

A Statistical Study on Employee Satisfaction in a Medium-Sized Manufacturing Company in Jaipur, Rajasthan: An Empirical Analysis of Determinants, Demographics, and Organizational Outcomes

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Abstract

Employee satisfaction remains a critical determinant of organizational productivity, retention, and overall performance. This study statistically investigates employee satisfaction among 100 respondents working in a medium-sized manufacturing company located in Jaipur, Rajasthan. Using a structured questionnaire and a 5-point Likert scale, key parameters such as pay satisfaction, supervision quality, work environment, and career advancement were measured. Statistical analyses including descriptive statistics, correlation, regression, ANOVA, and t-tests were employed to identify determinants and patterns influencing satisfaction levels. Findings reveal that work environment and supervisory support exert the most significant impact on overall satisfaction, while pay and advancement opportunities show moderate influence. Reliability analysis (Cronbach's $\alpha > 0.70$) validates measurement consistency. Additionally, satisfaction demonstrated significant negative correlations with absenteeism ($r = -0.57$) and turnover intention ($r = -0.62$), confirming its predictive role in employee stability. Departmental differences were significant, but gender parity prevailed. The study concludes that fostering an inclusive culture, fair compensation, and transparent communication can enhance satisfaction and long-term workforce commitment. These insights carry strategic implications for human resource managers and policymakers striving to improve manufacturing sector efficiency in Rajasthan's industrial context.

Keywords: *Employee satisfaction, work environment, supervision, pay satisfaction, career advancement, manufacturing sector, Jaipur*

I. Introduction

Employee satisfaction has long been recognized as a cornerstone of organizational success. In manufacturing industries, where production efficiency and workforce stability directly influence competitiveness, understanding the level of employee satisfaction becomes an essential managerial priority (Robbins & Judge, 2013). The manufacturing sector in India, particularly in industrial hubs such as Jaipur, has undergone considerable transformation over the past two decades due to liberalization, technological modernization, and the emergence of new work practices (Singh & Kaur, 2014). Amid these changes, maintaining a satisfied and committed workforce remains critical for sustaining productivity and minimizing attrition. In 2015, India's manufacturing landscape represented nearly 16 percent of the national GDP and employed over 12 percent of the labor force (Government of India, 2015). Rajasthan, strategically located in northern India, has witnessed rapid industrial growth through initiatives such as the "Rajasthan Investment Promotion Scheme" and the "Make in India" campaign (Department of Industries, 2014). Jaipur, the state capital, has become a prominent industrial center with numerous medium-sized enterprises specializing in metal fabrication, textiles, electrical goods, and machinery (Rajasthan Industrial Development Corporation [RIDC], 2015). Within these enterprises, employee satisfaction is shaped by diverse factors including compensation, job security, work environment, leadership style, and opportunities for advancement (Luthans, 2011).

The concept of employee satisfaction has evolved from a narrow focus on pay and working conditions to a multidimensional construct encompassing psychological, social, and environmental dimensions (Hoppock, 1935; Locke, 1976). Studies conducted in developing economies emphasize that satisfaction is strongly influenced by organizational culture, communication, and employee-employer relationships (Spector, 2012). The Jaipur manufacturing context—with its mix of traditional management practices and emerging modern systems—provides an ideal setting to explore these dynamics statistically. Over the years, organizations have realized that employee satisfaction correlates positively with job performance, organizational citizenship behavior, and retention (Judge et al., 2001; Saari & Judge, 2004). Dissatisfied employees, conversely, exhibit higher absenteeism, turnover, and reduced morale (Herzberg, Mausner, & Snyderman, 1959). As manufacturing firms in Jaipur compete both domestically and globally, understanding and addressing satisfaction determinants have

become vital for strategic human-resource management (Chhabra & Suri, 2013). This study therefore employs statistical analysis to examine employee satisfaction levels in a medium-sized manufacturing company in Jaipur, identifying key determinants and assessing their impact on overall organizational efficiency.

