



A Study on Job Satisfaction of Employees at Tenacious Techies, Surat

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ABSTRACT

Job satisfaction of employees is of utmost importance. The present paper attempts to find out various factors that lead to satisfaction or otherwise of employees, thus suggesting ways for a businessmen to frame strategies to increase satisfaction of employees. The study has been conducted on 75 employees of the company comprising of different age, experience, cadre, educational qualification and gender. Various statistical tools such as chi square, Mann Whitney, mean ranks, skewness, Kurtosis etc have been applied to arrive at results. The data reveals significant gender imbalance, a youthful workforce profile with challenges in long-term retention, a focused educational background for IT roles, and overall positive sentiments towards workplace aspects like safety, rewards, and welfare facilities

Key Words: Job Satisfaction, Rewards & Recognition, Wages & Financial Incentives, Welfare Measures

I. INTRODUCTION

Job satisfaction refers to the pleasant emotional response individuals experience while working, which can vary based on factors like job demands, work-life balance, recognition, security, challenges, and opportunities for career growth.

Improving job satisfaction involves addressing grievances effectively, appreciating creative suggestions, providing constructive feedback, and offering sufficient leaves and holidays.

Rewards and recognition significantly impact job satisfaction, influencing employee performance and morale. A positive work

environment, encompassing physical, psychological, and social aspects, is crucial for fostering job satisfaction and enhancing productivity.

Job satisfaction benefits companies by boosting production, reducing turnover, preventing unionization, increasing loyalty, and improving the overall workplace atmosphere. Thus, understanding and promoting job satisfaction is vital for organizational success and employee well-being.

The three types of work environments are physical, psychological, and social.

1. Physical Work Environment: This includes the tangible aspects of the workplace like equipment, office layout, temperature, and lighting. Factors such as noise levels can affect cognitive tasks.

2. Psychological Work Environment: This pertains to elements influencing employee behaviour, including emotions, attitudes, and motivation. It encompasses how employees feel and think about their work.

3. Social Work Environment: Focuses on professional relationships and communication among coworkers. It emphasizes teamwork, mutual support, and respect among employees, including addressing issues like harassment or discrimination. Managers play a crucial role in fostering a positive social environment to enhance productivity.



II. LITERATURE REVIEW:

In order to make study more meaningful, literature covering various aspects of job satisfaction and its variables have been studied thoroughly:

Morge (1953) Concluded that satisfaction is affected by gender, in his study on the Job satisfaction of the employees of white collar jobs found that 55 male teachers were satisfied with their job with oppose to 35% female employees who were not satisfied with their job. This study highlighted the relationship between gender and job satisfaction. **Sinha and Singh (1961)** studied the relationship between job satisfaction and absenteeism. A random sample was selected from various departments of Tisco, Jamshedpur. The sample consisted of high and low absentee workers. Respondents consisted of 50 each from both the categories. Job satisfaction questionnaire consisted of items of four components of job satisfaction namely nature of work, wages and security, supervisors and supervision and company's overall personnel policy. It was found that low absentees were significantly more satisfied with their job than high absentees. **Dr. R.Perumal, Gnaneshwar Koorella & Dr. R. Perumal, March(2019)** observabled element determined worker satisfaction with their jobs. The study's goal was to determine how an employee's job satisfaction affected their performance. A sample of 107 workers, or around 46% of the overall workforce, was taken. The study used a questionnaire survey to accomplished its goal. The findings demonstrated that all organisational elements had a direct impact. **Karl & Sutton (1998)** found that from an employee point of view, job satisfaction is a desirable outcome in itself. While from a managerial or organizational effectiveness point, job satisfaction is important due to its impact on absenteeism (1) turnover, (2) and pro-social "citizenship" behaviours such as helping coworkers, helping customers, and being more cooperative. Thus it becomes important for the managers to understand what employees value in order to redesign jobs, reward systems, and human resource management policies that will result in optimum job satisfaction and productivity. **B.Rajashekar, CH. Swamy (2019)** Researchers looked at three things: employee job satisfaction levels, employee growth opportunities, and the relationship between work and life. The study's sample is limited to 100 people. The general degree of employee satisfaction with their jobs was satisfactory. Where the employer had focused on the interpersonal relationships within the workplace and he was keeping his employees

motivated. It facilitated staff achievement of organisational goals and reduced employee dissatisfaction. **Landry (2000)** Discussed the importance of Job Satisfaction for Library staff working at the reference desk. It not only affected their quality of life and overall level of life satisfaction experienced by the reference staff but also the quality of the reference work itself. The study found a moderate positive relationship between life satisfaction and job satisfaction. A moderate negative relationship was found between Life Satisfaction and the desire to find a comparable job in another Library. **Mira Singh and Pestonjee (1990)**, hypothesized that Job Satisfaction is influenced by the levels of Occupation, Job involvement and Participation. The sample for the study consisted of 250 officers and 250 clerical cadres belonging to a Nationalised bank in Western India. The study confirmed the hypothesis and it was found that Job Satisfaction of the Bank employees was positively affected by the Occupational level, Job involvement and participation.

