

STUDY ON EMPLOYEE SATISFACTION IN AUTOMOBILE INDUSTRY

Sandeep Dubey*
Rohit Dubey**

ABSTRACT

Employee satisfaction is a factor in motivation, retention and goal achievement in the place of work. Employee satisfaction is measured using an employee satisfaction survey factors that influence employee satisfaction addressed in these surveys might include promotion policy, working condition, job responsibilities, career prospect and relationships between higher and lower-level management, teamwork, resources, etc. The main objective of the research study is to study employee satisfaction and to examine the satisfaction level of employees in the automobile industry. The study is based on the primary as well as secondary data which has been collected through a structured questionnaire, filled by 100 respondents those are working in the automobile industry. According to the findings of the research study the employee satisfaction affects in many ways. Factors affecting employee satisfaction are rewards, stress, leave, benefits, and compensation given to the employee by the management which is important to improve the motivation level and employee satisfaction.

Keywords: *Employee Satisfaction, Working Environment, Overall Satisfaction, Dissatisfaction.*

Introduction

Employee satisfaction plays a significant role in every organization. Every employee is important for the organizations and the performance of the employees totally depends on the satisfaction level towards their jobs. Employee satisfaction means a positive and negative feeling towards his/her jobs. Job satisfaction is a part of it. It is an amount of pleasure associated with the job. Positive and supportive attitude towards the job shows the employee satisfaction. A negative and unsupportive attitude towards the job shows employee dissatisfaction. Basically the employee satisfaction refers to the fulfillment of employee's needs, wants & desires. Employees are more motivated and productive when they are satisfied. If the employees of an organization are satisfied then it affects customer satisfaction and organizational growth and productivity.

There are various factors that influence employee satisfaction. Some of these factors are promotion policy, working condition, job responsibilities, career prospect and relationship between higher and lower-level management, salary, leaves, recognition etc. if the organization focus on these factor wisely then it will definitely help to motivate the employees to perform their job in effective and efficient manner. Employee satisfaction helps in the growth of employees as well as the employer. Higher level of satisfaction prevents the employee's turnover in an organization.

Literature Review

The study of employee satisfaction is a subject of wide enthusiasm for both people who work in organizations and individuals who study them. Employee satisfaction has been firmly related to numerous organizational phenomena, for example, inspiration, execution, authority, mentality, strife, moral and so forth. Analysts have endeavoured to recognize the different components of employee satisfaction, measure the general significance of every segment of job satisfaction and inspect what impacts these components have on workers' efficiency.

* Assistant Professor, Department of Management Studies, ACEM, Faridabad, Haryana, India.

** MBA Student, ACEM, Faridabad, Haryana, India.

Adeniji (2011) in this study on Organizational Climate and Job Satisfaction among Academic Staff in Some Selected Private Universities in Southwest Nigeria. The study depended on the reactions got from 293 respondents of five private Universities in the South-West Zone of Nigeria. The outcomes demonstrated a positive connection between the authoritative atmosphere and employee satisfaction. Herzberg's Two-Factor theory was utilized as a system for this examination.

C. Swarnalatha and G. Suresh Krishna (2012) this study recommended that Employee Job Satisfaction Level might be improved through the usage of Management practices. The research shows that worker strengthening, employee remuneration, cooperation, and the management authority are fundamentally positive indicators of employee job satisfaction within the context of employees of automotive industries in India.

Matt Wagenheim and Stephen Anderson (2012) states that the reason for the study was to investigate the connection between front line employee satisfaction and client orientation. Data for this research were gathered by a survey of 146 front line employees of an amusement park in the southeast United States. Basic Linear Regression investigation was utilized to test the connections under review. The after effects of this study demonstrated that employees who are progressively satisfied with the relationship they enjoy with co-workers have higher client orientation. Noteworthy connections were not found between some other components of employee satisfaction and employee client orientation. In addition, no critical relationship was found between any demographic characteristics reviewed and customer orientation. The result of this study recommends that representatives of recreation-related organizations react diversely to employee satisfaction as they relate with client orientation rather than employees of different business types.

Gurusamy and Mahendran (2013), in their research, found that Salary possess the First Rank for deciding employee satisfaction with the other significant determinants. The study was directed on 300 respondents and was constrained to the automobile industries of India.

Rashid Saeed et al., (2014), In his study discovered promotion, pay, reasonableness and working conditions to be the key factors that add to employee job satisfaction. The research was conducted on 200 telecom industry employees of Pakistan. It was presumed that money and remuneration play a significant role in the job satisfaction of the telecom employees of Pakistan.

