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EMPLOYEES PERCEPTION ON MORALE AND JOB SATISFACTION IN SELECT PUMP MANUFACTURING COMPANIES WITH REFERENCE TO COIMBATORE DISTRICT

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ABSTRACT

HRM practices in Indian manufacturing sector like employee sourcing and human resource development initiatives are remarkably different from the other service sector companies. The employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention. A descriptive research method is used for the study. the employees are reasonably satisfied towards their job some felt improvement in direct and indirect benefits, work environment and management support. In this regard, few suggestions and recommendations provided by the researcher may to the management for strategic implications. It is concluded that Employee morale within the organization has a direct impact on the satisfaction level of its company's ultimate success. The success of organizations as the skilled workforce is the fundamental component for such objective. Many brands in the international market are Coimbatore based companies and the quality and technical superiority of the products has helped the sector cater to both domestic and global demands.

Key Words : Manufacturing sector, Employee morale, Employee satisfaction, Management support, Satisfaction level, Global demands.

1. INTRODUCTION

The HRM practices in Indian manufacturing sector like employee sourcing and human resource development initiatives are remarkably different from the other service sector companies. The desire of organizations to develop the practices of human resources management has contributed to an increased competition for efficient human resources, which ensures the growth and the success of organizations as the skilled workforce is the fundamental component for such objective. In this regard, this study is an attempt to evaluate the employee morale leading to job satisfaction in the select pump manufacturing companies in Coimbatore District.

1.1. Overview of Coimbatore as an Industrial Base

Over the years, the city has become as well known for its pumps as it has for its textiles. Many brands in the international market are Coimbatore based companies and the quality and technical superiority of the products has helped the sector cater to both domestic and global demands. Apart from a leading presence in the water pump market, the city's manufacturing houses also specialize in the manufacture of industrial pumps. The motor and pump industry supplies over 40% of India's requirements.

2. CONCEPTS IN BRIEF (Employee Morale and Job Satisfaction)

2.1. Morale

Morale is the most important Psychological state of mind of a person which is expressed as self-confidence, loyalty toward an organization and/or enthusiasm. Morale of an employee determines the behavior either positively or negatively in an organization. Morale is directly related to employee motivation level and satisfaction in their job. Morale ultimately reflects in the performance of the employee and leads to retention. Morale can be defined as a person's attitude towards being part of a group or organization. It reflects the satisfaction and sense of achievement that they get from being part of the group. High morale means the interest in being part of the group and a possible desire to do something else.

2.1. Job Satisfaction

Job satisfaction comprises of job and satisfaction. In order to understand this concept it is necessary to comprehend the sense of job and satisfaction separately. Job is defined as "A piece of work, especially, an individual piece of work done in the routine of one's occupation or trade, or for a fixed price".²⁸ Job and salary are infused with each other. So, job is a contract done between employee and employer. It is based on some monetary benefits. It can be said that job is a duty concerned with completion of a task with some conditions against some fixed pay or salary. Satisfaction is a state of mind in which a person feels pleasure or happiness as described in Lexicon Webster dictionary of the English (Open library), "satisfying,

or being satisfied; a source or cause of pleasure, fulfillment or gratification, an opportunity to vindicate one's honor by fighting a duel".³²

3. CONCEPTS RELATED LITERATURE REVIEW

Employee morale within an organization has a direct impact on the satisfaction level of its customers and the company's ultimate success. When relationship-based leaders promote core competency development of its workforce throughout the organization, an opportunity exists for ensuring high employee morale and customer satisfaction, an increase in employee and customer retention rates, and a positive long-term outlook for the company's successful performance **Barbara (2002)**.

Dayo Akintayo (2012) has observed that conducive working environment and workers' morale have significantly contributed to perceived workers' productivity in industrial organizations in South-West Nigeria. In essence, working environment tends to influence the morale of the workers vis-a-vis their productivity at varying degrees depending on the types of organization. The implication of the findings is that for promotion of workers improved morale and their productivity at workplace, there is a need for conducive working environment which involves effective organizational support programmes, job incentives, training and development programmes, flow of information across board for sustainable goal achievement. Also, for effectiveness and efficiency on the job, appropriate strategies for promoting the workers' morale and productivity need be entrenched in the cardinal goals of the organization. Training and development programmes that could build the capacity of the workers in terms of updating their skills and knowledge of the jobs towards adjustment to changes in working environment should be introduced on regular basis in order to boost their morale and virtually fostered improved productivity among the workforce.

