

## AN EMPIRICAL STUDY ON RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE ENGAGEMENT WITH DEMOGRAPHIC VARIABLES ON BANKERS OF JHANSI, UTTAR PRADESH, INDIA

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### ABSTRACT

*The study's goal is to look at how increasing employee engagement might provide a compelling competitive advantage for companies looking to build a quality job force, as well as to see whether there are any variances in employee engagement characteristics. Forty four Jhansi (Uttar Pradesh) bankers participated in the survey. A validated Instrument was used to assess the study's. The data was analyzed using descriptive statistics, one-way ANOVA, independent t-test, and regression. In the previous few decades, the Banks has seen significant changes in its operations. Due to the highly competitive environment, it is important to remember that banks must differentiate themselves from one another. They require people who are motivated to job and aspire to take their company to new heights. Employees that are engaged at job perform better at job, and the concept of engagement has gotten a lot of attention around the world. Employee engagement and job satisfaction with demographic variables have a statistically significant relationship, according to the study's findings.*

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**Keywords:** *Employee Engagement, Job Satisfaction, Banks, ANOVA, t-Test.*

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### Introduction

In the previous few decades, the bank has seen significant changes in its operations. Due to the highly competitive environment, it is important to remember that banks must differentiate themselves from one another. They require people who are motivated to job and aspire to take their company to new heights. Employees that are engaged at job perform better at job, and the concept of engagement has gotten a lot of attention around the world\_

An individual employee's cognitive, emotional, and behavioral state directed toward desirable organizational results is employee engagement. Employee engagement is defined as a long-term emotional investment that precedes job commitment and job happiness, which are more ephemeral expressions of employee feelings.

Employee engagement has been defined as a positive state of employee motivation by researchers such as Saks (2016). Employee engagement has been linked to organizational outcome such as organizational citizenship behaviors, productivity, and overall job performance. Researchers

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have made significant progress in determining the possible relationships between employee engagement and performance-related outcome factors, arguing that increasing engagement might provide an exciting competitive advantage for firms all over the world.

The goal of the study is to see if there are any disparities relationship between job satisfaction and employee engagement with demographic variables among Bankers. A total of 44 banker from Jhansi at various levels of the organizational hierarchy were surveyed for the study.

### **Purpose of Study**

Relationship between Employee Engagement and Job satisfaction with demographic variables are the goals of this research

### **Employee Engagement**

According to historical sources from almost 2300 years ago, Alexande was able to lead and conquer uncharted areas by fighting for years across continents, all because he had an engaged army willing to follow him. He spent a lot of time with his men, making sure that their salaries were paid on time and that he listened to and addressed their problems, ensuring that he had an engaged army. He also used to dress like his troops and, most importantly, he led from the front.

"Any corporation striving to compete," stated Jack Welch, former CEO of General Electric, "must figure out a method to engage the mind of every person." Employee engagement has become a new buzzword in HR circles. Dissatisfied or disengaged employees are more destructive to any company, according to an increasing number of companies. As a result, it's being recognized as a new paradigm, and HR departments are putting more focus on it these days. Employee engagement relates to a person's willingness to go above and beyond the call of duty to help the company achieve its goals, whereas employee satisfaction refers to happiness.

Employee engagement has been shown in studies to have a significant impact on absenteeism, turnover, and employee attitudes. Various research has repeatedly proven a link between higher productivity and engagement, indicating a strong link between individual, group, and organizational performance.

Employee engagement is a multifaceted and colorful process that exemplifies each individual's unique, personal relationship with job (Litten, Vaughan, & Wildermuth, 2011). It's a feat that can be quantified in terms of consumer loyalty and experience (Brooks, 2008). In their research, Durgin (2007) discovered that organizations with engaged employees had higher productivity.

Every year, they have a 28% growth in earnings per share and a 19% increase in operating income. It was also emphasized that organizations with higher levels of involvement had lower turnover, more productivity, higher shareholder returns, and better financial success (Baumruk, 2006). In a 2003 study involving 46 organizations, the Institute of Employment Studies (IES) discovered that engaged employees are individuals who have faith in their organizations, have an aspiration to job to improve things, have an understanding of the organization's business, appreciates and values the 'bigger picture,' which means they show respect and facilitate their colleagues, and have a desire to 'go the extra mile' (Robinson, Perryman & Hayday, 2004). IES conceived and developed an all-encompassing definition of involvement based on this research:

"Employee engagement refers to employees' positive attitudes toward their company and its principles. An engaged employee is aware of the business environment and collaborates with coworkers to improve job performance in order to advance the company. Employer-employee engagement is a two-way relationship; organizations must job to establish and foster engagement" (Robinson et al., 2004).