On the basis of study of literature, gaps were discovered. These gaps were used as a base to frame objectives for the present study.

RESEARCH METHODOLOGY:

- The study deals with the job satisfaction of employees in Tenacious Techies. Here the study is undertaken in order to find out the problems relating to the satisfaction level i.e. whether there are any reasons leading to dissatisfaction so that corrective measures can be taken in time.

III. OBJECTIVES OF THE STUDY:

Following objectives have been developed on the basis of gaps discovered through literature referred:

- To analyse the general problems with reference to job satisfaction of employees.
- To find out whether the employees are satisfied with the job/ organisation or not.
- To find out major factors leading to satisfaction/ dissatisfaction among employees.
- To give suitable suggestion and recommendation for ensuring better job satisfaction.

NEED OF STUDY:

- To understand the problem of the employee in the working condition.



- To know the employee's opinion about the workplace, pay, and benefits.
- To study and analyse the various factors affecting the job satisfaction level.

SCOPE OF STUDY:

- The study aims to understand employee satisfaction in Tenacious Techies which covers the various working schedule, remuneration, developing overtime allowance, work freedom, job position, etc.
- The scope is to understand employee satisfaction. The study is conducted at Tenacious Techies 75 employees and needs to collect data based on the questionnaire prepared.
- The study was done to know the employee satisfaction in Tenacious Techies. The study was conducted on employees belonging to different cadre, age, having different educational qualification, experience and belonging to both genders.

IV. RESEARCH METHODOLOGY

Research methodology is a systematic way of studying the problems under study. It deals with the way in which data are collected for the research

project. Both primary and secondary data are used for the present study.

1. Primary Data : Data collected through survey, interview, and discussion and with the help of questionnaire, each question in the questionnaire must satisfy the objective of the study.

2. Secondary Data :Secondary data are those which have been collected by some other persons for his purpose and published secondary data collected through journals and annual report of the company.

TOOLS FOR ANALYSIS:

- The job satisfaction of employees at Tenacious Techies was scrutinized in an investigation involving demographic interpretation, mean, standard deviation, skewness, kurtosis, cross-tabulation of gender and experience, cross-tabulation of education and experience, and Chi-square and Mann-Whitney tests. The research aimed to understand the intricate relationship between various factors influencing job satisfaction among the workforce.

- Frequency Test, Chi-Square, Maan Whitney U Test, Mean, Standard Deviation, Kurtosis, Skewness.

EMPIRICAL ANALYSIS OF THE STUDY:

Data analysis of present topic has been presented with the help of charts, graphs and descriptive analysis,

Gender	Number	Percentage
Males	51	68
Females	24	32
Age		
20 to 25 years	14	18
26 to 30 years	39	52
31 to 35 years	11	15
36 to 40 years	6	8
40+ years	5	7
Experience		
0 to 5 years	37	49
6 to 10 years	27	36
11 to 15 years	9	12
15+ years	2	3
Education		
BBA/MBA	9	12
B.Com	2	3
B.E. Computer	19	25
B. Sc IT/M. Sc IT	16	21
BCA/MCA	11	15
Electrical engineer	10	13



B.A	8	11
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GENDER VS. EXPERIENCE: (Crosstabulation)

		Experience				Total
		0 to 5 Years	6 to 10 Years	11 to 15 Years	15+ Years	
Gender	Male	22	18	9	2	51
	Female	15	9	0	0	24
Total		37	27	9	2	75

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.439 ^a	3	.092
Likelihood Ratio	9.698	3	.021
Linear-by-Linear Association	5.245	1	.022
N of Valid Cases	75		
a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .64.			

The crosstabulation indicates a gender disparity across experience levels, but the Pearson chi-square test suggests that the association between gender and experience is not statistically significant ($p = 0.092$), implying weak correlation.

