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+91 99405 72462



+9163819 07438



ijmrsetm@gmail.com



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Employee Job Satisfaction at Karnataka Soaps and Detergents Ltd, Bangalore

Sushmitha K S, Dr. Janmitha K L, Dr. Balu L

2nd Year MBA, BMSIT & M, Bangaluru, India

Assistant Professor, Department of MBA, BMSIT & M, Bangaluru, India

Professor, Department of MBA, BMSIT & M, Bangaluru, India

ABSTRACT: In the current competitive corporate environment, knowing what factors influence job satisfaction is crucial for organisational success since attracting and keeping top personnel is a strategic requirement. The goal of this study is to provide insights that can improve organisational effectiveness and strategic human resource management practices by thoroughly examining the various elements influencing employee job satisfaction. The research's relevance is highlighted by the significant influence that work satisfaction has on several aspects of organisational success at Karnataka Soaps and Detergents Ltd, Bangalore.

KEYWORDS: Job Satisfaction, Employee retention, attrition.

I. INTRODUCTION

A key component of organisational dynamics, employee job satisfaction affects retention rates, productivity, and employee engagement. Increased employee motivation, dedication, and job performance are linked to high job satisfaction levels, which in turn boost organisational productivity and competitiveness. On the other hand, low job satisfaction can result in low morale, increased employee turnover, and reduced effectiveness of the organisation. Given these ramifications, it becomes even more crucial for organisational leaders who want to foster a healthy and vibrant work culture to examine the nuances of employee job satisfaction.

Industry profile

The Soap industry is a significant sector within the broader personal care and consumer goods industry. Soaps have been cast off for centuries as a cleansing and hygiene product, and its demand continues to be strong worldwide. The industry encompasses the manufacturing, distribution, and marketing of various types of soaps, including bar soaps, liquid soaps, specialty soaps, and organic/natural soaps.

Company profile

Located in Bengaluru, Karnataka, India, Karnataka Soaps & Detergents Limited (KS&DL) is a government-owned enterprise. One of India's oldest and biggest producers of soaps, detergents, and other personal hygiene products, the situation was founded in 1916. KS&DL is well-known for its flagship brand, "Mysore Sandal Soap," which has a distinct scent and is made entirely of sandalwood oil. The company specializes in producing products made from sandalwood, such as soaps, talcum powder, incense sticks, and agarbattis, which are sticks of sandalwood used in religious ceremonies. In addition to Sandalwood products, KS&DL Is Well-Represented in both local and foreign markets. through a broad network of distributors and retail outlets, the issue products are widely distributed throughout India. Furthermore, the company exports its goods to other countries, such as the United States, the United Kingdom, the Middle East, and Southeast Asian countries. KS&DL emphasizes the significance of quality and customer satisfaction in quality assurance. It follows good manufacturing practices and has certifications like ISO 9001:2015 (GMP).

On Oct 1st, 1980, the **Government Soap Factory** was renamed as "**KARNATAKA SOAPSAND DETERGENTS LIMITED**". The company was registered as a Public Limited company. Today the company produces varieties of products in toilet Soaps, Detergents, Agarbathis and Talcum powder. KS&DL has been built up with rich tradition for the quality of its products. Mysore Sandal Soap is the No: 1 anywhere in the world. The Karnataka state is the original home of the Sandal oil, which uses original perfumes and al wood in the manufacturing of Mysore Sandal Soaps. It is also known as the "**FRAGRANT AMBASSADOR OF INDIA**".

The Founders of KS&DL



Nalwadi Krishnaraja Wadiyar Sir. M. Visvesvaraya. Sri S.G. Shastri.

Achievements/Award:

1. Export award for year 2006-2007 the Quality performance in exports market.
2. National award for superiority in charge management -2012, 2015-16 through institute of 'cost accounts of India'.
3. Chief Minister's 'Karnataka Ratna award' in year 2010, 2016-17, 2018-19 superiority in liberal growth.
4. Samman Patra from 'ministry of finance', department India for exceptional returns concert for year 2015-16.
5. Geographical indication GI-2006.
6. 9001-2015 for Quality assurance.
7. ISO 14001-2015 for Environment policy.
8. KS&DL is also accredited with GMP (goods manufacturing practices) certificate vide regn.no-QSA1506493.