### **Job Satisfaction**

Job satisfaction is the most widely used attitude in the study of organizational behavior. Job satisfaction is defined as the degree to which an employee's job-related expectations meet his or her understanding and knowledge in the workplace (Islam, 2012). Employee job satisfaction is determined by the absence of job dissatisfaction and the existence of job pleasure. Job dissatisfaction and job pleasure are essential components of job happiness (Jha & Bhattacharyya, 2012). Job satisfaction has been characterized by some studies as an employee's progress toward his or her job goals (Wadhwa & Wadhwa, 2011). Job satisfaction, according to Bajpai and Srivastava (2010), is an assessment of the emotional experiences and job attributes that employees perceive at job. Job happiness has a significant impact on absenteeism, employee turnover, psychological suffering, and

job performance. Job satisfaction is the structure of rewards offered, the office environment, and an employee's family responsibilities all have an impact on job satisfaction. Job satisfaction is defined as a positive or pleasant emotional state that arises from an assessment of an employee's job or job experiences. The result of an employee's insight of how well their job offers those things that they consider as imperative is job satisfaction. There are three by and large acknowledged elements to job satisfaction. First, it is considered as an emotional reaction to one's job situation. Moreover, it cannot be witnessed but only be presumed. Second, it is frequently measured by how well the end results meets or surpasses the expectations. Third, it embodies numerous associated attitudes. Through the years researchers have concluded the six job dimensions symbolize the vital features of a job about which employees have an emotional response. These are the job itself pay, promotion opportunities, immediate supervisor, co-jobbers and jobbing conditions (Robbins;2013).

Job satisfaction, organizational commitment, and job involvement are examples of well-known constructs. Job satisfaction, according to them, refers to the extent to which job serves as a source of need fulfillment and gratification, as well as a method of emancipating employees from dissatisfies; it excludes the individual's relationship with the job itself. Organizational commitment refers to an employee's loyalty to the company that employs them; the focus is on the company, whereas in engagement, the focus is on the job itself. Job involvement is similar to the involvement aspect of job engagement, but it excludes the vibrancy and effectiveness aspects. As a result, engagement provides a more holistic and full view of an individual's job relationship.

#### **Research Gap**

According to the research objective, Job Satisfaction is a result of Employee Engagement in the current study. conducted research to examine a model of job and organizational engagement's antecedents and outcomes. Job and organizational engagements were significant predictors of four of the outcome variables (job satisfaction, organizational commitment, intention to resign, and OCBO).

#### **Employee Engagement and Other Related Constructs**

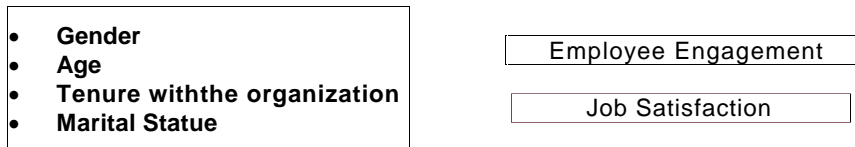
The proposed research will be critical for the Indian Banking Industry in general and the Indian Private Banking Sector in particular, due to a lack of research in the banking sector with regard to employee engagement and job satisfaction. We were unable to locate studies conducted in India in recent years. We arrived to the conclusion that employee engagement affects job satisfaction based on a survey of the literature, yet such studies were either conducted in a different country or industry. In terms of the job market, growth rate, cultural variations, educational levels, and so on, the situation varies from country to country. As a result, we are unable to extrapolate the findings of these investigations to the Indian setting. As a result, we intended to investigate the premise that Employee Engagement has an impact on Job Satisfaction, particularly in the Indian Private Banking Sector, where there is a paucity of research in this area. As a result, the current study will be valuable in demonstrating the impact of Employee Engagement on Job Satisfaction, as well as the impact on Employee Engagement and Job Satisfaction.