N.Mallika and Dr.M.Ramesh highlight that, the overall job satisfaction of the bank employees was medium. It was also observed that organization climate least influences the job satisfaction perceived by the employees. So the organization must identify the factors which lead to poor job satisfaction.

Dr. Varshney M.G.and Sangeeta Malpani identified Satisfaction from life and every work is the important aim of every one's life. We spent maximum time of our in working or involving in any economic activity which is the main sources of surviving our life. There are a lot of independent variables on which job satisfaction is depending. The variables are such as educational qualifications, nature of work, pay, job security, promotional opportunities and family & work life balance. The employee's satisfaction improve the productivity and profit so it is important for both employees and employer.

3.1. Relationship between Job Satisfaction and Morale

According to **Heskett et al (1994)**, more satisfied employees, stimulate a chain of positive actions which end in an improved company performance. In another research it is said that employee satisfaction influenced employee productivity, absenteeism and retention, Derek R. Allen & Merris Wilburn, (2002).

Alam Sageer, Dr. Sameena Rafat and Puja Agarwal (2012), in their study have concluded that employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. So, every organization should develop strategies that strengthen the work environment and increase the employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

4. STATEMENT OF THE PROBLEM

Morale, being an abstract thing, cannot be defined or described easily. Morale cannot be measured by traditional methods as it is constantly in state of change. Morale may not be described or explained by a single factor. Different factors like confidence, enthusiasm, willing hard work etc. required to explain it. In healthy environment of an organisation, employees with high morale not only feel good themselves but also keep the morale of colleagues and surroundings high. Such enthusiasm can adjust amicably with raise in their peers performance. Many factors influence employee morale and satisfaction in this regard, the most important aspects such as Opinion on Belonging, Open Communication, Rewards and Recognition, Career Opportunities along with Satisfaction towards direct benefits such as monetary, non-monetary and fringe benefits and also the work environment compared with the overall satisfaction of employees of the select pump manufacturing companies in Coimbatore district.

5. OBJECTIVES OF THE STUDY

To study the employee morale influencing job satisfaction in the select pump manufacturing companies in Coimbatore District.

6. METHODOLOGY

A descriptive research method is used for the study. The researcher conducted the study in Coimbatore District taking select pump manufacturing companies considering four categories of employees, operators, supervisors, technicians and others (administration, managerial heads, etc.). Both primary and secondary and data are used for data collection. From the total population of 8550 employees, 120 respondents are randomly selected for the study adopting simple random sampling method. Statistical tools such as percentage analysis, descriptive statistics, and correlation and regression analysis are used.

7. ANALYSIS AND RESULTS

7.1. Demography and Job Factors

Frequency analysis is computed considering demographic and job factors that are classified as Gender, Age, Designation, Experience and Work Hours. The results are presented in the Table 1.

Table 1: Demography and Job Factors

Sl.	Demography	Frequency (120 Nos.)	Percentage (100%)
1.	Gender		
	Male	89	74.2
	Female	31	25.8
2.	Age		
	21 to 30 years	41	34.2
	31 to 40 years	52	43.3
	41 to 50 years	21	17.5
	More than 50 years	6	5.0
3.	Designation		
	Operator	56	46.7
	Supervisor	12	10.0
	Technician	20	16.7
	Others	32	26.7
4.	Years of Experience		
	Less than 1 year	42	35.0
	1 to 5 years	65	54.2
	More than 5 years	13	10.8
5.	Work Hours		
	Regular (8 hours)	35	29.2
	Extra time (8 to 10 hours)	63	52.5
	Overtime (> 10 hours)	22	18.3