EXPERIENCE VS. EDUCATION: (Crosstabulation)

		Education							Total
		BBA/ MBA	B. Com	B.E. Computer engineer	B. Sc IT/ M. Sc IT	BCA/ MCA	Electrical engineer	B. A	
Experience	0 to 5 Years	8	1	7	8	3	5	5	37
	6 to 10 Years	1	1	5	7	5	5	3	27
	11 to 15 Years	0	0	5	1	3	0	0	9
	15+ Years	0	0	2	0	0	0	0	2
Total		9	2	19	16	10	10	8	75

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.265 ^a	18	.181
Likelihood Ratio	25.248	18	.118
Linear-by-Linear Association	.002	1	.960
N of Valid Cases	75		
a. 23 cells (82.1%) have expected count less than 5. The minimum expected count is .05.			

The table displays the educational backgrounds and experience levels of Tenacious Techies employees, with B.E. in Computer Engineering having the highest representation and dominating the over 15 years experience category; however, the Pearson

chi-square test indicates no significant relationship between education and experience, suggesting that both factors are crucial in assessing employee efficiency.



GENDER VS. EDUCATION: (Crosstabulation)

		Education							Total
		BBA/ MBA	B. Com	B.E. Computer engineer	B. Sc IT/ M. Sc IT	BCA/ MCA	Electrical engineer	B. A	
Gender	Male	7	1	17	12	8	4	2	51
	Female	2	1	2	4	3	6	6	24
Total		9	2	19	16	11	10	8	75

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.594 ^a	6	.016
Likelihood Ratio	15.593	6	.016
Linear-by-Linear Association	9.002	1	.003
N of Valid Cases	75		

a. 6 cells (42.9%) have expected count less than 5. The minimum expected count is .64.

The analysis underscores a gender gap in educational backgrounds among employees, with males outnumbering females, and significant association between gender and education (p = 0.016) indicates this discrepancy is unlikely by random chance.

Responses for Wages and Financial Benefits:

	S.D	D.	N.	A.	S.A	Total	\bar{x}	σ	Skewness	Kurtosis
Sufficient Wages for Work	2 (2.8)	4 (5.6)	21 (29.2)	39 (54.2)	6 (8.3)	72	3.53	.905	-1.505	2.108
Sufficient Wages as Compared to Others	3 (4.1)	5 (6.8)	18 (24.7)	33 (45.2)	14 (19.2)	73	3.69	.870	-1.127	1.523
Interested in advancement and financial gain.	3 (4.1)	5 (6.8)	18 (24.7)	33 (45.2)	14 (19.2)	73	3.61	.868	-1.060	1.774

Note: Figures in the bracket indicate responses in %

Note: S.D= Strongly disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree

The data indicates predominantly positive views on workplace safety and working hours satisfaction, though there's notable room for improvement in clean drinking water provision, which could enhance overall employee satisfaction.

Responses for Reward and Recognition:

	S.D	D.	N.	A.	S.A	Total	\bar{x}	σ	Skewness	Kurtosis
Feeling of work being valued and appreciated.	0 (0)	3 (4)	23 (30.7)	38 (50.7)	11 (14.7)	75	3.73	.876	-.876	1.244
Satisfied with financial rewards.	2 (2.7)	2 (2.7)	18 (24.7)	34 (46.6)	17 (23.3)	73	3.65	.979	-.843	.643
Fair and unbalanced reward system of company.	2 (2.7)	4 (5.5)	24 (32.9)	30 (41.1)	13 (17.8)	73	3.72	.815	-1.132	1.466

Note: Figures in the bracket indicate responses in %

Note: S.D= Strongly disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree



The data reflects positive perceptions of workplace safety and working hours, but underscores a need for enhancing clean drinking water provision, potentially bolstering overall employee satisfaction levels.

Responses for Work Environment:

	S.D	D.	N.	A.	S.A	Total	\bar{x}	σ	Skewness	Kurtosis
Safety of Work environment	0 (0)	0 (0)	5 (6.8)	33 (44.6)	36 (48.6)	74	3.96	.761	-.877	2.205
Satisfaction with current working hours.	0 (0)	2 (2.7)	16 (21.3)	39 (52)	18 (24)	75	4.00	.735	-1.258	3.696
Clean drinking water facility is provided in the company.	0 (0)	0 (0)	4 (5.3)	37 (49.3)	34 (45.3)	75	3.97	.753	-.932	2.474
Company has proper ventilation facility.	0 (0)	0 (0)	8 (10.7)	31 (41.3)	36 (48)	75	4.04	.625	-.368	.892
Satisfaction with Sanitary facility of industry.	0 (0)	1 (1.3)	7 (9.3)	37 (49.3)	30 (40)	75	3.91	.720	-1.199	3.476
Company provides proper lighting facility.	0 (0)	0 (0)	3 (0)	36 (48)	36 (48)	75	4.13	.577	-.003	-.043

Note: Figures in the bracket indicate responses in %

Note: S.D= Strongly disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree

The data indicates overwhelmingly positive perceptions of the work environment among Tenacious Techies employees, with a negligible minority expressing dissatisfaction, highlighting a generally friendly and cooperative atmosphere.

