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## Employee Satisfaction Level – A Study on Multispeciality Hospital

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### Abstract

*Employee satisfaction is one of the critical criteria to improve the efficiency of any organizations. Here the researchers have picked the multispecialty hospital as a centre to conduct the research. Researchers have taken an attempt to understand the level of satisfaction of the employee of selected multispecialty hospital. The entire shape has been given in this research article with the assistance of primary source followed by required analysis.*

**Keywords-** *Employee/Job satisfaction, Perception, Employee relationship, Pay & benefit and Working environment.*

### INTRODUCTION

Job satisfaction is one of the important factors of the organization to enhance the productivity of employee. Successful combination of two factors (finance & non-finance) is the outcome of proper job satisfaction. Management role is also considered as an important factor that gives proper job satisfaction to the employee.

It may also be defined as “a function of perceived performance and expectations”. There are numerous outlooks to job satisfaction, depending upon what every employee feels is essential. From multiple points of view, "reward" itself has different meanings for different individual, and in this study, the discussion shall be made on employee satisfaction and its place in today's business ambiance.

In the event that the performance misses the mark concerning desires, the worker is disappointed and dissatisfied and in the event that it meets up the expectation, the employees are satisfied. The productivity of employees developed if they feel satisfied in their work. The procedure is be that as it may, more complicated then it shows up. The

process is however, more complicated then it appears. It is more imperative for any organization to put forward high satisfaction, as it mirror high loyalty and it will not lead to come back if they get better satisfaction.

### OBJECTIVES AND PURPOSE OF THE STUDY

By conducting employee satisfaction surveys, we are taking a proactive stance to better your company. Soliciting employee feedback allows us to evaluate how our company is thriving internally. It also lets the employees know that we care. When employees are not satisfied, it can lead to high attrition rates and low productivity. A satisfied employee often equates to a productive employee. A productive employee equates to a productive and happy company.

- To measure the employees job satisfaction level.
- To study the employees perception towards organization.
- To identify the factors that motivates the employees.

## LITERATURE REVIEW

Morteza Charkhabi, Samaneh Alimohammadi, Sedighe Charkhabi (2014) in their paper The Full Mediator Role of Job Satisfaction in Relationship between Job Characteristics and Health Outcomes in Hospital Nurses: A New Conceptual Model discussed about the effect of job characteristics on the mental and physical health considering the mediating role of job satisfaction.

K. Rajam, Dr. D. Sivasubramanian, Dr. V.P.T. Dhevika, Dr. O.T.V. Latastri, (September 2013) in their research paper concluded that job satisfaction strongly influences the productive efficiency of a hospital and increases effectiveness by making the employees more participative with the immediate superiors and providing the training programs. Ismail, Prof.(Dr). Velnampy, 2013 in their paper Determinants of employee satisfaction (ES) in public health service organization (PHSO) in eastern province of Sri Lanka: A Pilot study tried to find determines factors affecting employee satisfaction in PHSOs. Environmental, psychological and structural factors have been identified as determinants of employee satisfaction in public health service organizations. As per Alam Sageer, Dr.Sameena Rafat, Ms. Puja Agarwal (Sep-Oct. 2012), 'Identification of Variables Affecting Employee Satisfaction and their Impact on the Organization' discussed about various variables which are responsible for employee satisfaction. Panagiotis Trivellas, Panagiotis Reklitis, Charalambos Platis (2013) in their paper The Effect of Job Related Stress on Employees' Satisfaction: A Survey in Health Care tried to discuss the effect of job stress on job satisfaction. Hong Lu, Alison E. While, K. Louise Barriball (2005) in their research paper 'A model of job satisfaction of nurses: a reflection of nurses' working lives in Mainland China' analyses the growing literature relating to job satisfaction among nurses. Charlotte Petersen 2005, told that Job Satisfaction of Hospital Nursing Staff discussed about the extrinsic factors negatively affect the job satisfaction which makes high turnover rates.

Research study of Kamil Erkan Kabaka, Asım Şena, Kenan Goçera, Seçil Küçüksöylemez, Güngör Tuncerc (2014) was to measure the impact of TQM activities on the job satisfaction where results show that employee training and education, and employee relations and teamwork are the most dominant factors on job satisfaction. The aim of Billie Coomber, K. Louise Barriball, (2007) in their paper was to explore the impact of job satisfaction components on intent to leave and turnover for hospital-based nurses in order to identify the most influential factors. Findings: The key findings suggest that stress and leadership issues continue to exert influence on dissatisfaction and turnover for nurses.