Table 1 shows majority (74.2%) of the respondents are male and 25.8% of the respondents are female. Most (43.3%) of the respondents belong to the age of 31 to 40 years, 34.2% of the respondents belong to the age of 21 to 30 years, 17.5% of the respondents belong the age of 41 to 50 years and the remaining 5% of the respondents are more than 50 years of age category. Nearly half (46.7%) of the respondents are working as operators, 26.7% of the respondents possess other designations, 16.7% of the respondents are technicians and the remaining 10% of the respondents are supervisors in the select pump manufacturing companies. More than half (54.2%) of the respondents indicated their experience between 1

and 5 years, 35% of the respondents opined less than one year and the remaining 10.8% of the respondents stated more than 5 years experience. Marginally above half (52.5%) of the respondents opined that they work extra time i.e. 8 to 10 hours in a day, while 29.2% of the respondents stated that they work on regular job timings and the remaining 18.3% of the respondents specified that they work overtime (more than 10 hours a day) in the select pump manufacturing companies.

7.2. Descriptive and Reliability

7.2.1. Perception on Employee Morale

Considering the employee morale in select pump manufacturing companies, the five facets of the employee morale viz. Opinion on Belonging, Open Communication, Rewards and Recognition, Career Opportunities finally, Training and Development are declared as five statements in the Table 2. Result proved mean scores recorded more than mid range of three (low=2.78 to high=3.84) and SD ensured narrow spread around the mean. Reliability of Employee morale is reasonably above threshold (0.7) recorded $\alpha=0.813$ for the five items.

Table 2: Descriptive statistics and Reliability measuring Employee Morale

Employee Morale	Mean	SD	Cronbach's Alpha
I feel as part of the family in this organization	3.13	1.144	0.813
Communication of work policies are fair enough in this organization.	3.44	1.027	
Employees in my organization are rightly rewarded for their performance.	2.78	1.094	
My company provides plenty of opportunities for personal growth.	3.68	1.004	
Company provides ongoing training facilitates to upgrade my skills.	3.84	.756	

Rank is exhibited from one to five based on the weighted mean that shows first rank for Training and Development “Company provides ongoing training facilitates to upgrade my skills.: M=3.84, SD=0.756”; followed by 2nd rank for Career Opportunities “My company provides plenty of opportunities for personal growth.: M=3.68, SD=1.004”; 3rd rank for Open Communication “Communication of work policies are fair

enough in this organization.: M=3.44, SD=1.027”; “4th rank for Opinion on belongingness “I feel as part of the family in this organization: M=3.13, SD=1.144” and last rank for Rewards and Recognition “Employees in my organization are rightly rewarded for their performance: M=2.78, SD=1.094” . To sum up, except rewards and recognition recorded below three, all four items are reasonably above midpoint range proving strong agreement level towards employee morale based on Training and Development, Career Opportunities, Open Communication and Opinion on belongingness.

7.2.2. Satisfaction towards Direct Benefits (Monetary, Non-Monetary and Fringe)

Considering the Satisfaction towards monetary, non-monetary and fringe benefits four statements represents these categories and the statements are presented in the Table 3. Result proved mean scores recorded more than mid range of three (low=2.95 to high=3.43) and SD ensured narrow spread around the mean. Reliability of Job Satisfaction on direct benefits is reasonably above the specified threshold (0.7) and the alpha recorded $\alpha=0.817$ for the four items.

Table 3: Descriptive statistics and Reliability measuring Satisfaction on direct benefits

Satisfaction on Direct Benefits	Mean	SD	Cronbach's Alpha
I feel satisfied with the fair chance of salary increment opportunities (Monetary Benefits).	3.40	1.155	0.817
I feel I am paid fairly well to perform my job (Monetary Benefits)	3.43	1.179	
I feel there is an opportunity for promotion in my job. (Non-Monetary Benefits)	3.42	1.034	
I feel that the company provides sufficient benefits to their employees.(Fringe Benefits)	2.95	1.048	

Rank is made known from one to four based on the weighted mean that shows first rank for Monetary benefits “I feel I am paid fairly well to perform my job: M=3.43, SD=1.179”; followed by 2nd rank also for Monetary Benefits “I feel satisfied with the fair chance of salary increment opportunities: M=3.40, SD=1.155”; 3rd rank for Non-Monetary benefits “I feel there is an opportunity for promotion in my job: M=3.42, SD=1.034”; and the last rank i.e. 4th rank for Fringe Benefits “I feel that the company provides sufficient benefits to their employees: M=2.95, SD=1.048”. To sum up, except satisfaction towards fringe benefits recorded marginally below three, all three items are reasonably above midpoint range proving

strong satisfaction level towards direct benefits with respect to Monetary and Non-Monetary Benefits provided by select pump manufacturing companies in Coimbatore.