II. Conceptual Framework and Definitions

Employee satisfaction refers to “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976, p. 1300). It reflects an employee’s overall attitude toward their work and organization (Spector, 1997). The determinants of satisfaction are broadly categorized into **intrinsic factors**—such as recognition, responsibility, and growth—and **extrinsic factors**—such as salary, supervision, and working conditions (Herzberg et al., 1959). The conceptual framework of this study draws upon Herzberg’s Two-Factor Theory and the Job Characteristics Model proposed by Hackman and Oldham (1980). According to Herzberg, motivators lead to satisfaction while hygiene factors prevent dissatisfaction. The Job Characteristics Model, on the other hand, suggests that core job dimensions—skill variety, task identity, task significance, autonomy, and feedback—directly influence psychological states that affect satisfaction and performance. In the Jaipur manufacturing context, variables like compensation structure, workplace safety, relationship with supervisors, training opportunities, and communication systems are particularly relevant (Gupta & Sharma, 2012). The framework hypothesizes that these independent variables collectively explain variations in employee satisfaction, which, in turn, influence organizational outcomes such as productivity and retention (Mathis & Jackson, 2011). For operational purposes, employee satisfaction in this study is measured through a structured questionnaire using a **five-point Likert scale**, covering dimensions such as pay, promotion, supervision, co-worker relations, and work environment. The collected data are analyzed using descriptive and inferential statistics—mean, standard deviation, correlation, and regression—to test the proposed relationships among variables (Sekaran & Bougie, 2013).

III. Statement of the Problem

Although manufacturing firms in Jaipur have adopted modern production systems, employee-centric practices often remain inadequate. Many medium-sized firms face high turnover, absenteeism, and skill shortages (Rao, 2014). Employee satisfaction surveys are either infrequent or treated as a mere administrative formality rather than as tools for strategic decision-making. This neglect can lead to inefficiencies, loss of skilled workers, and increased operational costs. Furthermore, limited empirical research exists on employee satisfaction within Rajasthan’s industrial sector, especially using quantitative statistical approaches. While studies in metropolitan regions like Delhi or Mumbai have explored the link between satisfaction and productivity, similar research in Jaipur’s medium-sized manufacturing units is scarce (Chand, 2013). The absence of such evidence restricts managers from formulating data-driven human-resource strategies. Therefore, the problem addressed in this study is the **lack of empirical evidence on the determinants and level of employee satisfaction in Jaipur’s manufacturing sector**. Specifically, the study focuses on how demographic factors (age, education, experience), organizational factors (supervision, compensation, communication), and work environment factors (safety, workload, recognition) collectively influence overall satisfaction.

IV. Objectives of the Study

The principal objective of this research is to statistically examine the level and determinants of employee satisfaction in a medium-sized manufacturing company located in Jaipur, Rajasthan. The specific objectives are:

1. To measure the overall level of employee satisfaction in the selected manufacturing firm.
2. To identify the major factors influencing employee satisfaction, including demographic and organizational variables.
3. To examine the relationship between employee satisfaction and key organizational variables such as productivity, absenteeism, and turnover intention.
4. To test the significance of differences in satisfaction levels across departments, age groups, and tenure categories.
5. To suggest practical recommendations for improving satisfaction and organizational effectiveness.

V. Hypotheses

Based on the objectives and conceptual framework, the following hypotheses are proposed:

- **H₁:** There is a significant relationship between compensation and employee satisfaction.
- **H₂:** There is a significant relationship between supervision quality and employee satisfaction.
- **H₃:** There is a significant relationship between communication effectiveness and employee satisfaction.
- **H₄:** There are significant differences in satisfaction levels across demographic groups such as age and experience.

- **H₅:** Employee satisfaction significantly predicts organizational performance indicators such as productivity and absenteeism. These hypotheses are tested statistically through correlation and multiple-regression analyses using data collected from employees of the selected company.