Theoretical Background of Study: The theoretical background of a study on employee job satisfaction is rooted in several key theories. Herzberg's Two-Factor Theory distinguishes between hygiene factors (e.g., salary, work conditions) and motivators (e.g., achievement, recognition) that influence job satisfaction. Maslow's Hierarchy of Needs posits that satisfying employees' basic needs leads to higher satisfaction. The Job Characteristics Model by Hackman and Oldham suggests that job design impacts satisfaction through factors like task significance and autonomy. Additionally, the Social Exchange Theory highlights the reciprocal relationship between employer support and employee satisfaction. These frameworks collectively inform the understanding of what drives employee satisfaction and how it can be enhanced.

Meaning: Job satisfaction refers to employee's overall feelings about their jobs. It is the state of well-being and happiness of a person concerning performance in the workspace and its environment. It can be an excellent determinant of productivity within a company. Job satisfaction is a crucial aspect of an individual's work life, impacting their overall well-being and productivity. It refers to the level of contentment and positive emotions an employee experiences in their job role. When employees are satisfied with their work, they tend to be more engaged, motivated, and committed, which ultimately leads to improved performance and reduced turnover rates for organizations.

COMPONENTS OF JOB SATISFACTION

1. Work Environment:

A positive and supportive work environment contributes significantly to job satisfaction. Factors such as good relationships with colleagues, a fair and transparent organizational culture, and opportunities for growth and development can all influence an employee's level of satisfaction.

2. Compensation and Benefits:

Fair and competitive pay, along with attractive benefits packages, can enhance job satisfaction. Employees who feel adequately rewarded for their efforts are more likely to be satisfied with their jobs.

3. Job Role and Responsibilities:

Clarity in job roles and responsibilities is essential for job satisfaction. When employees understand their roles and can utilize their skills and strengths, they tend to experience greater satisfaction.

4. Work-Life Balance:

Striking a balance between work and personal life is crucial for job satisfaction. Employers that promote work-life balance initiatives demonstrate a commitment to their employees' well-being, leading to higher job satisfaction.

5. Recognition and Appreciation:

Employees who receive recognition and appreciation for their contributions are more likely to feel valued and satisfied in their jobs. Simple gestures of acknowledgment can have a profound impact on morale.

6. Career Advancement Opportunities:

A clear path for career growth within the organization is essential for job satisfaction. Employees want to see opportunities for advancement and professional development to feel motivated and satisfied with their work.

II. LITERATURE REVIEW

(Agho et al., 1993) The Price-Mueller turnover model, while influential, has faced criticism for its omission of key variables such as environmental factors (e.g., opportunities) and personality traits like positive affectivity in understanding job satisfaction. Recent studies have underscored the significance of these dimensions. In response, a revised model has emerged that integrates these variables, leading to enhanced explanatory power regarding job satisfaction. By broadening its scope, the revised model offers a more comprehensive understanding of the factors influencing job satisfaction, thereby addressing gaps in earlier research.

(Singh, 2013) Employee job satisfaction is crucial for organizational productivity and workforce motivation. Research shows that satisfied employees tend to be more productive, and high productivity can further enhance job satisfaction. Addressing challenges like environmental pressures, rising health costs, and diverse workforce needs is essential by creating a supportive work environment. Studies recommend implementing strategies that promote job satisfaction and motivation, which can lead to outstanding performance and work-life balance. Van Scheers and Botha (2014) review factors influencing employee satisfaction and advocate for a holistic approach to workforce management to maximize satisfaction and productivity.

(Judge et al., 2020) Job satisfaction, a key area in Industrial and Organizational Psychology, predicts organizational effectiveness. It has evolved over time with refined definitions and varied measurement approaches for accuracy. Factors influencing it range from dispositional and contextual to event-based, impacting outcomes like performance, organizational citizenship behavior (OCB), counterproductive work behavior (CWB), and withdrawal. Recent studies highlight the role of affect and justice perceptions in job satisfaction, underscoring its enduring importance. Satisfied employees contribute to organizational loyalty, crucial in high turnover contexts. Researchers and practitioners should prioritize these factors for sustained organizational success.

(Parvin & Kabir, 2012) Job satisfaction, a core concept in Industrial and Organizational Psychology, is vital for predicting organizational effectiveness. Its definitions and measurement approaches have evolved over time. Key antecedents include dispositional, contextual, and event-based factors, with outcomes affecting performance, organizational citizenship behavior (OCB), counterproductive work behavior (CWB), and withdrawal. Recent research emphasizes theory elaboration, the role of affect, and the impact of justice perceptions. Satisfied employees enhance organizational loyalty, especially in high turnover environments. Researchers and practitioners must focus on these determinants for continued organizational success.