M. Kivimaki, p. Voutilainen, p. Koskinen, 1995 investigated that work motivation and job satisfaction at hospital wards with high and low levels of job enrichment. Christine Kovner, Carol Brewer, Yow-Wu Wu, Ying Cheng, Miho Suzuki 2006 Purpose: To examine the factors that influences the work satisfaction of a national sample of registered nurses in metropolitan statistical areas (MSAs). Work-related factors were significantly related to RNs' work satisfaction. Karina Nielsen a, Joanna Yarker b,\* , Raymond Randall c, Fehmidah Munir MAY (2009) examined two possible psychological mechanisms that link transformational leadership behaviours to employee job satisfaction and well-being. Transformational leaders may help ensure employees' job satisfaction and psychological well-being.

## HYPOTHESIS

- H<sub>0</sub>1. Overall job satisfaction of employee with their work is not satisfactory Hospital
- H<sub>0</sub> 2. Employees do not understand the vision & mission of the Hospital.
- H<sub>0</sub>3. Employees do not have confidence in the hospital leadership to implement the plan.
- H<sub>0</sub> 4. Employees do not feel proud to work for Hospital.
- H<sub>0</sub>5. Quality is not top priority at Hospital.
- H<sub>0</sub>6. Employees do not feel valued at Hospital.

- H<sub>0</sub>7. Employees are not happy with working condition at Hospital.
- H<sub>0</sub>8. Employees feel, their physical environment is not good at Hospital.
- H<sub>0</sub>9. Employees feel that their supervisors do not ask for input to help make decisions.
- H<sub>0</sub>10. Employees feel that their supervisors do not give them adequate support.
- H<sub>0</sub>11. Employees feel that they have not given enough authority to make decisions in their domain.
- H<sub>0</sub>12. Management does not provide enough information to upgrade their job well Hospital.
- H<sub>0</sub>13. Employees feel that good work does not consider for promotion.
- H<sub>0</sub>14. Employees has not given enough recognition by management for work.
- H<sub>0</sub>15. Communications from management do not keep employees up to date on the hospital.
- H<sub>0</sub>16. At Hospital, employees are treated like a number, not as a person by name.
- H<sub>0</sub>17. Employees do not feel that their initial and ongoing training provided by the Hospital was much as they needed.
- H<sub>0</sub>18. Employees believe their salary is not fair for their responsibilities.
- H<sub>0</sub>19. Employees are not satisfied with the Overall benefit package.
- H<sub>0</sub>20. Amount of vacation is not fair.
- H<sub>0</sub>21. Employees feel, there is not adequate sick leave policy.
- H<sub>0</sub>22. Medical Benefits of the hospital is not fair enough.

**RESEARCH METHODOLOGY**

**Types of research design-**

1. Cross-sectional study 2. Quantitative research methods 3. Likert Ordinal scale- (Very dissatisfied-1, Dissatisfied-2, Neutral-3, Satisfied-4 and Very satisfied-5)

**Unit of Analysis-**

Are selected an organizational employees.

**Methods of data Collection-**

**Primary Data:** The Primary data was collected from the respondents by administering a struc-

tured questionnaire and also through observation, interview & discussion with management.

**Sampling if applicable-**

There are 350 employees working in the organization. Employees are stratified into 4 parts as per their work methodology and it has been decided to take 30 percent from each stratum, so finally 105 respondents have taken under consideration as a sample of the research study. Interview was conducted randomly by following the numbers figure out in each stratum.

30% from each area i.e.-

Designation	Population	Sample
Doctors & consultant	50	15
Nursing staffs & Other paramedical staffs	185	56
Admin	40	12
Others	75	22

**RELIABILITY & VALIDITY OF THE STUDY**

**Appropriate tools for data analysis-**

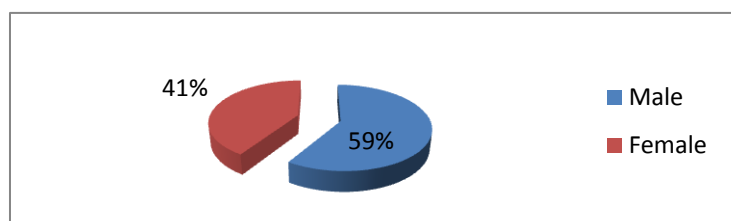
The data is analyzed through simple analysis technique. The data tool is percentage method. Percentage method is used in making comparison between two or sense of Data.