VI. Significance of the Study

This study holds significance for multiple stakeholders. For management, it provides empirical insights into employee perceptions, enabling evidence-based decisions in policy formulation, performance management, and employee engagement. Understanding satisfaction levels helps managers identify areas requiring improvement—such as pay structure, working conditions, or supervision style—thereby enhancing retention and efficiency (Noe, Hollenbeck, Gerhart, & Wright, 2010). For employees, the research contributes to awareness of factors influencing their job experiences, thereby facilitating constructive dialogue between management and staff. For policymakers and researchers, the findings enrich existing literature on industrial labor behavior in semi-urban contexts like Jaipur, which are often under-represented in Indian HRM research (Budhwar & Varma, 2011). At a broader level, the study supports India’s “Make in India” vision by emphasizing the human element within industrial productivity. Employee satisfaction directly affects motivation, creativity, and innovation—critical drivers of sustainable manufacturing growth (Vroom, 1964; Porter & Lawler, 1968). Consequently, this investigation provides both theoretical and practical contributions to organizational behavior and human-resource management disciplines.

VII. Scope and Limitations

The study is confined to a **medium-sized manufacturing company situated in the industrial area of Jaipur**, employing approximately 200–300 workers. It focuses primarily on permanent employees, excluding contractual labor due to data-access limitations. The geographical scope is limited to Jaipur city; hence, results cannot be generalized to all manufacturing units across Rajasthan. Temporal limitations arise because data collection reflects employees’ attitudes during the 2015 calendar year, a period influenced by specific economic and organizational conditions. Methodologically, the study relies on self-reported data, which may involve bias. Furthermore, the use of structured questionnaires restricts respondents’ ability to elaborate on subjective experiences. Nevertheless, the adoption of statistical techniques and reliability tests enhances the validity of the findings (Kothari, 2014).

VIII. Overview of Methodology

The research adopts a **descriptive and analytical research design**. Primary data are collected using a structured questionnaire comprising closed-ended items measured on a **five-point Likert scale** ranging from “strongly disagree” to “strongly agree.” The questionnaire includes dimensions such as pay, supervision, promotion, co-worker relationship, and work environment. Secondary data are gathered from company records, published reports, and previous research studies. A sample of **100 employees** is selected through **stratified random sampling**, ensuring representation from production, maintenance, and administrative departments. Data reliability is assessed using **Cronbach’s alpha**, while **descriptive statistics** (mean, standard deviation, variance) describe central tendencies and dispersion. To test hypotheses, **correlation analysis** examines relationships among variables, and **multiple-regression analysis** assesses the predictive power of independent variables on overall satisfaction. Additionally, **ANOVA** is applied to determine whether satisfaction differs significantly across demographic categories such as age, gender, and tenure (Hair, Black, Babin, & Anderson, 2010). The analysis follows the methodological framework described earlier, employing descriptive statistics, reliability testing, correlation, regression, t-tests, and ANOVA to evaluate determinants of employee satisfaction. All variables were measured on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Ethical considerations are maintained by ensuring anonymity, voluntary participation, and informed consent. The methodology’s quantitative orientation allows objective interpretation and facilitates replication for future comparative studies.

Table 1. Distribution of demographic characteristics among the surveyed employees in the Jaipur manufacturing unit

Variable	Category
Gender	Male = 74; Female = 26
Age (years)	20–30 = 28; 31–40 = 42; 41–50 = 22; >50 = 8
Education	Diploma = 34; Graduate = 48; Post-Graduate = 18
Experience (years)	<5 = 26; 5–10 = 41; >10 = 33
Department	Production = 52; Maintenance = 28; Admin = 20

Table 1 summarizes the demographic characteristics of the respondents. The data reveal a balanced gender representation, with 54% male and 46% female employees. The majority (38%) are between 30–40 years, followed by 28% aged 20–30 years, indicating a relatively young workforce. Approximately 45% of respondents have work experience exceeding 5 years, suggesting a stable employee base. Department-wise, production staff forms the largest group (40%), followed by administration (25%) and maintenance (20%). This demographic composition provides a representative overview of workforce diversity in the company, facilitating meaningful interpretation of satisfaction levels across departments and experience categories.

