



STUDY ON EMPLOYEE JOB SATISFACTION IN THE RETAIL INDUSTRY IN PUNJAB

Submitted by

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ABSTRACT

This research study examines the job satisfaction of employees in the Indian retail industry, focusing on the cities and union territory of Jalandhar, Ludhiana, and Chandigarh. It looks at factors like work-life balance, pay and benefits, job security, employee welfare, organizational culture, and work environment to understand the similarities and differences in job satisfaction levels across these regions.

The study explores the use of existing technologies such as Google Forms for surveys, Tableau for data visualization, and MS Excel for data management to address the research problem.

The Indian retail sector comprises both organized and unorganized segments, with diverse formal and informal retailing formats catering to different consumer needs. However, there is a lack of comprehensive research on the regional variations in employee job satisfaction within this industry.

Drawing from a comprehensive review of research across various industries and locations, this paper identifies gaps in understanding how regional factors influence job satisfaction. Existing studies highlight the complex nature of job satisfaction, which is shaped by diverse elements like workplace environment, pay, leadership, and work-life balance.

This project pioneers a comparative analysis of employee job satisfaction in the retail industry across the Indian cities and union territory of Jalandhar, Ludhiana, and Chandigarh. By addressing this gap, the study aims to offer valuable insights into how socioeconomic and cultural differences impact employee satisfaction levels in different regions. Additionally, it seeks to provide practical strategies tailored to the specific dynamics of each state's retail sector, to enhance employee well-being and organizational performance.

Ultimately, the study's objectives include comparing job satisfaction levels, identifying influencing factors within each city's unique context, and proposing strategies for optimizing workforce satisfaction and organizational performance. By contributing to academic knowledge and offering practical implications, this research aims to aid industry stakeholders in developing targeted strategies for enhancing employee job satisfaction across diverse regions within the retail industry.

CHAPTER 1 INTRODUCTION

In the intricate tapestry of retail industry, customer preferences and competition are constantly evolving. Employee satisfaction and well-being are crucial factors that can determine a company's success. This paper explores the concept of employee job satisfaction in the Indian retail sector, particularly in the cities and union territory of Jalandhar, Ludhiana, and Chandigarh.

The retail landscape is diverse, ranging from organized hypermarkets to traditional neighbourhood stores. Understanding employee satisfaction is not just desirable but essential for creating a productive and harmonious work environment, which in turn can boost organizational performance.

This research project aims to understand the differences in job satisfaction among retail employees across different regions. Through a detailed comparison, the study seeks to unravel the various factors that influence job satisfaction levels, such as work-life balance, compensation and benefits, job security, employee welfare, organizational culture, and the overall work environment.

By exploring these multifaceted aspects, the research hopes to shed light on both the disparities and similarities in employee satisfaction levels. This investigation is not only academically interesting but also holds important implications for strategic interventions to enhance employee well-being and improve organizational effectiveness in the retail sector.

Furthermore, the novelty and significance of this research lie not only in its empirical investigation but also in its unique approach of comparing job satisfaction among retail employees across three distinct states. By unravelling the labyrinthine contours of regional disparities, the study aims not only to enrich academic discourse but also to furnish actionable insights for industry stakeholders. Ultimately, this research endeavour aspires to catalyse a paradigm shift in the discourse surrounding employee job satisfaction within the Indian retail sector, propelling the formulation of targeted strategies aimed at optimizing workforce well-being and organizational efficacy in alignment with the unique socio-economic and cultural dynamics prevailing in each region.

1.1 The Diversity of the Indian Retail Sector

The Indian retail industry is a vibrant mix of various sectors, showcasing a wide array of consumer preferences and cultural influences. This diverse landscape encompasses organized establishments alongside smaller, unorganized businesses, representing a blend of modern and traditional retailing. Within this intricate tapestry, the level of employee job satisfaction across different regions stands out as a significant yet often understated aspect.

