Literature Review


This paper is based on a research project carried out on commercial banks in Kakamega central District, Kenya focusing on the influence of employee productivity on organisational performance as how employee satisfaction leads to customer satisfaction. The results from this study add to the individual is physically present at a job and also the degree to which he or she is “mentally present” or efficiently functioning while present at a job. Companies must address employee’s satisfaction, health and moral in order to maintain high work productivity.

2. Komal Khalid Bhatti & Tahir Masood Qureshi, “Impact of Employee Participation on Job Satisfaction, Employee Commitment and Employee Productivity ”, International Review of business Research Papers: Vol.3. N0.2, (pp. 54-68), Year: June 2007.

It is widely believed that the employee participation may affect employee’s job satisfaction; employee productivity, employee commitment and they all can create comparative advantage for the organization. The main intention of this study was to find out relationship among employee participation, job satisfaction, employee productivity and employee commitment. Increasing employee participation will have a positive effect on employee’s job satisfaction, employee commitment and employee productivity.


This paper analyzes the relationship between employee satisfaction and long-run stock returns. This paper finds that firms with high levels of employee satisfaction generate superior long-horizon returns, even when controlling for industries, factor risk, or abroad set of observable characteristics. These findings imply that the market fails to incorporate intangible assets fully in to stock valuations—even if the existence of such assets is verified.


Employee is a back bone of every organization, without employee no work can be done. So employee’s satisfaction is very important. The main aim of this study is to analyze the satisfaction level of paper mill employees. The organizations lack the relationship between workers and supervisors, working conditions, Canteen, rest room facilities, rewards, recognition and promotion policy, reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.


We examine the role of job satisfaction in the determination of establishment-level productivity. We have explored the role of job satisfaction in the determination of establishment-level productivity. The
estimates based on the Olley-Pakes approach reveal that job satisfaction is statistically significant determinant of total factor productivity in the manufacturing sector. Furthermore, job satisfaction is not positively related to turnover per employee in a larger sample that covers also non-manufacturing establishments. The pattern prevails in all estimated models. This is an interesting observation, because some of the earlier studies have used turnover or sales per employee as the measure of establishment performance.


This study focuses on impact of various factors on job satisfaction. It has been found out that all the three variables that are environmental, organizational and behavioral factors have a positive impact on job satisfaction. It means that if the employees are treated equally and fairly and they are properly supervised, their level of satisfaction can be increased towards their job. Organizational factors will thus contribute to job satisfaction. Hence from this research it can be concluded that organizational factors are the most important aspect for job satisfaction of the employees in a company.


The aim of this research study is to build an understanding regarding the impact of employee compensation on their job satisfaction and employee’s organizational commitment among Pakistani university teachers. Enhancing organizational commitment, eventually result in their higher employee commitment, enhancing retention and they will perform better. This study also aims to develop a course of action for university’s administration to come up with practices which would enable them to attract and retain top level faculty at their institutions.


The aim of this research is to analyze the relationship between employee satisfaction and work/life balance. The study was conducted on a total of 210 respondents working in IT organization. This study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. Findings suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.


The main objective of this exploratory study was to examine the relationships among service climate, employee job satisfaction, employee engagement, and customer satisfaction. A total of 369 usable questionnaires were analyzed and the findings indicate that work environment influences service climate, which in turn influences employee job satisfaction, employee engagement, and customer satisfaction.

10. Meysam Fakharyan, Mohammad Reza Jalilvand, Behrooz Dini & Ebrahim Dehafarin, “ The Effect of Performance Appraisal Satisfaction on Employee’s Output Implying on the Moderating Role of
Motivation in Workplace ”, International Journal of Business and Management Tomorrow: Vol.2 No. 4 ( pp. 1 – 9 ), Year: 2012.

Today, performance appraisal (PA) has increasingly become part of a more strategic approach to integrating HR activities and business policies and may now be seen as a generic term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards. In this paper that has been investigated alternative relationships between performance appraisal satisfaction and employee outcomes among staff of Saman Gostar holding company in Iran. Results showed positive relationships between performance appraisal satisfaction with work performance, affective organizational commitment as well as negative relationship with turnover intention.


This paper is based on an empirical study of five foreign MNC BPO firms operating in India, ranked among the top 100 by the International Association of Outsourcing Professionals (IAOP) for the year 2009. The level of satisfaction among the respondents towards the performance appraisal system shows that there is positive relationship between Employee satisfaction and Performance Appraisal System, it is observed that Performance Appraisal System has significantly influencing on the satisfaction level of the employees.