7.2.3. Satisfaction towards Work Environment

Considering the employees satisfaction towards work environment represented by Supervisory Support, Peer Support, Rules and procedures and Communication in the organisation are classified into four statements representing all four categories are presented in the Table 4. Result proved mean scores recorded more than mid range of three (low=3.13 to high=3.39) and SD ensured narrow spread around the mean. Reliability of Job Satisfaction on Work Environment is more than the specified threshold (0.7) and the alpha recorded $\alpha=0.912$ for the four items.

Table 4: Descriptive statistics and Reliability measuring Satisfaction on Work Environment

Satisfaction on Work Environment	Mean	SD	Cronbach's Alpha
I feel that my superior/ supervisor are always fair to me (Supervisory Support)	3.23	1.235	0.912
I enjoy my job with my co-workers (Peer Support)	3.21	1.302	
The rules and procedures followed in the organisation makes it easy to perform the job. (Rules & Procedures)	3.39	1.279	
Communication seems good within the organization.(Communication)	3.13	1.073	

Rank is described from one to four based on the weighted mean that shows first rank for Rules and Procedures “The rules and procedures followed in the organisation makes it easy to perform the job: M=3.39, SD=1.279”; followed by 2nd rank for Supervisory Support “I feel that my superior/ supervisor are always fair to me: M=3.23, SD=1.235”; 3rd rank for Peer Support “I enjoy my job with my co-workers: M=3.21, SD=1.302”; and the last rank i.e. 4th rank for Communication “Communication seems good within the organization: M=3.13, SD=1.073”. To sum up, all four items proved satisfying work environment in the select pump manufacturing companies. The mean scores ranges above midpoint proving good satisfaction levels on work environment based on Rules and Procedures, Supervisory Support, Peer Support and Communication.

7.2.4. Job Satisfaction

Overall satisfaction of the employees are classified into four statements and are presented in the Table 5. Result proved mean scores recorded more than mid range of three (low=3.45 to high=3.70) and SD ensured narrow spread around the mean. Reliability of Overall Job Satisfaction is more than the specified threshold (0.7) and the alpha recorded $\alpha=0.900$ for the four items.

Table 4: Descriptive statistics and Reliability measuring Overall Job Satisfaction

Overall Job Satisfaction	Mean	SD	Cronbach's Alpha
I often feel my job is satisfying.	3.45	1.083	0.912
I like doing the things I do at my work.	3.66	.930	
I feel a sense of pride in doing my job.	3.70	.984	
I feel joy of doing my work.	3.58	1.058	

Rank is portrayed from one to four based on the weighted mean that shows first rank for overall job satisfaction is “feel a sense of pride in doing the job: M=3.70, SD=0.984”; followed by 2nd rank “like doing the things I do at my work: M=3.66, SD=0.930”; 3rd rank “I feel joy of doing my work: M=3.58, SD=1.058”; and the last (4th) rank “I often feel my job is satisfying: M=3.45, SD=1.083”. To sum up, all four items proved overall job satisfaction among employees in the select pump manufacturing companies. The mean scores ranges above midpoint of three proving high overall job satisfaction among the employees.

7.3. CORRELATION AND REGRESSION ANALYSIS

7.3.1. Correlation

Strength of the relationships of constructs are proven through Correlation analysis viz. <0.3 weak, 0.3 to 0.6 moderately strong; >0.6 strong. Therefore, the predictor variables represented by Employee Morale, Direct Benefits and Work Environment and the dependent variable is Overall Job Satisfaction. Descriptive statistics proved that all mean values observed above mid point range of three and a narrow spread of standard deviation is evident around the mean. Mean scores shows highest (M=3.60, SD=0.891) for overall job satisfaction, followed by Employee Morale (M=3.38, SD=0.767), Direct benefits (M=3.31, SD=0.889) finally, Work Environment (M=3.24, SD=1.091). Results of the relationship between predictor sand overall job satisfaction are also shown in the Table 6.