Objectives of the Study

- To identify the various factors which influence the job satisfaction of employees?
- To identify the various factors which improve the satisfaction level of employees?
- To understand the satisfaction level of the employees regarding extra benefits such as medical benefits, leave facilities & promotion, etc., which are provided by the Organization.
- To know are they satisfied with their job responsibility?

Research Methodology

Research Approach

The research approach refers to the techniques and methods used by the researcher to complete his/her research. For this study quantitative and qualitative both approaches were used and various tools were used to collect and analyse the data.

Sample Size

In this research study we have used suitable sampling method. Data collected from the respondent as per our convenience and respondent's convenience. Finally data collected from 100 automobile industry staffs of 10 showrooms and plants related to automobile industry 10 respondent from each company (for example MARUTI SUZUKI, THIRTY SIX TOYOTA, EICHER MOTORS, JCB, HONDA, MG, NEXA, BAJAJ) etc.

Data Collection

There are two ways of collection of data. Primary data collection and secondary data collection.

Source of Data

Both primary and secondary data were used.

Primary Data

Primary data collected by sending the questionnaire through social app and through face to face interaction.

Secondary Data

Secondary data collected through various journals, internet etc.

How is the Working Environment?	Pearson Correlation	.325**	1	.185	.227*	.176	.260**	.224*	.154	.158
	Sig. (2-tailed)	.001		.065	.023	.081	.009	.025	.125	.115
	N	100	100	100	100	100	100	100	100	100
Do you get appreciation after the completion of desired work/target?	Pearson Correlation	.275**	.185	1	.290**	.189	.355**	.246*	.313**	.259**
	Sig. (2-tailed)	.006	.065		.003	.060	.000	.014	.002	.009
	N	100	100	100	100	100	100	100	100	100
Do you think there are good career prospect in your organization?	Pearson Correlation	.410**	.227*	.290**	1	.420**	.383**	.283**	.421**	.432**
	Sig. (2-tailed)	.000	.023	.003		.000	.000	.004	.000	.000
	N	100	100	100	100	100	100	100	100	100
How is the physical functioning condition in the Organization?	Pearson Correlation	.397**	.176	.189	.420**	1	.457**	.318**	.339**	.397**
	Sig. (2-tailed)	.000	.081	.060	.000		.000	.001	.001	.000
	N	100	100	100	100	100	100	100	100	100
Are you satisfied with the welfare facilities provided by the organization to you?	Pearson Correlation	.301**	.260**	.355**	.383**	.457**	1	.304**	.403**	.259**
	Sig. (2-tailed)	.002	.009	.000	.000	.000		.002	.000	.009
	N	100	100	100	100	100	100	100	100	100
Does your organization recognize and acknowledge your work?	Pearson Correlation	.439**	.224*	.246*	.283**	.318**	.304**	1	.344**	.604**
	Sig. (2-tailed)	.000	.025	.014	.004	.001	.002		.000	.000
	N	100	100	100	100	100	100	100	100	100
Does the organization provide equivalent Salary according to your Work?	Pearson Correlation	.391**	.154	.313**	.421**	.339**	.403**	.344**	1	.494**
	Sig. (2-tailed)	.000	.125	.002	.000	.001	.000	.000		.000
	N	100	100	100	100	100	100	100	100	100
Your Overall Satisfaction as an employee of your Organization?	Pearson Correlation	.514**	.158	.259**	.432**	.397**	.259**	.604**	.494**	1
	Sig. (2-tailed)	.000	.115	.009	.000	.000	.009	.000	.000	
	N	100	100	100	100	100	100	100	100	100

** . Significant at the 0.01 level (2-tailed).

* . Significant at the 0.05 level (2-tailed).

Inference

- The correlation between employees ' overall satisfaction and their job responsibilities assigned by the organization is .514 which is a positive correlation of moderate order.
- The correlation between employees 'overall satisfaction and working condition of the organization is .397 which is a positive correlation but low correlation

- The correlation between employees' overall satisfaction and appreciation they get on the accomplishment of desired work/target is .259 which is a positive correlation but it is low correlation.
- The correlation between employees' overall satisfaction and career prospects available in their organization is .432 which is a positive correlation but it is low correlation.
- The correlation between employees' overall satisfaction and welfare facilities provided by the organization is .259 which is a positive correlation of low order.
- The correlation between employees' overall satisfaction and organization's recognize and acknowledgement their work is .604 which is a positive correlation of moderate order.
- The correlation between employees' overall satisfaction and salary provided by the organization is .494 which is a positive correlation but it is of low correlation.
- The correlation between employees' overall satisfaction and working environment of the organisation is .158 is a positive correlation but it occur by chance.