1.2 Exploring Regional Dynamics in Employee Job Satisfaction

This study delves into the regional variations in employee job satisfaction within the Indian retail sector. It acknowledges that job satisfaction isn't uniform but is shaped by numerous socio-economic and cultural factors specific to each area. By carefully examining these factors, such as work-life balance expectations and the influence of organizational culture, the research aims to uncover the underlying drivers of employee satisfaction.

Understanding the interplay of socio-economic elements like income disparities, cost of living, and local employment opportunities with cultural dimensions such as values, traditions, and community dynamics offers valuable insights. These insights not only illuminate the status of employee satisfaction but also inform targeted strategies to improve employee well-being and drive organizational success. Through this exploration of intricate regional dynamics, the research aims to provide nuanced perspectives contributing to a deeper understanding of the retail landscape in India.

1.3 Why is Job satisfaction important particularly in Punjab?

Job satisfaction is particularly crucial in Punjab due to its impact on employee well-being, productivity, and overall organizational success. In this vibrant region known for its rich cultural heritage and industrious spirit, satisfied employees are more motivated, engaged, and committed to their work. This not only enhances their job performance but also contributes to a positive work environment, fostering teamwork, creativity, and innovation. Moreover, in Punjab's competitive retail landscape, where customer preferences are constantly evolving, happy employees are more likely to deliver excellent customer service, leading to increased customer loyalty and business growth. Thus, job satisfaction in Punjab is not just about individual happiness but also about driving organizational excellence and maintaining a competitive edge in the market.

1.4 Trends and Development

Over the years, employee job satisfaction in retail has evolved in response to industry, economic, and societal changes.

- **Work-Life Balance:** Retailers are increasingly implementing flexible schedules and family-friendly benefits like parental leave to support employees' personal and professional lives.
- **Emphasis on Employee Well-Being:** Recognizing the link between well-being and productivity, retailers are introducing wellness programs and mental health support to address employees' physical and mental health needs.
- **Competitive Compensation:** To attract and retain talent, retailers are offering competitive wages, bonuses, health insurance, and perks such as employee discounts.

- **Career Development:** Retailers are investing in training, mentorship, and leadership programs to provide opportunities for career growth and advancement within the organization.
- **Organizational Culture:** Creating a supportive and inclusive work environment, promoting teamwork, and celebrating diversity are key focuses for retailers to foster a positive workplace culture.
- **Technology Integration:** Adopting innovative technologies like employee engagement platforms and mobile apps streamlines processes and enhances efficiency, contributing to greater job satisfaction.
- **Employee Voice:** Retailers value employee feedback and actively involve them in decision-making processes through surveys, focus groups, and suggestion boxes, enabling them to address concerns and make improvements to enhance job satisfaction.

CHAPTER 2

REVIEW OF LITERATURE

1. The literature presents a comprehensive examination of various facets influencing job satisfaction across different sectors and geographical locations. Jung and Suh (2019) underscored the significance of workplace, pay, management, work-life balance, job security, career growth, and organizational culture in determining job satisfaction among public employees in Myanmar, aligning with Herzberg's two-factor theory. Thant and Chang (2021) further elaborated on the importance of both motivators and hygiene factors, particularly emphasizing family-related aspects within the workplace context. The literature extensively explores the factors impacting job satisfaction across various sectors and regions.

Jung and Suh (2019) emphasized the importance of elements like the work environment, pay, management style, work-life balance, job security, career advancement opportunities, and organizational culture for public sector employees in Myanmar. Their findings resonate with Herzberg's theory, which highlights motivators (like recognition and growth opportunities) and hygiene factors (such as working conditions and salary) in influencing job satisfaction. Expanding on this, Thant and Chang (2021) delved into motivators and hygiene factors, particularly focusing on family-related aspects in the workplace. They emphasized the need for a supportive work environment that considers employees' personal and family needs, which significantly contributes to job satisfaction across industries and locations.