#### **Objectives of Study**

- Employee Engagement has an impact on Job Satisfaction.
- Gender has an impact on Employee Engagement.
- Tenure with the organization has an impact on Employee Engagement.
- Marital Status has an impact on Employee Engagement.
- Age has an impact on Employee Engagement.
- Gender has an impact on Job Satisfaction.
- Tenure with the organization has an impact on Job Satisfaction.
- Marital Status has an impact on Job Satisfaction.
- Age has an impact on Job Satisfaction.

Employee engagement is a concept that focuses on long-term cognitive-affective motivation at job. The primary distinction is that engagement emphasizes the cognitive part of job task involvement, whereas job satisfaction emphasizes affect. Individuals' energy on the job, i.e. vitality, dedication to the job, and amount of immersion in the job, are all indicators of engagement (Schaufeli,). While there is some overlap in the definitions of employee engagement and job satisfaction, they are theoretically separate constructs.

Employees can be content with their jobs even if they are not actively engaged in them. Employee engagement entails much more than just being satisfied with a good salary and the flexibility to leave the office at 3 p.m. That contentment is merely job satisfaction, which, while sufficient to keep personnel, is insufficient to ensure productivity. Employee involvement, on the other side, promotes higher productivity.



**Figure 1 : Relationship between Employee Engagement & Job Satisfaction and Demographic variables.**

The findings of Kong's research demonstrate that female and male employees in the firm have different levels of involvement (Kong, 2009). Similarly, CIPD (2006) showed that females were more engaged than their male colleagues in a national poll comprising 2,000 employees from banks. They also discovered that females are happier at job and had a more favorable opinion of their bosses than males. This is in stark contrast to the findings of an NHS survey done by IES and reviewed by Robinson et al (2004), which revealed no discernible difference in levels of participation between males and females. This discrepancy could be explained by the fact that the MIS study looked at employees from the same company, but the CIPD (2006) polled people from other industries and companies. Female employees place a higher value on their employment than their male counterparts. Srivastava (2012) similarly found that female bankers outperform their male counterparts on all characteristics of staff management in her study of public and private sector managers. According to research, the job place and job demand all influence employee engagement.

This is in stark contrast to the findings of the NHS survey. In a study of bankers in Kuwait's oil business, it was discovered that their degree of job satisfaction was influenced by their age (Al-Ajmi.). Al-Ajmi went on to say that junior bankers may feel their expertise is undervalued, whereas experienced bankers have a near-complete monopoly on key positions. Demographic variables such as employment status, age, and race, according to Sinacore, have been determined to be key contributors in determining job satisfaction. Gender, age, designation, education, marital status, and number of years in the organization of the employees have all been found to be important in affecting satisfaction levels in other studies. Falcon said that older bankers were more satisfied with their jobs than younger bankers. Proposed that job happiness and age have a positive linear connection.

#### **Method**

Forty-four appropriate responses were gathered from bankers from various banks, who were given the sample for the current study out of a hundred questionnaires. Employees included both males and females. Bankers for the study is from Jhansi, Uttar Pradesh, India.

#### **Instrumentation**

Employee Engagement and Job Satisfaction with Demographic variables were assessed using two tools in the study. Employee engagement was viewed as an independent, whereas job satisfaction was viewed as a dependent. The following instruments are from the original source and were utilized in the current study.

#### **Employee Engagement Questionnaire**

The Utrecht Job Engagement scale used in this study was created by Bakker and consists of 17 statements that address three distinct components of employee engagement: In this study, participants were asked to rate their vigor (6 things), dedication (5 items), and absorption (6 items) on a scale of strongly agree (6) to strongly disagree (1). Examples of scale items include: (1) I am overflowing with energy at job, and (2) I can job for extremely extended periods of time. This scale has been determined to have a high level of reliability (Schaufeli & Bakker, 2003). The Cronbach alpha for this scale was found to be .93.

#### **Job Satisfaction Survey**

36-item scale that includes nine distinct characteristics of job satisfaction: Pay (4 items), Promotion (4 items), Supervision (4 items), Fringe Benefits (4 items), Contingent Rewards (4 items), Jobbing Conditions (4 items), Cojobbers (4 items), Job Environment (4 items), Communication (4

items) (4 items) has range In this study, the terms agree very much (6) and disagree very lot (1) were utilized. For example, some of the scale's elements include: (1) I believe I am being compensated fairly for the job I accomplish; and (2) Communication inside this organization appears to be good This scale has been determined to have a high level of reliability (Specter,). The Cronbach alpha for this scale was found to be.84.

