of employee satisfaction.

Krishna Kumar has investigated the intricacies of HRM practices in Indian cement industries. He found that more than 80% of workers are satisfied with the human resource policies and procedures used in these businesses. More than 80% of employees in the organization are content with their allowances. In terms of the employer-employee connection, 85% of employees are happy with the labour welfare measures the company has implemented, and the company's human resource policies and practices are excellent.

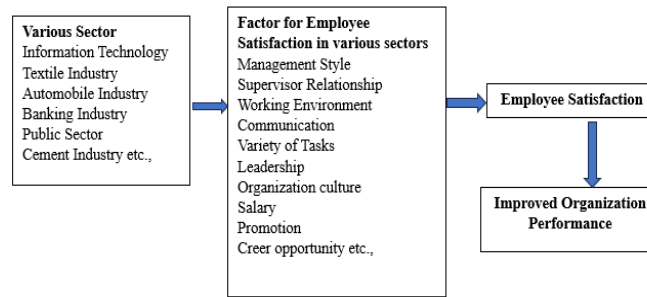


Fig. 1. Conceptual Model for Employee Satisfaction in various Sectors

IV. CONCLUSION

Job satisfaction is an intricate and sometimes a nebulous concept that may pertain to many aspects, such as internal and external dimensions. The reliability of the data obtained is assured via the use of standardized questionnaires, while industry-specific data analyses produce further insights.

Comparative studies between sectors allow organizations the benefit of implementing the recognized best practices from those sectors to enhance mental health as a contributor to job satisfaction, leading to better employee health and productivity. Companies should converge on these methods to develop an effective employee satisfaction framework that may enhance overall performance.

Employee satisfaction encompasses various factors, including satisfaction with one's job, company policies, rules, regulations, code of ethics, code of conduct, organizational culture, communication channels, working hours, training opportunities, career growth prospects, and more. Additionally, it extends to aspects such as the working environment, job conditions, management style, supervisor's leadership and behavior, supervisors' knowledge and skill levels, involvement in decision-making, and interpersonal relationships. While employee satisfaction significantly influences organizational performance, it's essential for businesses to prioritize it. Satisfied employees tend to perform their tasks more efficiently, provide superior customer service, enhance production, ensure product quality, and optimize the utilization of company resources. Furthermore, there exists a positive correlation between retention and employee satisfaction. Low levels of absenteeism and employee turnover are also correlated with employee satisfaction. Satisfied employees want to maintain a relationship with a company for a long period of time and contribute to positive word-of-mouth

advertising for the business. Employee satisfaction contributes to high levels of efficiency in accomplishing the company's individual goals. It concludes that one of the most important problems facing businesses is employee satisfaction. Employee dissatisfaction has the ability to make a company down, whereas employee satisfaction can lead it to success. Employee satisfaction has a significant impact on the organization's performance, productivity, and earnings. Internal and external factors both have an impact on job satisfaction. While employers can enhance organizational-related elements to boost employee satisfaction, personal problems affecting employees are beyond organizational control.

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