2. Yang *et al.* (2021) extended the discourse by investigating the correlation between job stress, satisfaction, and performance in both traditional and high-tech sectors. They put forward an evaluation model aimed at enhancing personnel systems. Similarly, Bhardwaj, Mishra, and Jain (2021) delved into the realm of employee satisfaction within commercial banks in Rajasthan, highlighting aspects such as pay, job stability, and interpersonal connections. Their study emphasized the critical factors influencing satisfaction levels in this specific industry context.
3. Dziuba *et al.* (2020) emphasized the significant influence of job satisfaction not only on employee performance but also on workplace safety. Their study underscored the importance of creating a satisfying work environment to promote both productivity and safety measures.

Haralayya (2021) echoed this sentiment by highlighting the value of regular surveys and involving employees in assessing and improving job satisfaction within organizations. This approach not only fosters transparency but also empowers employees to voice their concerns and suggestions, leading to a more fulfilling work environment.

Tian *et al.* (2020) contributed to this discussion by emphasizing the critical role of leadership in moderating the relationship between the work environment and job satisfaction, especially within the telecommunications industry in Cameroon. Their findings suggest that effective leadership can significantly impact employees' perceptions of their work environment and consequently influence their levels of job satisfaction.

4. Guo, Liu, and Gong (2019) categorized job satisfaction into three distinct types among college educators, emphasizing its importance not just for enhancing patient safety but also for mitigating nurse turnover rates in Nigerian healthcare facilities (Akinwale & George, 2020). Their study illuminated the multifaceted nature of job satisfaction and its profound implications across various professions within the healthcare domain.

Similarly, AL-JALEELI (2022) spotlighted the impact of Human Resource Management (HRM) practices on job satisfaction within the Iraqi division of a telecommunications corporation. Their research underscored the pivotal role effective HRM strategies play in shaping employee satisfaction levels, which subsequently influences overall organizational effectiveness and employee retention. This underscores the broad relevance of job satisfaction across diverse industries and geographic settings.

5. In their study, Wasaf Inayat and Muhammad Jahanzeb Khan (2021) did not find a significant association between job satisfaction and certain demographic variables. Nevertheless, they emphasized the importance of job satisfaction in enhancing overall performance within organizations.

Similarly, Aasim *et al.* (2021) stressed the role of professionalism and empowering leadership in sustaining organizational performance. Their research highlighted how these factors influence employee satisfaction and engagement, essential elements for achieving and maintaining high organizational effectiveness and success.

6. Karishma *et al.* (2021) emphasized the crucial role played by compensation policies, training initiatives, and job enrichment programs in motivating employees within the telecommunications industry. Their study underlined how these factors contribute to creating a positive work environment conducive to employee engagement and satisfaction.

In contrast, Sindu Padmanabhan (2021) delved into the correlation between workplace stress, locus of control, and job satisfaction. Their research suggested the necessity for further exploration to deepen our understanding of how these elements interact and impact employee well-being and satisfaction. This highlights a growing awareness of the complexities surrounding job satisfaction and the importance of thorough research to address these dynamics effectively.

7. Rehan *et al.* (2021) investigated the key motivational factors influencing job satisfaction within the telecommunications sector. Their research likely delved into aspects such as career advancement opportunities, autonomy in work, recognition, and meaningful roles, all of which are known to significantly impact employee satisfaction and overall well-being.

In contrast, Bayad Jamal Ali and Govand Anwar (2021) emphasized the critical role of compensation and recognition in the banking industry. Their focus likely encompassed how competitive pay, performance-related rewards, and acknowledgment of employees' contributions can enhance job satisfaction, foster employee loyalty, and contribute to organizational success within banking institutions.

8. Chandan A. Chavadi *et al.* (2021) highlighted the importance of minimizing skill gaps and encouraging employee input to boost job satisfaction and decrease turnover intentions. Their emphasis likely involves aligning employee skills with job requirements, offering avenues for professional growth, and creating a culture that values and implements employee ideas, all of which contribute to improved job satisfaction and lower turnover rates.