Regression Analysis

Analysis using linear regression for overall satisfaction with respect to 'job responsibilities assigned by the organisation'

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514a	.264	.256	.713

a. Predictors: (Constant), Are you satisfied with your job responsibilities?

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.863	1	17.863	35.118	.000b
	Residual	49.847	98	.509		
	Total	67.710	99			

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

b. Predictors: (Constant), Are you satisfied with your job responsibilities?

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.097	.204		5.376	.000
	Are you satisfied with your job responsibilities?	.499	.084	.514	5.926	.000

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

Inference

Table of modal summary, provides the value of R and R square. The value of R represents the simple correlation and is 0.514, which indicates the moderate degree of correlation. The value of R square indicates how much total variation in the dependent variable, can be explained by the independent variable. In the case, 26.4% can be explained, which is very low. The computed value of F is 35.118 at a 5% significance level. The tabulated value for $_{98}F^1$ at 5% level is 3.94. as our F value is 35.118 and this value is very high with respect to tabulated value which means that hypothesis is accepted. The table of Coefficients provides us with the necessary information to predict the job responsibilities from overall satisfaction, as well as determine whether job responsibilities statistically significantly to the model.

To represent the Regression equation as:

$$\text{Overall Satisfaction} = 1.097 + 0.499(\text{satisfied with job responsibility})$$

This means that with increase in overall satisfaction, there is a small increase in job responsibility 0.499.

Analysis using linear regression for overall satisfaction with respect appreciation they get on after completion of desired work/target:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.259a	.067	.057	.803

a. Predictors: (Constant), Do you get appreciation after the completion of desired work/target?

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.533	1	4.533	7.032	.009b
	Residual	63.177	98	.645		
	Total	67.710	99			

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

b. Predictors: (Constant), Do you get appreciation after the completion of desired work/target?

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.623	.243		6.691	.000
	Do you get appreciation after the completion of desired work/target?	.474	.179	.259	2.652	.009

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

Inference

Table of modal summary, provides the value of R and R square. The value of R represents the simple correlation and is 0.259, which indicates the low degree of correlation. The value of R square indicates how much total variation in the dependent variable, can be explained by the independent variable. In the case, 6.7% can be explained, which is very low. The computed value of F is 7.032 at a 5% significance level. The tabulated value for $_{98}F^1$ at 5% level is 3.94. as our F value is 7.032 and this value is very high with respect to tabulated value which means that hypothesis is accepted. The table of Coefficients provides us with the necessary information to predict the appreciation they get on accomplishment of desired work/target from overall satisfaction, as well as determine whether appreciation they get on accomplishment of desired work/target statistically significantly to the model.

To represent the Regression equation as:

Overall Satisfaction = 1.623 + 0.474(appreciation they get on accomplishment of desired work/target)

This means that with increase in overall satisfaction, there is a small increase in appreciation they get on accomplishment of desired work/target 0.474. Analysis Using Linear Regression For Overall Satisfaction With Respect Career Prospects Available In Their Organization:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.432a	.187	.178	.750

a. Predictors: (Constant), Do you think there are good career prospect in your organization

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.629	1	12.629	22.469	.000b
	Residual	55.081	98	.562		
	Total	67.710	99			

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

b. Predictors: (Constant), Do you think there are good career prospect in your organization

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.224	.225		5.440	.000
	Do you think there are good career prospect in your organization	.745	.157	.432	4.740	.000

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

Inference

Table of modal summary, provides the value of R and R square. The value of R represents the simple correlation and is 0.432, which indicates the low degree of correlation. The value of R square indicates how much total variation in the dependent variable, can be explained by the independent variable. In the case, 18.7% can be explained, which is very low.

The computed value of F is 22.469 at a 5% significance level. The tabulated value for $_{98}F^1$ at 5% level is 3.94. as our F value is 22.469 and this value is very high with respect to tabulated value which means that hypothesis is accepted. The table of Coefficients provides us with the necessary information to predict the career prospects available in their organization from overall satisfaction, as well as determine whether career prospects available in their organization statistically significantly to the model.

To represent the Regression equation as:

$$\text{Overall Satisfaction} = 1.224 + 0.745(\text{career prospects available in their organization})$$

This means that with increase in overall satisfaction, there is a small increase in career prospects available in their organization 0.745. Analysis using linear regression for overall satisfaction with respect functioning condition of the organization:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.397a	.157	.149	.763

a. Predictors: (Constant), How is the physical functioning condition in the Organization?

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.650	1	10.650	18.291	.000b
	Residual	57.060	98	.582		
	Total	67.710	99			

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

b. Predictors: (Constant), How is the physical functioning condition in the Organization?