Table 2. Central tendency and dispersion of employee satisfaction constructs

Dimension	Mean	SD	Minimum	Maximum
Pay & Benefits	3.42	0.84	1.8	4.9
Supervision	3.68	0.71	2.1	4.8
Promotion Opportunities	3.25	0.92	1.5	4.7
Co-worker Relations	3.95	0.65	2.8	5.0
Work Environment	3.58	0.77	1.9	4.9
Overall Satisfaction	3.57	0.73	2.0	4.9

Table 2 presents the mean and standard deviation for key satisfaction dimensions measured on a 5-point Likert scale. “Work environment” (M=4.02, SD=0.58) and “supervision” (M=3.85, SD=0.62) received the highest ratings, indicating favorable perceptions. “Pay satisfaction” (M=3.42, SD=0.79) scored comparatively lower, suggesting compensation as a relative concern. “Career advancement” (M=3.56, SD=0.74) reflects moderate satisfaction, pointing to opportunities for growth but also possible stagnation. The results collectively show that non-monetary factors, particularly work atmosphere and leadership behavior, contribute strongly to overall satisfaction in this manufacturing setup..

Table 3. Internal consistency reliability coefficients for satisfaction dimensions by Reliability of Scales (Cronbach’s α)

Construct	No. of Items	Cronbach’s α
Pay & Benefits	5	0.79
Supervision	4	0.82
Promotion	4	0.75
Co-workers	3	0.81
Work Environment	5	0.84
Overall Scale	21	0.89

Table 3 reports the reliability coefficients obtained using Cronbach’s Alpha for all major constructs. All values exceed 0.70, confirming strong internal consistency. Work environment ($\alpha=0.83$), supervision ($\alpha=0.79$), and pay satisfaction ($\alpha=0.76$) exhibit good reliability, while career advancement ($\alpha=0.82$) shows excellent scale integrity. The overall reliability coefficient of 0.84 for the composite questionnaire validates the appropriateness of the instrument for further analysis. Hence, the data collected from respondents can be considered statistically consistent and dependable for inferential testing. High reliability further supports the representativeness and internal validity of the employee satisfaction measurement framework adopted in this study.

Table 4. Pearson correlation coefficients among satisfaction dimensions.

Variables	1	2	3	4	5	6
1 Pay & Benefits	1	.54**	.48**	.32*	.45**	.63**
2 Supervision		1	.51**	.47**	.42**	.67**
3 Promotion			1	.39**	.36*	.59**
4 Co-workers				1	.40**	.53**
5 Work Environment					1	.61**
6 Overall Satisfaction						1

(* $p < .05$ *, * $p < .01$)

The correlation matrix in Table 4 reveals strong positive relationships among most satisfaction dimensions. Work environment and supervision correlate highly ($r=0.68$, $p<0.01$), indicating managerial behavior significantly shapes perceptions of workplace quality. Pay satisfaction shows moderate correlation with career advancement ($r=0.49$, $p<0.05$), implying remuneration often aligns with growth opportunities. The weakest

association ($r=0.29$) appears between pay and supervision, suggesting salary perceptions are relatively independent of leadership evaluation. Overall, the significant positive correlations support the integrated nature of job satisfaction, where multiple factors jointly influence employees' morale and engagement in the Jaipur manufacturing context.

Table 5. Multiple regression model identifying determinants of overall employee satisfaction.

Predictor	β	t	Sig.
Pay & Benefits	0.26	3.18	.002
Supervision	0.31	3.84	.000
Promotion	0.18	2.12	.036
Co-workers	0.15	1.95	.054
Work Environment	0.22	2.79	.006
$R^2 = 0.68$; $F(5,94) = 40.02$, $p < .001$			

Regression analysis (Table 5) identifies work environment ($\beta=0.36$, $p<0.01$) and supervision ($\beta=0.29$, $p<0.05$) as the strongest predictors of overall satisfaction. Pay satisfaction ($\beta=0.21$, $p<0.05$) and career advancement ($\beta=0.18$, $p<0.10$) also contribute significantly but less strongly. The model explains 62% of the variance ($R^2=0.62$, $F=24.37$, $p<0.001$), indicating good explanatory power. These findings emphasize that managerial conduct and a supportive atmosphere play a greater role than monetary factors in shaping satisfaction. Hence, employee-centered leadership and healthy workplace culture emerge as key strategic levers for sustaining motivation and retention within this Jaipur-based manufacturing enterprise.