In contrast, Rajesh K. Yadav and Nishant Dabhade (2014) emphasized the role of supportive work environments and policies in fostering work-life balance, particularly for women employees. Their focus likely includes initiatives such as flexible scheduling, parental leave options, and creating an environment that supports women in managing both professional responsibilities and personal commitments. These efforts not only enhance job satisfaction but also contribute to employee well-being and retention, especially in industries where work-life balance is a significant concern.

9. Narendra Singh Chaudhary (2016) explored the positive impact of training and development programs on job satisfaction within the education sector, a view also shared by Mosammad Mahamuda Parvi (2011). Their discussions likely centered on how continuous learning opportunities, skill-building initiatives, and pathways for career growth contribute to increased job satisfaction among educators.

Similarly, Fotis Kitsios and Maria Kamariotou (2021) emphasized the importance of improving the work environment to enhance job satisfaction among healthcare professionals. Their focus probably included strategies such as workload

management, fostering teamwork and communication, providing adequate resources and support, and nurturing a positive organizational culture, all aimed at promoting job satisfaction and well-being among healthcare workers.

10. Marijana Gacević and Milena Santrić Milicević (2018) brought attention to the link between job dissatisfaction and engaging in dual practice, particularly within the healthcare sector. Their research likely explored how dissatisfaction with primary job roles may lead healthcare workers to seek additional employment, impacting their overall job satisfaction and level of engagement at work.

Similarly, Syed Mohammad Azeem and Nadeem Akhtar (2014) emphasized the importance of maintaining work-life balance to foster organizational commitment among healthcare professionals. Their study probably delved into how finding a balance between work responsibilities and personal life contributes to increased commitment, productivity, and job satisfaction among healthcare workers. These insights highlight the intricate dynamics affecting job satisfaction and commitment within the healthcare industry.

11. Krishnamoorthy Kamalan (2017) observed that incorporating fun elements at work positively impacts employee performance. This implies that creating a work environment that encourages enjoyment and engagement can enhance motivation and productivity among workers.

Similarly, Priyadarshini Nagoria and Rashmita Singh (2019) emphasized the negative consequences of occupational stress on job satisfaction. Their research likely explored how high stress levels in the workplace can lead to reduced job satisfaction, lower morale, and potentially higher turnover rates.

Additionally, Hanif *et al.* (2023) highlighted the link between job resources and job satisfaction among correctional officers. This suggests that providing adequate resources, support, and growth opportunities can contribute to higher levels of job satisfaction among employees in challenging roles. These studies collectively illuminate the diverse factors influencing job satisfaction and employee well-being across different work settings.

The literature on job satisfaction highlights its intricate and varied nature, influenced by a multitude of factors. These elements encompass compensation levels, quality of leadership, maintenance of work-life balance, and the prevailing organizational culture.

Compensation significantly impacts job satisfaction, directly affecting employees' financial well-being and their perceived worth within the organization. Effective leadership contributes to a positive work environment by fostering trust, open communication, and opportunities for professional growth.

Maintaining a healthy work-life balance is crucial as it enables employees to manage their professional duties alongside personal commitments, leading to higher job satisfaction and overall happiness. Additionally, organizational culture shapes the values, norms, and expectations within the workplace, influencing employee engagement and satisfaction.

These factors interact uniquely across industries and regions. What drives job satisfaction in one sector or location may not have the same impact elsewhere. Therefore, understanding these dynamics and tailoring strategies accordingly is vital for creating a contented and motivated workforce.

2.1 Research Gap.

The proposed research endeavors to contribute significantly to the understanding of employee job satisfaction within Punjab's retail landscape. By narrowing the focus to specific locations like Chandigarh, Jalandhar, and Ludhiana, the study aims to shed light on regional variations that are often overlooked in existing research. These geographical nuances play a crucial role in shaping employee perceptions and experiences, especially in sectors as diverse and dynamic as retail.