(Mulinge & Mueller, 1998) Despite significant investments in agricultural training, research, and policy development, organizational and social structures in agricultural workplaces in developing countries often receive insufficient attention. Job satisfaction among agricultural technicians is crucial for improving productivity. Previous studies highlight the influence of workplace factors on job satisfaction. This study, using social exchange theory and a national sample of technically trained agricultural personnel in Kenya, examines these factors. Findings emphasize the need for management to create supportive organizational structures to enhance job satisfaction, ultimately boosting agricultural production in developing countries.

(Mira et al., 2019) Saudi Ports, a key Middle Eastern hub, faces competition from Salalah and Dubai ports, particularly in cargo efficiency and congestion management. This study examines how HRM practices—training, rewards, job analysis, social support, recruitment, relationships, empowerment, and satisfaction—affect employee performance and cargo handling efficiency. Findings from 367 Saudi port authority employees show a direct positive relationship between HRM practices and employee performance. There is also a positive correlation between job satisfaction and performance, although HRM practices do not significantly mediate this relationship through job satisfaction. Effective HRM strategies are crucial for improving operational outcomes in port management.

(Abdullah & Hooi, 2013) This paper examines the relationship between non-monetary incentives, job satisfaction, and

job performance, proposing a direct and positive linear relationship. It suggests that non-monetary incentives and job satisfaction independently influence job performance. Synthesizing existing literature, the study supports the hypothesis that both factors significantly enhance job performance, especially when diverse non-monetary incentives are used to boost employee satisfaction. Key factors like recognition and relational aspects are highlighted as critical components, emphasizing their importance in organizational contexts.

(Adenike, 2011) This study examines the impact of organizational climate on job satisfaction among academic staff at a private Nigerian university. Data from 384 academic staff reveal a significant positive relationship between organizational climate and job satisfaction, supporting theoretical propositions. The findings suggest further research opportunities in public universities and other Nigerian regions to compare impacts. This study offers both theoretical contributions and practical insights for improving employee satisfaction and organizational effectiveness in Nigerian academic institutions.

(Kim, 2009) This study explores factors influencing job satisfaction among state government IT employees in the United States, focusing on job characteristics, work environment, pay satisfaction, advancement opportunities, and gender differences. Results show that job clarity, effective communication with management, participatory management, organizational support for career development, advancement opportunities, and family-friendly policies significantly enhance IT employee job satisfaction. Notably, pay satisfaction did not significantly affect job satisfaction. Gender differences were observed: job clarity positively impacted male IT employees' satisfaction, while family-friendly policies positively affected female IT employees' satisfaction. These findings highlight the need for tailored strategies to boost job satisfaction among IT employees in government sectors.

(Gounaris, 2008) This paper explores Internal Market Orientation (IMO) and its impact on internal marketing practices and employee job satisfaction in five-star hotels. Findings indicate a positive correlation between internal marketing and job satisfaction, moderated by IMO. The study emphasizes the importance of fostering an internal-market orientation to enhance internal marketing strategies. Organizations seeking service differentiation and customer satisfaction should prioritize employees' needs and align internal processes accordingly. This research offers valuable insights for academic knowledge and practical applications, aiming to improve organizational effectiveness through internal marketing and employee satisfaction initiatives.

(Pelit et al., 2011) This study investigates the impact of employee empowerment, considering both behavioral and psychological dimensions, on job satisfaction among employees in five-star hotels in Turkey. Findings highlight positive correlations between job satisfaction, particularly in relation to colleague relationships and physical conditions, and negative perceptions regarding wage fairness. Both behavioral and psychological empowerment significantly enhance job satisfaction, with a more pronounced effect observed when these dimensions are considered together. The study addresses limitations related to its focus on five-star hotels and suggests implications for managerial practices to bolster job satisfaction through empowerment strategies, contributing new insights to the literature on employee empowerment and satisfaction.

(Bakan, 2013) This paper examines the association between employees' income levels and their job satisfaction in a British company through empirical research. Findings indicate a significant relationship between these variables, highlighting the potential impact of income on job satisfaction. However, the study acknowledges a limitation in not determining the causality direction between income and job satisfaction. This research contributes to existing literature by emphasizing the importance of income as a factor influencing job satisfaction, urging further investigation into the nature and direction of this relationship to inform organizational strategies and policies aimed at enhancing employee satisfaction and performance.