Table 6: Correlation between Morale, Direct Benefits, Work Environment and Overall Job Satisfaction

Variables	Mean	SD	Correlation	Sig.	N
Overall Job Satisfaction	3.60	0.891	1.000		120
Employee Morale	3.38	0.767	.609**	.000	
Monetary Benefits	3.31	0.889	.536**	.000	
Work Environment	3.24	1.090	.573**	.000	

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

Strong significant positive relationship exists between

- Perception on Employee Morale influencing Overall Job Satisfaction (r=0.609, Sig.0.000).
- Satisfaction on Work Environment influencing Overall Job Satisfaction (r=0.573, Sig.0.000).
- Satisfaction on Direct benefits influencing Overall Job Satisfaction (r=0.536, Sig.0.000).

7.3.2. Multiple Regression Analysis

Multiple Regression Analysis is used to understand which among the independent variables are related to the dependent variable, and to explore the forms of these relationships. Multiple regressions is mainly based on equation wherein the predictor variables coefficients are found out. The general multiple Linear Regression equation is.

$$Y = a_1x_1 + a_2x_2 + \dots + a_n x_n + K$$

Regression analysis is performed using enter method to test whether the explanatory variables such as Employee Morale, Satisfaction towards Direct Benefits, Satisfaction towards Work Environment influencing Overall Job Satisfaction among employees working in select pump manufacturing companies in Coimbatore District. The constant line of y-intercept shows the equation

$$Y = 2.990 + 0.348 (X1=Morale) + 0.255 (X2=Direct Benefits) + 0.255 (X2=Work Environment)$$

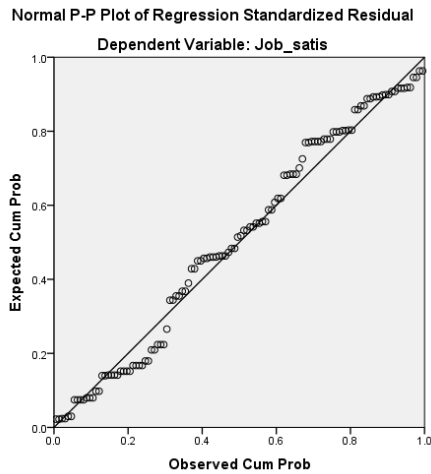


Table 7: Distribution Normality

Predictors	Tolerance	VIF
Employee Morale	.623	1.605
Direct Benefits	.658	1.519
Work environment	.521	1.920

P-P plot proves the distribution is spread around the linear range proving normal. Further, the Tolerance and Variance Inflation Factors (VIF) are found to be below the specified threshold ensuring multi-collinearity does not exist. Result shown in the Table 7.

Multiple regression analysis proved that the model is well fit to predict the overall job satisfaction that is proved by the ANOVA result shows $F(3,116)=35.748$, $Sig.0.000$ predicted indicating that all three independent variables such as Employee Morale, Satisfaction towards Direct Benefits, Satisfaction towards Work Environment are good predictors of overall job satisfaction in this model. R square explained 48% variance by the explanatory variables (Morale, Direct Benefits and Work Environment) while predicting the Overall Job Satisfaction. Therefore, the hypotheses framed is

HYPOTHESES

- H1: Positive significant relationship expected between Employee Morale and Overall Job Satisfaction
- H2: Positive significant relationship expected between Direct Benefits and Overall Job Satisfaction

H3: Positive significant relationship expected between Work Environment and Overall Job Satisfaction

Table 8: Relationship between Independent variables and Overall Job Satisfaction

Dependent Variable	Independent Variables	B (Unstd. Coeff.)	β (Std.)	S.E.	t-value (Sig.)	R, R ² , Adj. R ² & SE	F-Value (df) Sig.
Overall Job Satisfaction	Constant	2.990		1.181	2.531 (0.013)	R=0.693 R²=0.480 Adj.R²=0.467 SE=2.601	35.748 (3,116) 0.000
	Morale	.348	.375	.079	4.419 (0.000)		
	Direct benefits	.255	.255	.083	3.090 (0.003)		
	Work Environment	.165	.202	.076	2.177 (0.032)		

Relationship proved between independent (Morale, Direct Benefits and Work Environment) and dependent (Overall Job Satisfaction)

- Significant positive relationship exists between Employee Morale and Overall Job Satisfaction (t=4.419, Sig.0.000) therefore, the framed hypothesis proved true.
- Significant positive relationship exists between Satisfaction towards Direct Benefits and Overall Job Satisfaction (t=3.090, Sig.0.003) therefore, the framed hypothesis proved true.
- Significant positive relationship exists between Satisfaction towards Work Environment and Overall Job Satisfaction (t=2.177, Sig.0.032) therefore, the framed hypothesis proved true.