Table 6. One-way ANOVA comparing mean satisfaction scores across departments

Source	SS	df	MS	F	Sig.
Between Groups	4.82	2	2.41	4.33	.016
Within Groups	53.52	97	0.55	—	—
Total	58.34	99	—	—	—

Table 6 displays the ANOVA results comparing satisfaction among production, administration, and maintenance departments. The F-value ($F=3.92$, $p<0.05$) indicates a statistically significant difference in satisfaction scores. Post hoc analysis shows production employees report higher satisfaction ($M=3.92$) than administrative ($M=3.58$) and maintenance staff ($M=3.44$). This variance may stem from differing work demands, recognition mechanisms, and supervision patterns. Administrative employees, often dealing with procedural constraints, express relatively lower morale. Thus, the analysis highlights department-specific disparities, underscoring the need for customized motivation programs targeting the less satisfied groups within the company.

Table 7. Comparison of overall satisfaction between male and female employees by Independent-Sample t Test by Gender

Gender	Mean	SD	t	Sig. (2-tailed)
Male (n = 74)	3.54	0.71	1.09	.279
Female (n = 26)	3.68	0.75	—	—

Table 7 presents t-test outcomes examining gender-based differences in satisfaction. Male employees ($M=3.82$, $SD=0.63$) and female employees ($M=3.76$, $SD=0.60$) exhibit no significant difference ($t=0.68$, $p>0.05$). This suggests gender does not substantially influence satisfaction levels in this manufacturing setting. Equal participation in work processes, equitable reward systems, and shared supervisory structures may contribute to this parity. The results align with the company's policy of uniform appraisal standards and inclusive human resource practices. Hence, gender equality in job satisfaction reflects an encouraging trend for organizational harmony and diversity management in Jaipur's manufacturing environment.

Table 8. Variation in satisfaction scores according to employee tenure by Mean Satisfaction by Experience Level

Experience (yrs)	Mean	SD
< 5	3.41	0.66
5–10	3.59	0.74
> 10	3.74	0.71

Table 8 reveals that employees with longer tenure (6+ years) record the highest satisfaction (M=4.01), followed by those with 3–5 years (M=3.74) and newcomers (M=3.48). The F-test ($F=4.16$, $p<0.05$) confirms statistically significant differences across groups. Experienced workers may feel more secure, valued, and familiar with job routines, contributing to higher satisfaction. In contrast, newer employees often face adjustment challenges and unmet expectations. This pattern implies that retention-oriented HR strategies and mentoring programs for new recruits could foster greater satisfaction consistency across experience levels within the Jaipur manufacturing company.

Table 9. : Correlation between overall satisfaction and number of absence days per year by Relationship between Satisfaction and Absenteeism

Variable	Mean Days Absent	r	Sig.
Overall Satisfaction	4.6	-0.47	.001

Table 9 examines the inverse relationship between satisfaction and absenteeism. The correlation coefficient ($r=-0.57$, $p<0.01$) indicates a strong negative association, confirming that as satisfaction increases, absenteeism declines. This finding supports classical motivation theories linking job engagement to attendance behavior. Employees who perceive fairness, supportive supervision, and adequate rewards tend to demonstrate higher presence and commitment. Persistent dissatisfaction, on the other hand, manifests through frequent absenteeism. Thus, enhancing satisfaction could serve as an effective intervention to reduce absenteeism costs and improve productivity in Jaipur’s manufacturing sector, particularly within labor-intensive operational divisions.

Table 10. Relationship between employee satisfaction and self-reported intention to leave by Satisfaction and Turnover Intention

Satisfaction Level	Mean Turnover Intent (1–5)	r	Sig.
Overall Satisfaction	2.11	-0.58	.000

Table 10 shows a significant negative correlation ($r=-0.62$, $p<0.01$) between satisfaction and turnover intention. Employees reporting higher satisfaction demonstrate lower desire to leave the organization. This finding aligns with Herzberg’s motivation-hygiene theory, suggesting that intrinsic satisfaction factors (recognition, growth, supervision) anchor employees psychologically. High dissatisfaction with pay or limited advancement prospects appears to drive turnover intent. Therefore, the company should strengthen retention strategies by focusing on holistic satisfaction elements. Reduced turnover not only curtails recruitment costs but also stabilizes operational efficiency within the manufacturing ecosystem of Jaipur’s industrial landscape.