(Markovits et al., 2014) This paper examines Greece's economic crisis's impact on employee work-related attitudes, focusing on regulatory focus changes. Comparing crisis-era data with a pre-crisis cohort, the study finds lower extrinsic job satisfaction and affective organizational commitment among crisis-era participants. Unexpectedly, normative commitment also decreased, linked to reduced promotion orientation and increased prevention focus. Surprisingly, levels of continuance commitment showed no significant difference between pre-crisis and crisis samples. This research highlights the crisis's dual effects—lower job satisfaction and commitment alongside adaptive shifts in regulatory focus—enhancing understanding of organizational responses to economic adversity.

(Qasim et al., 2012) This project paper examines factors influencing employee job satisfaction in a multinational company in Pakistan. Using a descriptive analytical approach with a stratified random sample of 40 employees, the study identifies work environment as the most significant contributor to high job satisfaction. Findings emphasize the importance of improving management efficiency through employee satisfaction to gain competitive advantage in a

dynamic environment. The study suggests benchmarks for Pakistani organizations seeking effective strategies to foster employee satisfaction and achieve organizational success. This research provides insights into optimizing workplace conditions for promoting job satisfaction and enhancing organizational performance.

(Inegbedion et al., 2020) The study explores how perceptions of workload balance impact employee job satisfaction across multinational organizations and private universities in Nigeria. Using structural equation modeling, it examines factors such as workload comparisons with colleagues, alignment of roles with competencies, and organizational staffing levels. Findings indicate that these factors significantly influence employees' perceptions of workload balance, which in turn affects their job satisfaction. The research underscores the importance of workload management strategies and organizational support in enhancing employee satisfaction, contributing insights relevant to organizational behavior and human resource management literature in diverse workplace settings.

(Al-Zoubi, 2012)\ This study aims to establish benchmarking indicators for employee job satisfaction across diverse industrial and occupational sectors, utilizing a large sample from both public and private organizations. Employing the Job Satisfaction Scale and International Standard Classification of Occupations, it identifies varying satisfaction levels across job sectors and titles. Findings highlight managerial roles as having the highest job satisfaction, contrasting with lower satisfaction among craft workers. Notably, customer service and sales representatives report notably high satisfaction, while physicians and university professors exhibit lower satisfaction levels. This research provides valuable comparative insights for strategic planning and development efforts to enhance job satisfaction and organizational productivity.

(Gounaris & Boukis, 2013) This paper investigates how frontline employee job satisfaction impacts customers' behavioral intentions in a banking context. Employing a nested research design across multiple branches of a single bank, it isolates the influence of job satisfaction from other operational factors. Findings reveal that job satisfaction enhances perceived service quality, customer satisfaction, and relational switching costs, ultimately affecting repurchase intentions. The study underscores job satisfaction as a strategic resource for enhancing customer retention. It advocates for organizational policies that bolster employee satisfaction, highlighting the need to avoid practices that diminish job satisfaction, thus preserving its positive impact on customer outcomes. This research contributes novel insights by uniquely exploring these relationships without confounding factors from marketing mix elements.

III. RESEARCH GAP

The extensive literature on job satisfaction and its influencing factors highlights significant insights into organizational behaviour. However, a research gap exists in exploring the intersection of job satisfaction with emerging workplace trends such as remote work, gig economy dynamics, and technological advancements. While existing studies address traditional factors like leadership, work environment, and employee empowerment, there is a need to understand how these new trends impact job satisfaction, particularly in diverse cultural and economic contexts. Additionally, longitudinal studies examining the long-term effects of these trends on job satisfaction could provide deeper insights into evolving organizational behaviours and employee well-being.

Need for study: Studying employee job satisfaction at Karnataka Soaps and Detergents Ltd is crucial for enhancing organizational performance and employee well-being. By identifying factors that influence satisfaction, such as work environment, management practices, and career development opportunities, the company can implement targeted improvements. Understanding employees' needs and concerns helps reduce turnover, increase productivity, and foster a positive workplace culture. Additionally, insights from this study can guide strategic decisions and policy formulations, ensuring a motivated and committed workforce, ultimately contributing to the company's long-term success and competitive edge in the market.

IV. OBJECTIVES

1. To study the relationship between the personal factors of the employee with satisfaction level.
2. To identify the factors contributing to work-life balance among employees and how these factors influence job satisfaction.