Mann Whitney –U test (to compare with standard) P- Value to check the hypothesis (to accept or reject)

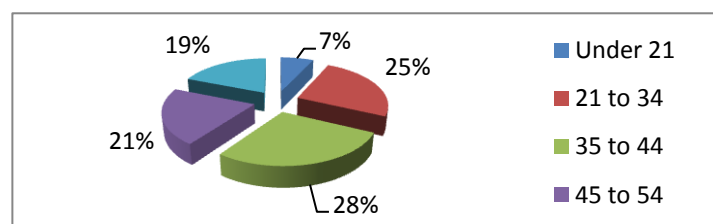
**DATA ANALYSIS**

**A. General questions**

1. Gender - (105 responses)



2. What is your age? (105 responses)



**B. Perception****3. H<sub>0</sub>1. Employees overall job satisfaction with their work is not satisfactory at Hospital**

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
2572.5	.000	4.0000

The value (2572.5) of Mann Whitney U- test and p-value is .000 so, highly significant. Hence, null hypothesis has rejected and we can say that employees overall job satisfaction with their work at hospital is satisfactory. Also, median is inclining towards satisfaction side.

**4. H<sub>0</sub> 2. Employees do not understand the vision & mission of the Hospital.**

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
997.500	.000	4.0000

Most of the employees know the mission and vision of the hospital except very few of them. P –value is .000, means highly significant so, null hypothesis get rejected. Median is 4.000 i.e. employees do understand vision &mission.

**5. H<sub>0</sub> 3. Employees do not have confidence in the hospital leadership to implement the plan.**

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
945.000	.000	4.0000

Mann Whitney U- test is 945.000. p –value is .000 (highly significant), means null hypothesis get rejected. Median is 4.000, inclining towards satisfaction side. So, employees have confidence in hospital leadership to implement the plan. All employees feel, they are part of hospital's facility plan and mission, it means leadership is very much of participatory type.

**6. H<sub>0</sub> 4. Employees do not feel proud to work for Hospital.**

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
472.500	.000	4.0000

Mann Whitney –U test, the value is 472.500. p- Value is .000 so, it's highly significant. Hence, null Hypothesis is rejected. Median is 4.000 means employees feel proud to work in the hospital.

**7. H<sub>0</sub> 5. Quality is not a top priority at Hospital.**

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
210.000	.000	4.0000

Maximum employees feel quality is top most priority of hospital that directly increases employees and patient satisfaction. The value (210.000) of Mann Whitney U- test and p-value is .000 so, highly significant. Hence, null hypothesis has rejected. Median is 4.000 i.e., on satisfaction side. So

**8. H<sub>0</sub> 6. Employees do not feel valued at Hospital.**

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
787.500	.000	4.0000

88% employees feel, they work towards shared goal. The value (787.500) of Mann Whitney U- test and p-value is .000 so, highly significant. Hence, null hypothesis is rejected. Median is 4.000, inclining towards satisfaction side. So, employees always feel valued in the Hospital.

**C. WORKING ENVIRONMENT****9. H<sub>0</sub>7 Employees are not happy with working condition at Hospital.**

(105 responses).

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
735.000	.000	4.0000

89% employees are satisfied and very satisfied with working conditions of the Hospital. Mann Whitney U- test value is 735.000 and p- value is .000 (highly significant). Hence we reject the null hypothesis is rejected. Median is 4.000 i.e. on satisfaction side. So it is understood that employees are happy with working condition of the hospital.

#### 10. H<sub>0</sub> 8 Employees are not happy with the physical environment of the Hospital.

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
630.000	.000	4.0000

92% employees are satisfied with the physical environment of the hospital, they work. The value of Mann Whitney U- test is 630.000. P value is .000 so, highly significant. Hence, reject null hypothesis. Median is 4.000, inclining towards satisfaction side. So it is crystal clearly that majority employees are happy with the physical environment of the Hospital.

#### D. RELATIONSHIP WITH SUPERVISIORS

#### 11. H<sub>0</sub>9. Employees feel their supervisors do not ask for input before taking any decisions.

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
630.000	.000	4.0000

91% employees feel that supervisor take their input while taking decisions. The value of Mann Whitney U- test is 630.000. P value is .000 so, highly significant. Hence, null hypothesis is rejected. Median is 4.000, inclining towards satisfaction side.