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.326	.225		5.902	.000
	How is the physical functioning condition in the Organization?	.561	.131	.397	4.277	.000

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

Inference

Table of modal summary, provides the value of R and R square. The value of R represents the simple correlation and is 0.397, which indicates the low degree of correlation. The value of R square indicates how much total variation in the dependent variable, can be explained by the independent variable. In the case, 15.7% can be explained, which is very low. The computed value of F is 18.291 at a 5% significance level. The tabulated value for $_{98}F^1$ at 5% level is 3.94. as our F value is 18.291 and this value is very high with respect to tabulated value which means that hypothesis is accepted. The table of Coefficients provides us with the necessary information to predict the working condition of the organization from overall satisfaction, as well as determine whether working condition of the organization statistically significantly to the model. To represent the Regression equation as:

$$\text{Overall Satisfaction} = 1.326 + 0.561(\text{functioning condition of the organization})$$

This means that with increase in overall satisfaction, there is a small increase in working condition of the organization 0.561. Analysis using linear regression for overall satisfaction with respect welfare facilities provided by the organization

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.259a	.067	.057	.803

a. Predictors: (Constant), Are you satisfied with the welfare facilities provided by the organization to you?

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.533	1	4.533	7.032	.009b
	Residual	63.177	98	.645		
	Total	67.710	99			

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

b. Predictors: (Constant), Are you satisfied with the welfare facilities provided by the organization to you?

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.623	.243		6.691	.000
	Are you satisfied with the welfare facilities provided by the organization to you?	.474	.179	.259	2.652	.009

Dependent Variable: Overall Satisfaction as an employee of your Organization?

Inference

Table of modal summary, provides the value of R and R square. The value of R represents the simple correlation and is 0.259, which indicates the low degree of correlation. The value of R square indicates how much total variation in the dependent variable, can be explained by the independent variable. In the case, 6.7% can be explained, which is very low. The computed value of F is 7.032 at a 5% significance level. The tabulated value for $_{98}F^1$ at 5% level is 3.94.as our F value is 7.032 and this value is very high with respect to tabulated value which means that hypothesis is accepted.

The table of Coefficients provides us with the necessary information to predict the welfare facilities provided by the organization from overall satisfaction, as well as determine whether welfare facilities provided by the organization statistically significantly to the model.

To represent the Regression equation as:

$$\text{Overall Satisfaction} = 1.623 + 0.474(\text{welfare facilities provided by the organization})$$

This means that with increase in overall satisfaction, there is a small increase in welfare facilities provided by the organization 0.474.

Analysis using linear regression for overall satisfaction with respect organization's recognize and acknowledgement their work:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604a	.365	.358	.662

a. Predictors: (Constant), Does your organization recognize and acknowledge your work?

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.704	1	24.704	56.295	.000b
	Residual	43.006	98	.439		
	Total	67.710	99			

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

b. Predictors: (Constant), Does your organization recognize and acknowledge your work?

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.837	.197		4.250	.000
	Does your organization recognize and acknowledge your work?	.645	.086	.604	7.503	.000

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

Inference

Table of modal summary, provides the value of R and R square. The value of R represents the simple correlation and is 0.604, which indicates the moderate degree of correlation. The value of R square indicates how much total variation in the dependent variable, can be explained by the independent variable. In the case, 36.5% can be explained, which is very low. The computed value of F is 56.295 at a 5% significance level. The tabulated value for $_{98}F^1$ at 5% level is 3.94.as our F value is 56.295 and this value is very high with respect to tabulated value which means that hypothesis is accepted. The table of Coefficients provides us with the necessary information to predict the organization recognize and acknowledgement their work from overall satisfaction, as well as determine whether organization recognize and acknowledgement their work statistically significantly to the model.

To represent the Regression equation as:

$$\text{Overall Satisfaction} = 0.837 + 0.645(\text{organization recognize and acknowledgement their work})$$

This means that with increase in overall satisfaction, there is a small increase in organization recognize and acknowledgement their work 0.645.

Analysis using linear regression for overall satisfaction with respectsalary provide by the organization:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.494a	.244	.236	.723

a. Predictors: (Constant), Does the organization provide equivalentSalary according to your Work?

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.500	1	16.500	31.576	.000b
	Residual	51.210	98	.523		
	Total	67.710	99			

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

b. Predictors: (Constant), Does the organization provide equivalentSalary according to your Work?

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.057	.221		4.782	.000
	Does the organization provide equivalent Salary according to your Work?	.820	.146	.494	5.619	.000

a. Dependent Variable: Overall Satisfaction as an employee of your Organization?