Responses for Welfare Facility:

	S.D	D.	N.	A.	S.A	Total	\bar{x}	σ	Skewness	Kurtosis
Satisfaction with lunch break.	0 (0)	4 (5.3)	14 (18.7)	28 (37.3)	29 (38.7)	75	4.00	.753	-.974	2.607
Satisfaction with healthcare benefits.	2 (2.7)	1 (1.4)	15 (20.5)	37 (50.7)	18 (24.7)	73	3.99	.814	-1.213	3.243

Note: Figures in the bracket indicate responses in %

Note: S.D= Strongly disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree

The data suggests that most employees at Tenacious Techies are highly satisfied with the welfare facilities provided, indicating a positive trend towards the company's efforts in this aspect, with only a minority expressing dissatisfaction.

Responses for Job Satisfaction:

	S.D	D.	N.	A.	S.A	Total	\bar{x}	σ	Skewness	Kurtosis
Satisfaction with work.	0 (0)	0 (0)	10 (13.3)	44 (58.7)	21 (28)	75	4.00	.771	-1.090	2.678
Satisfaction with associate work.	0 (0)	2 (2.7)	6 (8)	48 (64)	19 (25.3)	75	3.92	.736	-1.144	3.164
Best use of abilities in work.	0 (0)	1 (1.3)	8 (10.7)	49 (65.3)	17 (22.7)	75	3.95	.715	-1.063	3.360
Desire to plan long term career in company.	0 (0)	3 (4.1)	20 (27)	36 (48.6)	15 (20.3)	74	4.05	.634	-.042	-.443



Intension to recommend friends to join the company.	1 (1.3)	3 (0)	16 (21.3)	41 (54.7)	14 (18.7)	75	4.03	.657	-.321	.379
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Note: Figures in the bracket indicate responses in %

Note: S.D= Strongly disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree

The data indicates a highly satisfied workforce at the company, with strong agreement on job satisfaction aspects, a desire for long-term career commitment, and positive advocacy among employees, reflecting a cohesive and dedicated workforce.

Mann-Whitney Test

Study of Responses between Wages with Gender unit:

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Receiving right amount of wages for my work.	Male	51	37.82	1929.00
	Female	24	38.38	921.00
	Total	75		
Sufficient Wages as Compared to Others.	Male	51	37.38	1906.50
	Female	24	39.31	943.50
	Total	75		
Interested in advancement and financial gain.	Male	51	37.51	1913.00
	Female	24	39.04	937.00
	Total	75		

Test Statistics ^a			
	Receiving right amount of wages for my work.	Sufficient Wages as Compared to Others.	Interested in advancement and financial gain.
Mann-Whitney U	603.000	580.500	587.000
Wilcoxon W	1929.000	1906.500	1913.000
Z	-.119	-.410	-.315
Asymp. Sig. (2-tailed)	.906	.682	.753

a. Grouping Variable: Gender

The survey reveals differences in perceptions between male and female respondents regarding wages and career aspirations, though statistical analysis suggests no significant disparity between their views.

Study of Responses between Reward and Recognition with Gender Unit:

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Feeling of work being valued and appreciated.	Male	51	40.33	2057.00
	Female	24	33.04	793.00
	Total	75		
Satisfied with financial rewards.	Male	51	38.84	1981.00
	Female	24	36.21	869.00
	Total	75		
Fair and unbalanced reward system of company.	Male	51	39.31	2005.00
	Female	24	35.21	845.00
	Total	75		

Test Statistics ^a			
	Feeling of work being valued and appreciated.	Satisfied with financial rewards.	Fair and unbalanced reward system of company.
Mann-Whitney U	493.000	569.000	545.000
Wilcoxon W	793.000	869.000	845.000
Z	-1.524	-.525	-.899
Asymp. Sig. (2-tailed)	.128	.599	.369

a. Grouping Variable: Gender

The ranks show variations in how male and female respondents perceive workplace aspects, but statistical analysis suggests no significant difference in their perceptions.