#### 12. H<sub>0</sub>10. Employees feel that their supervisors do not give them adequate support.

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
472.500	.000	4.0000

92% employees are satisfied with the support given by supervisor. The value of Mann Whitney U- test is 472.500. P value is .000 so, highly significant. Hence, reject null hypothesis. Median is 4.000, inclining towards satisfaction side. So it is understood from the statistical significance test that employees are highly satisfied concerning to the adequate support.

#### 13.H<sub>0</sub>11. Employees feel that they have not given enough authority to make decisions in their domain.

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
1995.000	.000	4.0000

82% employees feel they are given satisfactory authority to take decisions in their domain. The value of Mann Whitney U- test is 1995.000. P value is .000 so, highly significant. Hence the null hypothesis is rejected. Median is 4.000 so, the employees feelings inclining towards satisfaction side.

#### 14.H<sub>0</sub>12. Management does not provide enough information's to upgrade their job well Hospital.

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
892.500	.000	4.0000

Majority of employees are satisfied with the information provided by hospital to upgrade their job. The value of Mann Whitney U- test is 892.500. P value is .000 so, highly significant. Hence, reject null hypothesis. Median is 4.000, inclining towards satisfaction side. So it is understood that management provide enough information's to upgrade their job well Hospital.

#### 15. H<sub>0</sub>13. Employees feel that good work does not consider for promotion.

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
682.500	.000	4.0000



88 % employee told that their good work is always considered for promotion. The value of Mann Whitney U- test is 682.500. P value is .000 so, highly significant. Hence, reject null hypothesis. Median is 4.000, inclining towards satisfaction side. So, viewing to the above data, it is crystal clear that good works of employees are always considered for promotion.

**16. H<sub>0</sub>14. Employees are not given enough recognition by management for work.**

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
892.500	.000	4.0000

Most of the employees feel their works get recognized by Management. They are satisfied with the organization. The value of Mann Whitney U- test is 630.000. P value is .000 so, highly significant. Hence, reject null hypothesis. Median is 4.000, inclining towards satisfaction side. It is understood that employees feel their works get recognized by Management.

**17. H<sub>0</sub> 15 Communications from management are not frequent enough.**

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
840.000	.000	4.0000

Almost all the employees are satisfied with the information and communication done from management side. The value of Mann Whitney U- test is 840.000. P value is .000 so, highly significant. Hence, reject null hypothesis. Median is 4.000, inclining towards satisfaction side.

**18. H<sub>0</sub>16. At Hospital, employees are treated like a number, not as a person by name.**

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
840.000	.000	4.0000

Mostly, all employees have given answer on satisfactory side when they were asked whether they are counted in numbers or as a person, but each and each and every employee is known by

name and individual. The value of Mann Whitney U- test is 840.000. P value is .000 so, highly significant. Hence, reject null hypothesis. Median is 4.000, inclining towards satisfaction side.

**E. TRAINING AND DEVELOPMENT**

**19. H<sub>0</sub>17. At Hospital, employees are treated like a number, not as a person by name. 017 Employees initial and ongoing training provided by the Hospital is not as much as they need.**

(105 responses)

MANN WHITNEY-U TEST	P- VALUE	MEDIAN
682.500	.000	4.0000

Mostly all employees feel, the initial training is given by the management is fair enough. The value of Mann Whitney U- test is 682.500. P value is .000 so, highly significant. Hence, reject null hypothesis. Median is 4.000, inclining towards satisfaction side.

**F. PAY & BENEFITS**

**20. H<sub>0</sub> 18 Salary is not fair enough as per responsibilities.**

(105 responses)

MANN WHITNEY-U TEST	P-VALUE	MEDIAN
2202.500	.000	4.0000

60% are satisfied and only 19% are dissatisfied with their salary, 21% were neutral on this question. The value of Mann Whitney U- test is 2202.500. P value is .000 so, highly significant. Hence, reject null hypothesis. Median is 4.000, inclining towards satisfaction side. So, maximum employees are satisfied with the salary according to their responsibilities.

**21. H<sub>0</sub>19 Overall benefits package is not enough.**

(105 responses)

MANN WHITNEY-U TEST	P-VALUE	MEDIAN
3045.000	.000	4.0000

47% are satisfied, 11% are very satisfied & 30% are in neutral category towards benefit package of

the hospital. The value of Mann Whitney U- test is 3045.000. P value is .000 so, highly significant. Hence, reject null hypothesis. Median is 4.000, inclining towards satisfaction side.