The study's scale reliability suggests that it is free of random error. Cronbach's coefficient alpha, ( $\alpha$ ), is used to assess reliability in this study. Table 1 shows the results of a Cronbach's alpha scale analysis for Employee Engagement and Job Satisfaction (diagonally) with a value greater than 0.7. This shows that the instrument utilized is a dependable tool for reliably measuring the two constructions.

**Results**

Descriptive Statistics and Correlation Analysis

**Table 1 : Mean, Standard Deviations, Reliabilities and Correlations**

S. No.	Vari ables	Mean	SD	1	2	3	4444
	<b>Tenure with the</b>	<b>4.70</b>	1.3	1	.579**	-.189	-.152
1	<b>Organization</b>		83				
2	Age	3.01	.5	.579.1	1	-.246*	-.175
3	Job	130.47	17.	.84		-.189	.516**
	Satisfaction		74		-.246*		
4	<b>Employee</b>	69	14	-.152	-.175	516**	.93
	<b>Engagement</b>		56				

Present study. N-44, \*\*Correlation is significant at the 0.01 level (2-tailed).  
\*Correlation is significant at the 0.05 level (2-tailed)

Employee engagement and job satisfaction have a favorable association, according to the findings. As a result, Hypothesis 1, stating that employee involvement and job satisfaction are related, is accepted. Hypotheses 3a and 3b, which claim that employee tenure has a major impact on employee engagement and job satisfaction, are not accepted, as Table 1 indicates no significant link between the variables. Furthermore, tenure at the company has a negative correlation with employee engagement and job happiness, according to the findings. Hypothesis 5a, stating that age has a major impact on employee engagement, is not accepted because the two variables have no meaningful association. Hypothesis 5b, stating that age has a considerable impact on job satisfaction, is accepted since the data reveal that the two variables have a significant association. Furthermore, there is a negative association between age and job satisfaction, meaning that as an employee's age rises, so does their degree of contentment.

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**Regression Analysis**

**Table 2: Regression Analysis of Employee Engagement and Job Satisfaction Independent Sample t-test**

Variables	Coefficient	t- statistics	p-value
F	.678**	6.238	000
R Square	293		
N	44		

\*\*Significant at the 0.01 level (2-tailed); Dependent Variable is Job Satisfaction (JS)

**Table 3: Independent Sample t-test on Employee Engagement, Job Satisfaction, Gender and Marital Status for Total Sample (N=44).**

Variables		N	Mean	SD	t Value	df	Sig (2-tailed)
Employee Engagement	Gender						
	Male	32	69.4760	14.38804	-233	86	.816
	Female	12	70.3043	15.33100	-226	36.637	.112
	Marital Status						
	Married		09.622	14.1245Z	-.058	86	.9D4
	Unmarried	16	69.5123	14.49550	-.058	36.456	.94
	Gender						
	Male	32	130.4769	17.43)31	.000	36	1.000
Job Satisfaction	Female	11	30.4733	18.9W51	.090	35_969	1.000
	Marital Status						
	Married	23	130.0179	16.63379	-320	86	.750
	Unmarried	16	131.2813	19.81077	-305	55.840	.762

The present study at .05 significance level

**Table 4: One way Anova for Employee Engagement, Job Satisfaction and Demographic Variables.**

S.no	Variable	t value	Df	Sig.
Employee Engagement	Gender			
	Marital Status	.054	87	.816
	Tenure with the Organization	.003	87	.954
	Age	.481	87	.790
Job Satisfaction	Gender	1.632	87	.02
	Marital Status	.000	87	1.00
	Tenure with the Organization	.102	87	.750
	Age	1.149	87	.342
		2.821	87	.065

Source Developed by the author on the basis of data collected for the present study

To investigate the impact of employee engagement on job satisfaction further, regression analysis was used, which revealed that employee engagement is responsible for a 29.3 percent increase in job satisfaction. This supports objective1, which states that there is a statistically significant relationship between employee involvement and job satisfaction (on the basis of correlation analysis in Table 1). Job Satisfaction (JS) rises by .678 units for every unit increase in Employee Engagement (EE).