Study of Responses between Work Environment with Gender Unit:

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Safety of Work environment	Male	51	39.02	1990.00
	Female	24	35.83	860.00
	Total	75		
Satisfaction with current working hours.	Male	51	38.18	1947.00
	Female	24	37.63	903.00
	Total	75		
Clean drinking water facility is provided in the company.	Male	51	37.72	1923.50
	Female	24	38.60	926.50
	Total	75		
Company has proper ventilation facility.	Male	51	38.75	1976.00
	Female	24	36.42	874.00
	Total	75		
Satisfaction with Sanitary facility of industry.	Male	51	39.25	2001.50
	Female	24	35.35	848.50
	Total	75		
Company provides proper lighting facility.	Male	51	38.09	1942.50
	Female	24	37.81	907.50
	Total	75		

Test Statistics^a				
	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Safety of Work environment	560.000	860.000	-.662	.508
Satisfaction with current working hours.	603.000	903.000	-.121	.904
Clean drinking water facility is provided in the company.	597.500	1923.500	-.186	.852
Company has proper ventilation facility.	574.000	874.000	-.512	.609
Satisfaction with Sanitary facility of industry.	548.500	848.500	-.864	.388
Company provides proper lighting facility.	607.500	907.500	-.061	.952

a. Grouping Variable: Gender

The rank data indicates subtle gender differences in perceptions of the work environment, but statistical analysis suggests these disparities are not significant, possibly attributable to chance rather than inherent gender biases.



Study of Responses between Welfare Facility with Gender Unit:

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Satisfaction with lunch break	Male	51	36.94	1884.00
	Female	24	40.25	966.00
	Total	75		
Satisfaction with healthcare benefits.	Male	51	39.00	1989.00
	Female	24	35.88	861.00
	Total	75		

Test Statistics ^a		
	Satisfaction with lunch break	Satisfaction with healthcare benefits.
Mann-Whitney U	558.000	561.000
Wilcoxon W	1884.000	861.000
Z	-.693	-.645
Asymp. Sig. (2-tailed)	.488	.519

a. Grouping Variable: Gender

The rank data indicates gender-based variations in satisfaction levels with lunch breaks and health care benefits, but statistical analysis suggests these differences are not significant, potentially attributable to random chance rather than gender-specific effects.

Study of Responses between Job satisfaction with Gender Unit:

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Satisfaction with work.	Male	51	38.78	1978.00
	Female	24	36.33	872.00
	Total	75		
Satisfaction with current working hours.	Male	51	38.17	1946.50
	Female	23	36.02	828.50
	Total	74		
Best use of abilities in work.	Male	51	39.52	2015.50
	Female	24	34.77	834.50
	Total	75		
Desire to plan long term career in company.	Male	51	37.04	1889.00
	Female	24	40.04	961.00
	Total	75		
Intension to recommend friends to join the company.	Male	51	39.08	1993.00
	Female	24	35.71	857.00
	Total	75		

Test Statistics ^a				
	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Satisfaction with work.	572.000	872.000	-.518	.605
Satisfaction with current working hours.	552.500	828.500	-.468	.640
Best use of abilities in work.	534.500	834.500	-1.031	.302
Desire to plan long term career in company.	563.000	1889.000	-.635	.525
Intension to recommend friends to join the company.	557.000	857.000	-.719	.472

a. Grouping Variable: Gender

The rank data suggests gender-based variations in job satisfaction and attitudes toward the workplace, yet statistical analysis implies these differences are not significant, potentially attributable to random chance rather than gender-specific influences.

V. FINDINGS:

The major findings derived from the data collected and analysed are summarised below:

- Male employees are more as compared to females in the organisation. Maximum employees fall in the age group of 26 years to 30 years. That is the staff is too young. However, 36% of staff have experience of more than 10 years. Maximum employees of the organisation are computer graduates.
- Employees are satisfied with workplace safety and working hours satisfaction.



- Likewise responses for Rewards & Recognition in the organisation is also considerably positive.
- The data indicates overwhelmingly positive perceptions of the work environment among employees
- Welfare facilities provided are also quite satisfactory.
- In short, factors such as workplace safety and working hours, Rewards & Recognition, Work environment and welfare facilities are major factors leading to satisfaction of employees.
- Overall responses reflect a cohesive and dedicated workforce.
- Responses for different gender, age groups, work experience etc is purely coincidental and by chance.

VI. CONCLUSION:

The data analysis reveals a medium level of job satisfaction among employees, indicating areas for potential improvement despite overall contentment. Employees express satisfaction with the work environment, aligning with previous research emphasizing the importance of a positive atmosphere. Additionally, a preference for non-monetary recognition suggests its significance in enhancing job satisfaction, with generational differences influencing the types of rewards preferred. The welcoming industry environment may contribute to the lack of stringent measures addressing job satisfaction, reflecting a proactive approach to maintaining a positive workplace culture and overall workforce well-being.

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