### 22.H<sub>0</sub> 20 Amount of vacation is not enough.

(105 responses)

MANN WHITNEY-U TEST	P-VALUE	MEDIAN
3255.000	.000	4.0000

On number of vacation, 49.5% & 11.45% are satisfied & highly satisfied with it. 32.47% are neutral in this. The value of Mann Whitney U- test is 3255.000. P -value is .000 so, highly significant. Hence, null hypothesis is rejected. Median is 4.000, inclining towards satisfaction side.

### 23.H<sub>0</sub> 21 Sick leave policy is not good enough.

(105 responses)

MANN WHITNEY-U TEST	P-VALUE	MEDIAN
2310.000	.000	4.0000

On sick leave policy, 59% & 11.40% are satisfied & highly satisfied with it. 17.10% are neutral and overall dissatisfaction is 12.4% in this. The value of Mann Whitney U- test is 2310.000. P value is .000 so, highly significant. Hence, reject null hypothesis. Median is 4.000, inclining towards satisfaction side.

### 24.H<sub>0</sub> 22 Medical benefits of the hospital is not good.

(105 responses)

MANN WHITNEY-U TEST	P-VALUE	MEDIAN
2992.500	.000	4.0000

On medical benefits, 47% & 15% are satisfied & highly satisfied with it. 21% are neutral & 25% are dissatisfied with this. The value of Mann Whitney U- test is 2992.500. P- value is .000 so, highly significant. Hence, reject null hypothesis. Median is 4.000, inclining towards satisfaction side.

## FINDINGS

It is invariably a significant aspect of management in any organization to increase the efficiency of the employee. Un-doubtfully, job satisfaction is the most important criterion that increases the efficiency of the employee.

In this research study, it was mainly undertaken to investigate on the significance of factors such as working conditions, pay and promotion, job security, participation, relationship with co-workers and supervisors in affecting the job satisfaction.

The results of this study provide relatively strong support for the existence of a positive relationship among employee, participation in decision making, Job satisfaction, and employee productivity and employee commitment. Outcome of the study put forward an indication that use of the positive relationship between employee participation and the job satisfaction with employee productivity, commitment and turnover. The entire analysis is mainly divided into different headings such as General, perception, working environment, relationship with supervisor, training & development and pay & benefit.

Each heading has been divided into different criteria, in which it has been investigated about the existence of job satisfaction. In conclusion:-

- Perception towards hospital and with their work, it is found that most of the employees are satisfied. In each and every criterion like job satisfaction, their acquaintance on vision and mission, their confidence on leadership, and their value in the organization and out of all, the most important is that the majority of employee feels proud to work in the organization.
- In the second main criterion i.e. working environment, most of the employees feel that their surrounding environment is safe to work because they have responded positively in all decisive factors like working conditions and physical environment.

- As far as relationship with supervisor is concerned, most of the employees are satisfied with the management and with their supervisor, supervisor takes input before taking any decisions, supervisors do give them adequate support and also give authority to the employee to take decisions in their domain, majority of the employee admits that they get enough information's to upgrade their job well, they also get the enough recognition by management.
- So far as initial and ongoing trainings are concerned, maximum employees have given positive response, which means they get initial as well ongoing training from the organization as per their requirement.
- On an average 60% to 70% employees are satisfied with pay & benefits provided by the hospital and 15% - 20% are dissatisfied and rests are neutral in response. In, overall benefits package 47% are satisfied, 11% are very satisfied, employees are also happy with vacation and sick leave, on sick leave policy, 59% & 11.40% are satisfied & highly satisfied and in the cases of vacation 49.5% & 11.45% are satisfied & highly satisfied but surprisingly on medical benefits, 25% are dissatisfied i.e. ¼ of the employee are dissatisfied with medical benefit provided to them but 47% & 15% are satisfied & highly satisfied with it. 21% are neutral.
- Employee satisfaction level is satisfactory in this organization as median are inclining towards >3 in all criteria. Most significant matter has been observed by the researcher that all null hypotheses drawn are rejected and demonstrated positive responses from the greater part of employees.

### SUGGESTIONS

Despite the fact that greater part of the employees are satisfied however few of them are disappointed and some are in a neutral category (a vague condition) in this way, management/

authority of the organization ought to reevaluate about disappointment factors ( causes and reasons), and can diminish issues so that in future can accomplish 100% worker satisfaction level. The results also suggest that organizational leaders can participate more and create pro employee attitude as medium to generate positive organizational result.

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