In addition, an independent sample t-test was used to see if there was a difference in employee engagement and job satisfaction levels based on demographic variables such as gender and married status. Table 2 shows that the p value (.605>.05) is higher, indicating that it is statistically insignificant, implying that there is no difference in male and female engagement levels. The p value (.725>.05) for marital status and employee engagement is also higher, indicating that there is no significant difference in employee engagement levels. As a result, objective2 and objective 4 are negative.

Because the p value (.758 >.05) is greater, the independent sample t-test for gender and job satisfaction reveals that there is no significant difference between gender and job satisfaction levels, and Hypothesis 2b is not accepted. When it comes to marital status and job satisfaction, the p value (.444>.05) is higher, indicating that there is no significant difference in job satisfaction depending on employee marital status. As a result, objective 5 is negative.

Gender (.816>.05), marital status (.954>.05), duration with the company (.790>.05), age (.202>.05), and employee engagement all have p values that are higher than the critical value. As a result, there is no substantial relationship between demographic characteristics and employee engagement, and objective2, objective3, objective 4, and objective 5 are negative.. P values are also greater than the critical value for the relationship between gender (.202>.05), marital status (1.00>.05), duration with the organization (.750>.05), age (.065>.05), and job satisfaction. As a result, there is no statistically significant relationship between demographic characteristics and job satisfaction, and objective 6, objective7, objective8, and objective9 are negative.

### Conclusion and Discussion

More and more businesses are realizing this .even the most loyal and productive employees are not always the most contented employees that are emotionally and intellectually connected to the organization can only be engaged. An engaged employee is one who is excited about the organization's aims and values and is totally dedicated to them. As a result, he or she is inspired to go above and beyond for his or her assignment. It is regarded as a powerful retention strategy since engaged personnel give their all to the goals that have been allocated to them. When employees are effectively and enthusiastically engaged, they develop an emotional bond with their employers. It denotes an employee's connection to the organization and the development of passion among employees to allow them to go above and beyond the call of duty. According to Thakur (2014), there is a positive association between employee engagement and job satisfaction in the IT industry.

Indicators like as age, experience with the organization, and gender have no influence on employee engagement levels, according to a recent study bankers. In their study of Jhansi (U.P.) employees, Albdour & Altarawneh (2014) found no statistically significant mean difference in employee engagement throughout the sample profile (age, marital status, organizational tenure and education level). In addition, Mishra, Kapse, and Bavad (2013) discovered no statistically significant differences in demographic variables including gender and marital status. Mani (2011) discovered that there is no significant difference in employee engagement based on gender or age in a survey of banking and insurance software companies.

As can be seen from the results, there is no substantial difference in employee engagement and job satisfaction between male and female bankers. Srivastava (2012) found no statistically significant difference between female and male bankers in terms of job satisfaction in a parallel study in public and private sector firms. Matin, Kalali, and Anvari (2012) investigated the effect of demographic variables in the link between job burnout and organizational consequences, such as organizational commitment, job satisfaction, and intention to leave. Gender, age, marital status, and educational level had no effect on the association between job burnout and organizational commitment, job satisfaction, and intention to leave, according to the findings. Furthermore, past research has indicated no substantial differences in job satisfaction based on gender disparities (Soleman, 2005; Collins & Helen, 2013). According to two meta-analyses, there is no link between job satisfaction and gender (Nye & Witt, 1992; Moch & Brush, 1987).

The findings of this study are consistent with those of Paul (2011), who conducted a study on lecturers in Singapore and found a substantial relationship between job satisfaction and demographic characteristics such as gender, length of employment, and marital status. Qualification, length of service, department/subject, and marital status were found to have no effect on job satisfaction of respondents in a study of academicians in NWFP universities in Pakistan (Saif-ud-Din 2018). There were no significant relationships between marital status and job satisfaction in the previous study's results, and there were none in this one. The association between age and job satisfaction is likewise non-linear, according to Gazizlou & Tansel (2006) They came to the conclusion that this U-shaped relationship exists, and that the most satisfied groups are either very young or extremely old. This finding is in line with the findings of other studies, which show that there are no statistically significant links between age and job satisfaction components. Furthermore, no statistically significant connections between marital status and job satisfaction components were discovered (Scott, Swortzel & Taylor, 2005). Many facets of job happiness have been researched in relation to age by many researchers (Saul & Hunt, 1975; Clark, 1996), and it has been discovered that age and job satisfaction have a U-shaped relationship.

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