The main aim of this paper is to consider the issues that are most important, but has not been given relevant importance in the past i.e. linkage between employee satisfaction and customer satisfaction and employee prominent role to foster customer satisfaction which drive firm’s profitability. Most firms who strive to acquire customer satisfaction must satisfy their employee’s needs and wants first. In this paper, we discuss how employee satisfaction is linked with customer satisfaction. There is positive relationship between employee satisfaction and customer satisfaction. Moreover, this paper provides suggestions to improve employee satisfaction to foster customer satisfaction.


The literature review indicated that prior ESOP related studies and management theory suggests that an ESOP may be associated with numerous favourable individual-level (e.g. job satisfaction, absenteeism, turnover) and firm-level (e.g. productivity, profitability, stock performance) outcomes to the sponsoring organization. The results of this study suggest that various employee perceptions and to a lesser extent, specified employee demographics, help to explain employee satisfaction with the ESOP. The potential impact that an ESOP may have on employee attitudes and behaviours should also be of interest to managers. In today’s highly competitive marketplace it is necessary for managers to examine any and all techniques that may improve employee attitudes, and therefore, overall corporate performance.

Today most of the theorist has emphasized the importance of human resource as single most important factors for sustaining competitive edge. Employee welfare relates to all the benefits which are provided by the organization to provide comfort. This paper seeks to investigate the role played by welfare practices in the process of motivating Employees. The study explored three prominent factors like communication for determining satisfaction. The paper attempt to answer various questions like is there any relationship between morale and welfare measures. Is there any association between employee welfare measures and satisfaction? Is there any association between employee job satisfaction and employee morale? The findings supported the notion that a relationship exist between employee morale and job satisfaction and so between the welfare measures and satisfaction.

15. Dr. Navita Nathani, Dr. Simranjeet Kaur Sandhar & Anindita Chakraborty, “Impact of Employee Satisfaction with Compensation on Employee Motivation”, Vishwakarma Business Review: (pp. 79 – 87), Year: July 2010.

The main objective of compensation administration are to design a cost-effective pay structure that will attract, motivate and retain competent employees and that will also be viewed as fair by these employees. The purpose of this study is to bring out the importance and impact of effective compensation, which can satisfy the employee, so as to attract, retain and motivate them. This research was an attempt to find out the relationship of employee satisfaction with compensation and employee motivation.


Previous research has consistently shown little relationship between job satisfaction, job attitude and performance for individuals, but little work has investigate this relationship at the organization level of analysis. This study investigated the relationship employee satisfaction, other job-related attitudes (commitment, adjustment, and psychological stress) and organizational performance.


People Management is an important aspect of organization processes. Also this can help to build in employee commitment towards the organization. A well managed business organization normally considers the average employees as the primary source of productivity gains. The study revealed the relationship between employee satisfaction levels and the performance of the employees on the basis of their satisfaction levels. The sample size taken was 105 across all the departments in a leading of the hospitality sector. The data analysis showed that the satisfaction level of the employees in the organization was very high which resulted in the smooth running of the organization.


Employee satisfaction is considered weighty when it comes to define organizational success. Need to enhance employee satisfaction is critical because it is a key to business success of any organization. The purpose of this study is to observe the relationship between employee satisfaction and customer satisfaction and to examine the impact of both on organizational success. This study scrutinizes the effects of different factors of organization which affects the employee satisfaction. The study confirms indirect relation between organizational success and employee satisfaction which was mediated by customers. In
conclusion, it seems reasonable to believe that understanding of employee role is extremely important as it appears key factor in the success of modern organization.


The effects of budgetary actions on aspects of business performance such as quality levels, employee commitment, customer perceptions, future revenues, and costs are often unknown and invisible. This article presents specific approaches and lessons from four organizations. It aims to make the relationships among various types of non-financial and financial data the results support the notion that the people-service-profit chain is alive and well. They show how leadership behavior and organization factors mirroring high-involvement work systems are strongly associated not only with employee and customer satisfaction, but also with important business outcomes, such as service quality, cost, and financial performance.


The current study while applying the theoretical framework based on expectancy theory examined the relationship between satisfaction with compensation and work motivation. The dimensions i.e. fixed pay, flexible pay, and benefits were examined with regard to satisfaction with compensation. The main findings of the study were: 1) satisfaction with compensation can be factor of work motivation. 2) flexible pay is not a motivating factor in the jobs which the employees were holding. 3) benefits do not have a significant impact on work motivation.


The paper aims to compare the compensation instruments which are used as the factors of motivation in the banking sector of Pakistan. With a case study research design, structured interviews were conducted from the fifty (50) employees of NBP branches in district Attock. The results show that the employees of National Bank of Pakistan were motivated both by the intrinsic as well extrinsic factors of compensation, in such way that extrinsic factors were more causing motivation. The paper has concluded that Compensation Management has a profound direct positive relationship with employee motivation level and intrinsic factors played important role in the motivation process. The paper recommends that public sector banks shall apply progressive human resource strategy and provide healthy compensation plans regarding benefits and intrinsic factors.