8. SUMMARY OF RESULTS

8.1. Demography and Job Factors

- It is evident that majority of the respondents working in pump manufacturing companies are male. Most of the respondents belong to the middle age category (31 to 40 years). Nearly half of the respondents (46.7%) are working as operators. Most (54.2%) of the respondents have 1 to 5 years experience. 52.5% of the respondents work extra time i.e. 8 to 10 hours a day.

8.2. Descriptive and Reliability

- It is clear that mean scores of four items ranged above midpoint proving strong agreement level towards employee morale based on Training and Development, Career Opportunities, Open Communication, Opinion on belongingness and the least recorded by rewards and recognition.
- It is evident that mean scores of three items ranged above midpoint proving strong satisfaction level towards direct benefits based on Monetary Benefits and Non-Monetary Benefits whereas the least recorded by Fringe benefits.
- It is evident that mean scores of all four items ranged above midpoint proving strong satisfaction towards work environment based on Rules and Procedures, Supervisory Support, Peer Support and Communication..
- It is understood that mean scores of all four items ranged above midpoint proving overall job satisfaction is good based on feel a sense of pride in doing the job, like doing the things satisfying self expectation, feel joy of doing the work and finally, often feel the job is satisfying.
- **Reliability of all four constructs viz.** Employee Morale ($\alpha=0.813$), Satisfaction towards Direct Benefits ($\alpha=0.817$), Satisfaction towards Work Environment ($\alpha=0.912$) and overall job satisfaction ($\alpha=0.900$) **proved to have recorded more than the specified threshold of 0.7.**

8.3. CORRELATION AND REGRESSION ANALYSIS

- Correlation revealed that strong positive relationship exists between the independent variables viz. Employee Morale, Satisfaction towards Direct Benefits, Satisfaction towards Work Environment and dependent variable i.e. Overall Job Satisfaction.
- Result proved that significant positive relationship exists between independent variables viz. Employee Morale, Satisfaction towards Direct Benefits, Satisfaction towards Work Environment and dependent variable (overall job satisfaction) thus, ensuring the declared hypothesis H1, H2 and H3 are proved true. It is also evident that all three predictors contributed 48% of variance in predicting overall job satisfaction. Further, it is understood that a unit increase in employee morale increases overall job satisfaction by 0.348 units. Likewise, a unit increase in satisfaction towards direct benefits increases

overall job satisfaction by 0.255 units. Also, a unit increase in satisfaction towards work environment increases overall job satisfaction by 0.165 units.

9. SUGGESTIONS

- Few of the employees felt support from colleagues and work environment are not supporting to boost their morale. Therefore, it is suggested that the management shall consider these factors eliminating the negative aspects of morale. The management shall ensure support or good relationship among co-workers. This positive condition will enhance their spirit to work as a team that maintains conducive work environment as well as help the employees realize the work area and working condition are more favourable to work.
- Timely communication with clarity along with feedback is expected to be improved to enrich the morale of employees in the pump manufacturing companies.
- Timely rewards and recognition shall positively influence the commitment and performance of the employees. Imparting skill based knowledge training will support to improve the employees core competence also influence their productivity and overall performance.

10. CONCLUSION

Result proved that majority of the employees feel positive and motivated towards the morale in their job, displays absolute commitment and also optimistic towards their management. However, few employees express their concern towards, support from colleagues, work environment, working condition, work timings, job boredom, leisure time, leave facility, training support, career support. Though, the employees are reasonably satisfied towards their job some felt improvement in direct and indirect benefits, work environment and management support. In this regard, few suggestions and recommendations provided by the researcher may to the management for strategic implications. It is concluded that Employee morale within the organization has a direct impact on the satisfaction level of its company's ultimate success.

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