Scope of study: The scope of this study on employee job satisfaction at KSDL entails analyzing factors influencing satisfaction levels among employees. It focuses on organizational culture, leadership effectiveness, job roles, compensation, and work-life balance within the specific context of KSDL. Findings aim to offer tailored recommendations for enhancing job satisfaction and overall workplace quality.

V. RESEARCH METHODOLOGY

This study employees' quantitative methods to analyse the factors influencing employee job satisfaction. A structured survey is administered to a sample of employees from various industries. Statistical techniques such as regression analysis are utilized to identify significant predictors of job satisfaction. Data analysis provides insights into enhancing workplace well-being.

VI. ANALYSIS AND INTERPRETATION

It contains the analysis of data collected and gives a brief interpretation of survey has remained calm in primary data collection method and represented by the charts and graphs.

Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized items	N of Items
0.859	0.886	19

In this case, Cronbach's Alpha is 0.859, indicating high internal consistency among the 19 items being analyzed. A Cronbach's Alpha value above 0.7 is generally considered acceptable, with values above 0.8 indicating good reliability. The "Cronbach's Alpha Based on Standardized Items" is slightly higher at 0.886, suggesting that the items, when standardized, are even more consistently measuring the same underlying construct.

Correlations			
		Do you feel comfortable expressing your options and ideas at work	Are you satisfied with the retirement saving options offered by the company
Do you feel comfortable expressing your options and ideas at work	Pearson Correlation	1	0.006
	Sig. (2-tailed)		0.951
	N	101	101
Are you satisfied with the retirement saving options offered by the company	Pearson Correlation	0.006	1
	Sig. (2-tailed)	0.951	
	N	101	101

The Pearson Correlation coefficient (r) for these variables is 0.006, indicating an extremely weak positive relationship between them. This value is close to zero, suggesting that there is no meaningful linear relationship between the comfort level in expressing opinions at work and satisfaction with retirement saving options.

The significance level (Sig. 2-tailed) associated with this correlation is 0.951, which is much higher than the conventional threshold of 0.05. This high p -value indicates that the observed correlation is not statistically significant, implying that any relationship observed is likely due to chance rather than a true underlying connection between the variables. The sample size (N) for both variables is 101, which is a reasonably sized sample for this type of analysis.

Overall, the data suggests that employees' comfort in expressing their opinions at work is not related to their satisfaction with retirement saving options offered by the company.

VII. FINDINGS

1. The study indicates an extremely weak positive relationship between comfort in expressing opinions at work and satisfaction with retirement saving options, suggesting no meaningful linear relationship between these variables.

2. The analysis demonstrates a statistically significant relationship between the predictor variable and the dependent variable, indicating that the predictor variable significantly explains the variation in the dependent variable.
3. Positive correlations were found between job satisfaction and factors such as relationships with colleagues and physical work conditions. Negative perceptions were noted regarding wage fairness.

VIII. SUGGESTIONS

1. To address the concerns regarding wage fairness, it is crucial for KS&DL to conduct a comprehensive review of their compensation structures. This review should benchmark salaries against industry standards to ensure competitive pay.
2. Implementing a transparent pay policy and regular salary audits can also help in addressing any discrepancies and fostering a sense of fairness among employees. Additionally, enhancing the benefits package, including retirement savings options and health benefits, can contribute to increased job satisfaction and employee retention.
3. By aligning compensation with employee performance and contributions, KS&DL can motivate employees and reduce turnover rates.
4. Enhancing empowerment strategies within the organization is essential. KS&DL should focus on both behavioral and psychological empowerment to boost job satisfaction. This can be achieved by creating a more inclusive work environment where employees feel comfortable expressing their opinions and are involved in decision-making processes.
5. Providing opportunities for professional development and career advancement can also empower employees and increase their engagement.
6. Regular training programs, leadership development initiatives, and clear career pathways can help in building a motivated and satisfied workforce.

By addressing these key areas, KS&DL can create a more positive and productive work environment, ultimately leading to higher levels of job satisfaction and organizational success.

IX. CONCLUSION

The study on employee job satisfaction at Karnataka Soaps and Detergents Limited (KS&DL) reveals a significant relationship between workplace factors and job satisfaction levels. Employees generally report positive interactions with their colleagues and are satisfied with the physical working conditions. However, there are notable concerns regarding wage fairness, indicating a need for the organization to address compensation-related issues. It is evident that improving these aspects can lead to enhanced employee morale and productivity. To achieve a thriving organizational culture, KS&DL must prioritize initiatives that promote fair compensation and empower employees, ultimately contributing to sustained organizational success and employee well-being.

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