Increasing global competition have created enormous challenges on organizations. To cope with the challenges efficiently, human resource has been considered as one of the most important factors in today’s hypercompetitive market place. The focus of this study is to gain an insight into the current HRM practices and its impact on employee’s satisfaction on the private banking sector in Bangladesh. The study reveals that all HRM dimensions exercised in the private banking sector of Bangladesh does not
satisfied to the employees equally. Most of the employees are dissatisfied with compensation package followed by reward and motivation, career growth, training and development, management style, and job design and responsibilities. So, these HRM dimensions quality should be improved for the betterment of the bank’s success.


The present study investigates the relationship between Motivation and Job Satisfaction. The respondents were the employees of one of the public sector giants of India, BSNL and the data has been collected from 45 white color employees (supervisors and above) of BSNL, Saharanpur. The results show a positive correlation between motivation and job satisfaction i.e., motivation increases with increase in job satisfaction and vice-versa. The results of the study also indicate that, motivation remains unaffected of both age as well as the length of the service of the employees. It may be because of the fact that the factors responsible for motivation and satisfaction seem to be present in the working environment of the organization. The paper also finds the relative importance of different factors that contribute to the satisfaction of employees; Compensation Package emerged as the most important factor, whereas the Self Actualization appears to be the least important factor.


Human resources are the most important among all the resources an organization owns. To retain efficient and experienced workforce in an organization is very crucial in overall performance of an organization. The present study is an attempt to find out the major factors that motivate employees and it tells what is the relationship among reward, recognition and motivation while working within an organization. The statistical analysis showed that different dimensions of work motivation and satisfaction are significantly correlated and reward and recognition have great impact on motivation of the employees.


The Pharmaceutical sector plays a vital role in underpinning the economic development of a country. This study attempts to evaluate job satisfaction of employees in different pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. This research paper highlights some of these problems and presents a picture of level of job satisfaction among employees of pharmaceutical companies. It also identifies unique issues of job satisfaction in the companies. This paper presents a comprehensive diagnosis of job satisfaction indices of pharmaceutical business, the factors causing the dissatisfaction & suggestions to improve them.

The purpose of this research is to find out the mediating impact of job satisfaction on the relationship of compensation and workload with academic quality in the public sector educational institutions of Pakistan. Results showed that job satisfaction have a mediating impact on the relationship of both faculty workload and compensation with academic quality. Academic quality can be achieved through increasing the job satisfaction; moreover job satisfaction can be achieved through effective implementation of compensation plans and managing workload.


This paper aims to investigate the effects performance-based compensation and autonomy on satisfaction with pay in the context of team working. This paper a complex perspective that considers the influence of different monetary and non-monetary rewards on satisfaction with pay. Using a cross-sectional dataset of randomly selected European employees who are asked about specific working and living conditions, results confirm that both productivity-based rewards and autonomy are important for employee satisfaction. Managers should know when to introduce rewards based only on individual merits and when to give to use autonomy as a buffer to compensate for the potential lack of fairness in the payment system.


Job satisfaction represents one of the most complex areas facing today’s managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.


For years, small and medium enterprises have been the bases of economic development in Taiwan. However, with restricted domestic economic development, increasing manpower cost and severe pressure from the international operational environment, small and medium enterprises are now facing many obstacles due to inferior capacities. This study treats small and medium enterprises as subjects, and intends to develop a successful compensation system design for human resource management and development in these subjects to enhance employee satisfaction. An empirical analysis demonstrates a positive correlation between employee satisfaction and job-based pay, skill-based pay and performance-based pay.

Context (social, organizational, human and job-related) plays dominant role in the determination of the job satisfaction of employees in any organization however; its role differs from advanced to developing countries both in terms of number of the factors as well as the intensity of different contexts. The context of organizations in the developing states is more biblical and orthodox while at the same time the contextual forces are not moderate rather extremist. It is therefore argued that the researchers in developing states like Pakistan must identify the context of job satisfaction but with special focus on the unique contextual attributes that signify the work environment of a particular country.


Most studies on higher education focus on students as customers, and evaluate student levels of satisfaction/dissatisfaction with their programs, while generally neglecting teacher work satisfaction. This study used the academic literature to establish a satisfaction model for higher education employees. The model is divided into six dimensions: organisation vision, respect, result feedback and motivation, management system, pay and benefits, and work environment. The analytical results showed that higher education employees focus on high salaries and fair promotion systems. Investigations of the job satisfaction of college teachers in Europe and America have produced similar results.