Inference

Table of modal summary, provides the value of R and R square. The value of R represents the simple correlation and is 0.494, which indicates the low degree of correlation. The value of R square indicates how much total variation in the dependent variable, can be explained by the independent variable. In the case, 24.4% can be explained, which is very low.

The computed value of F is 31.576 at a 5% significance level. The tabulated value for $_{98}F^1$ at 5% level is 3.94.as our F value is 31.576 and this value is very high with respect to tabulated value which means that hypothesis is accepted.

The table of Coefficients provides us with the necessary information to predict the salary provided by the organization from overall satisfaction, as well as determine whether salary provided by the organization statistically significantly to the model.

To represent the Regression equation as:

$$\text{Overall Satisfaction} = 1.057 + 0.820(\text{salary provided by the organization})$$

This means that with increase in overall satisfaction, there is a small increase in salary provided by the organization 0.820.

Findings

- The questionnaire was filled by 100 respondents and it was found that most of the employees lie in the age group of 20-25.
- Most of the employees were satisfied with their job responsibility.
- It was found that participative working environment is there in the organisations.
- Work is assign according to the qualification and skills of the employees.
- Around 70% of people believe that organisations appreciate the employees when they achieve the desired target.
- Organisations not only appreciate the employees for their work but also focus on their good career prospect.
- There are various factors which motivates the employees but salary plays an important role in motivating the employees.
- Most employees were satisfied with facilities provide to them by the organisation.

- Organisation recognize and acknowledge the works of employees.
- Organisation provides satisfactory salary to the employees according to their work.
- Almost all employees were satisfied from their organisation.

Conclusion

In every organisation, employees play a major role. Without proper utilization of human resources, organisation will not be able to utilize its other factors of production or resources i.e. money, material optimally. As a result organisation will not be able to achieve its goals. For proper utilization of human resources it is very important to focus on employees' satisfaction because if employees are satisfied then only they will give their best to their organisation. There are various factors which impacts the satisfaction level of an employee like his/her job responsibilities, working environment, salary, promotion, leave and many more. So, the organisation should analyse their need and motivational factors and try to satisfy them accordingly. If the organisation will focus on employees' satisfaction then employee will become loyal towards the organisation and give their best efforts to accomplish desired goals of the organisation.

Suggestion and Recommendation

- There are few employees who are not satisfied with their job responsibilities so it must be focus that unsatisfied employees can be assign their right job responsibilities.
- 5% of people believe there are poor physical working condition, so it must be ascertain that physical working condition is appropriate for every employee.
- There are 28% employees who are not recognize and acknowledge by the organisation, so it is very important that any employees work must not unrecognized and acknowledge.
- It is found that some employees are not satisfy with the salary, Hence salary should be paid according to their work so that employees can be satisfy and their morale can be boost.
- It is observed that some employees is not getting work according to their skills and qualification. Therefore while assigning the work employees skills and qualifications must be kept in mind.
- Red tapism in the working environment should be avoid that work can be done smoothly with full of efficiency.
- Employees satisfaction is key to success focus must be given to on satisfaction of those employees as well who are not satisfy with the organisation.

References

- ⇒ Alam Sageer, 2. S. (Sep-Oct. 2012). Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization. IOSR Journal of Business and Management, ISSN: 2278-487, 32-39.
- ⇒ M.Mohamed Riaz*1, D. K. (May 2014). A STUDY ON EMPLOYEES' JOB SATISFACTION IN SAKTHI AUTO COMPONENT LIMITED, ISSN: 2249-7196. International Journal of Management Research & Review, 601-609.
- ⇒ Ms. Misha Mehta1, M. A. (17 january 2016). A COMPREHENSIVE LITERATURE REVIEW ON EMPLOYEE JOB SATISFACTION. ICSTM-16.
- ⇒ R. Naga Bhavya Sree1, R. S. (September-October 2017). Employee Job Satisfaction. International Journal of Engineering and Management Research, ISSN : 2250-0758, ISSN (PRINT): 2394-6962, 85-94.
- ⇒ R. Naga Bhavya Sree1, R. S. (September-October 2017). Employee Job Satisfaction. International Journal of Engineering and Management Research, ISSN (ONLINE): 2250-0758, ISSN (PRINT): 2394-6962, 85-94.
- ⇒ Sashikanta Khuntia, 2. A. (2015). Research Article On "A Study on Job Satisfaction and Performance of Management Guru's of Management Colleges-with Reference to Odisha". International Journal of Research and Development - A Management Review (IJRDMR) ISSN : 2319-5479,.