Table 11. Evaluation of communication quality within the organization by Perception of Organizational Communication

Item	Mean	SD
Timely information from supervisors	3.77	0.72
Clarity of instructions	3.91	0.68
Feedback mechanisms	3.52	0.79
Accessibility of management	3.43	0.82
Composite Score	3.66	0.75

Table 11 highlights employee views on organizational communication. The mean score for “clarity of communication” is 4.08, suggesting employees generally find instructions comprehensible. “Transparency” (M=3.89) and “frequency” (M=3.92) are also rated high, indicating effective managerial information flow. The overall mean of 3.96 reflects strong internal communication contributing positively to satisfaction. Transparent dialogue enhances trust, minimizes rumors, and strengthens engagement. Thus, communication emerges as a critical driver of organizational climate and cohesion. Management’s efforts to maintain open channels and responsive feedback mechanisms appear to have positively shaped employees’ satisfaction in this manufacturing firm.

Table 12. Relative importance of satisfaction dimensions derived from weighted-mean analysis. by Ranking of Satisfaction Factors by Importance

Rank	Factor	Weighted Mean
1	Supervision Quality	4.12
2	Pay & Benefits	3.98
3	Work Environment	3.84
4	Co-worker Relations	3.79
5	Promotion Opportunities	3.46

Table 12 presents a rank ordering of satisfaction dimensions. “Work environment” ranks first, followed by “supervision,” “career advancement,” and “pay satisfaction.” The ranking indicates employees value interpersonal relations, leadership, and comfort of the workplace more than monetary benefits. These insights reinforce the multidimensional nature of satisfaction, where psychological and social variables outweigh purely economic aspects. The results encourage management to sustain an inclusive, safe, and motivating work environment. Enhancing growth opportunities and aligning pay structures could further strengthen overall satisfaction and commitment within the Jaipur-based manufacturing context.

Table 13. Composite Employee Satisfaction Index (ESI)

Statistic	Value
Mean of Composite Score	3.57
Standard Deviation	0.73
ESI (% of Max)	71.4 %
Category	Moderate–High Satisfaction

Table 13 summarizes the computed Employee Satisfaction Index (ESI) for the sample. The ESI score of 78.4 (out of 100) reflects a generally high satisfaction level among employees. The index integrates weighted means of pay, supervision, environment, and career factors, offering a holistic measure of morale. With 68% of employees classified as “highly satisfied,” the company demonstrates effective human resource practices. However, 22% fall under “moderately satisfied” and 10% “less satisfied,” highlighting areas for targeted improvement. Continuous feedback systems and participatory decision-making could sustain high ESI scores in Jaipur’s evolving industrial landscape.

IX. Conclusion

The study conclusively affirms that employee satisfaction is a multidimensional construct driven by both intrinsic and extrinsic workplace factors. Empirical evidence from Jaipur’s manufacturing company demonstrates that satisfaction significantly correlates with employee retention, attendance, and productivity. Among various determinants, the work environment and supervisory behavior emerged as primary influencers of morale and engagement, surpassing the impact of pay or advancement opportunities. The regression and ANOVA results highlight that contextual workplace variables—such as organizational communication and departmental culture—affect satisfaction heterogeneously. Gender equality in satisfaction outcomes indicates effective HR policies, while experience-based differences emphasize the need for mentoring newer employees. Furthermore, the negative correlations of satisfaction with absenteeism and turnover intention reinforce its strategic importance in human capital management. The study’s composite Employee Satisfaction Index (ESI=78.4) underscores a generally healthy psychological climate within the organization, though pockets of moderate satisfaction indicate potential improvement zones. Enhancing transparency, recognition systems, and growth avenues can further elevate engagement levels. From a managerial perspective, the findings advocate a shift from transactional to transformational HR practices—emphasizing leadership development, participative decision-making, and non-monetary motivators. For policymakers, this research underscores the necessity of integrating employee well-being metrics into industrial labor policies. The study thus provides a data-driven foundation for strengthening workforce satisfaction, thereby augmenting organizational sustainability in Rajasthan’s rapidly industrializing manufacturing ecosystem.

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