This paper examine whether self-reported employee satisfaction is associated with higher firm valuation and productivity. Using a sample of firms from Fortune magazine’s list of “100 Best Companies to Work For”, companies in which employees report high levels of satisfaction, we find that these firms have valuations that are significantly greater than both their respective industry medians and matched firms. The firms in our sample also exhibit greater levels of productivity and efficiency. Thus, successful efforts in increasing employee satisfaction appear to enhance overall firm productivity, which is subsequently rewarded by investors through higher equity values.


The focus of this study is health-related professionals who, according to reports are pushed into other sectors or out of South Africa. The central question in this study is: why are there high levels of employee dissatisfaction amongst health-related professionals in South Africa? And what remedies are there? This study therefore attempts to understand the factors that will help to reduce the causes of the often acclaimed sense of job insecurity, high levels of health worker absenteeism, and high turnover rates amongst health-related professionals.

This research examined the effects of varying compensation (refund and replacement) and employee empowerment (empowered and non-empowered) in service recovery situations, using a 2x2 experiment. Analysis was undertaken using mean contrasts and ANOVA's. Findings suggest that empowerment and refund independently impact on post recovery consumer loyalty and satisfaction, but there is no interaction effect.


This paper aims to explore the performance appraisal (PA) aspects that are connected with organizational justice, and more specifically three kinds of justice, namely distributive, procedural and interactional justice. The results show that procedural, distributive and interactional justice are related with different elements of performance appraisal. Elements of satisfaction are strongly related to all aspects of organizational justice. The main limitation is that the research provides information based only on one source, that of the appraisee. However, it highlights the role of employee satisfaction to organizational justice, linking different sources of satisfaction to different elements of justice.

36. Pravin Jadhav, “Employee satisfaction in textile mills”, Asian Journal of Management: Vol. 03 No. 03 (pp. 149 - 152), Year: July – September 2012.

Employee satisfaction is considered to be a critical success factor for textile organizations. The concept of employee satisfaction has gained a special concern from both academicians and practitioners. This study aims to provide a framework for employee satisfaction and determine the critical factors of employee satisfaction and to measure their effect on overall evaluation of employee satisfaction in small and medium sized spinning mills based on the data collected from various mills in and around Ichalkaranji. Data analysis revealed that there is a positive relationship between the each factor of employee satisfaction which are named satisfaction from pay and benefits (P&B), satisfaction from peers (P), satisfaction from management (M), satisfaction from working environment (WE), satisfaction from superior (S) and overall employee loyalty in Spinning mills. Furthermore, relevant recommendations and measures for improving the employee satisfaction are proposed.


Currently the business sector of restaurants and cafes in Surabaya has been developing rapidly. In a relatively short time, many restaurants and cafes appear with unique and various offers. Restaurant and cafe are businesses that emphasize not only on the food served, but also on the service delivery of the employees. In this research, the data collection is done by distributing questionnaires to 794 employees and customers in 55 restaurants and cafes in Surabaya which adopt the table service concept. The Partial Least Square for Multivariate Analysis is employed for processing the data. The research proves that there is positive relationship between employee satisfaction and cafe profitability.

Many organizations in the hotel industry face difficulties in retaining employees since they are unable to identify the factors that contribute to both employee satisfaction and loyalty. This study covers 13 satisfaction variables. This study sought to identify factors which could lead to increased tenure, in addition, any linkage between employee satisfaction and teamwork was further investigated. The findings indicate the existence of a correlation between employee satisfaction and teamwork. Four of the thirteen satisfaction variables, namely, relationship with supervisor, recognition and rewards, working conditions, teamwork and cooperation showed the strongest correlation with the three loyalty variables afore mentioned.


This research conducted a study on non-financial performance relationship with a financial performance. The framework used is the Balanced Scorecard. Non-financial performance is represented by employee satisfaction, service quality and customer satisfaction, while financial performance is represented by the profitability. In this research, the data collection is done by distributing questionnaires to 794 employees and customers in 55 restaurants and cafés in Surabaya-Indonesia which adopt the table service concept. The Partial Least Square for Multivariate Analysis is employed for processing the data.


An Industry is the back bone of any country. Iron and steel Industry forms the base of all Industrial activity. This study examines the significance and objectives of Labour Welfare. Keeping this view the reaches felt that it is necessary to study the impact of labour welfare on Salem Steel plant. This helps to promote industrial relations and to reduce the level of absenteeism. It analyze the impact of Labour Welfare on the productivity of Salem Steel Plant. The findings help to provide valuable information to the Labour Welfare a good impression of workers on employers.