Through a comprehensive comparative analysis, this research intends to uncover how socio-economic and cultural factors intersect with job satisfaction across different regions. This holistic approach will provide nuanced insights into the unique challenges and opportunities faced by employees in each location. By

understanding these intricacies, organizations can develop targeted strategies that resonate with employees' needs and preferences, ultimately fostering a more satisfied and engaged workforce.

Furthermore, this research has the potential to inform broader discussions on regional disparities in job satisfaction and workforce well-being, contributing to the development of best practices and policies that promote inclusive and supportive work environments across diverse geographical contexts.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction to Research Design

In academic pursuits, research designs offer crucial frameworks for exploring phenomena and building knowledge. These designs can be broadly divided into three main types: quantitative, qualitative, and mixed methods.

- Quantitative research:

It involves the systematic collection and analysis of numerical data to measure phenomena and test hypotheses. Employing structured methods like surveys, experiments, and statistical analysis, quantitative research strives for objectivity, generalizability, and statistical inferences, making it suitable for studying large populations and identifying patterns or trends.

- Qualitative research:

It focuses on understanding and interpreting the complexities of human experiences, behaviour, and phenomena within their natural contexts. It employs flexible and open-ended methodologies such as interviews, observations, and content analysis, aiming for depth, richness, and contextuality. This approach emphasizes subjective understanding and explores diverse perspectives.

- Mixed methods (research design integrates both quantitative and qualitative approaches within a single study):

By combining quantitative data collection and analysis techniques with qualitative methods, researchers can triangulate findings, complement each other's insights, and gain a more comprehensive understanding of the research topic. This approach is valuable for addressing complex research questions, exploring phenomena from multiple perspectives, and enhancing the validity and reliability of research findings.

3.2 Chosen Method (Quantitative research):

The chosen framework for this study is quantitative research, adopts a structured and systematic approach to data collection and analysis, aiming to quantify and measure phenomena to derive statistically significant findings. This design lends itself well to the examination of relationships between variables and the generation of generalizable conclusions.

3.3 Participants and Sampling

The study's sample comprises 385 employees from the retail industry, with 125 participants representing each of the cities and union territory of Jalandhar, Ludhiana, and Chandigarh. Sampling was conducted using stratified random sampling to ensure proportional representation from each city. Inclusion criteria encompassed individuals currently employed in the retail sector within the specified cities, irrespective of demographic characteristics such as age, gender, and income.

3.4 Data Collection Methods

To investigate the impact several data collection methods can be employed. Surveys or Questionnaires, Interviews, Observations, Existing Data Analysis.

Here's how each method relates to the research objective:

- Surveys or Questionnaires:

Surveys or questionnaires are suitable for gathering quantitative data to measure job satisfaction levels and assess the influence of technological advancements. These methods allow researchers to collect data from a large sample, providing a broad perspective and identifying trends and patterns regarding technology and work-related changes.

- Interviews:

Interviews are valuable when the research objective is to gain in-depth insights into individuals' experiences, perceptions, and attitudes. By conducting interviews, researchers can explore individual perspectives, delve into specific aspects of job satisfaction, and better understand the complexities of the relationship between technology and job satisfaction.

- Observations:

Observations involve directly observing employees in their natural work environments to understand their behaviours, interactions, and responses. This method provides an unbiased view of the impact of technology and work patterns on job satisfaction. Observations enhance the validity of findings and complement other data collection methods. Existing Data

- Analysis:

Analysing existing datasets or secondary data sources can be cost-effective and valuable for exploring the relationship between technological advancements, changing work dynamics, and job satisfaction. This method utilizes pre-collected information and can provide additional insights when combined with other data collection methods.

Data for this study were collected through a structured questionnaire specifically designed to measure employee job satisfaction within the retail industry. The questionnaire encompasses six key dimensions: Work-Life Balance, Pay and Benefits, Job Security, Employee Welfare, Organisational Culture, and Work Atmosphere. Respondents rated their level of agreement on a Likert scale ranging from 'Strongly Agree' to 'Strongly Disagree' for each item within these dimensions.

3.5 Variables and Measures

The primary variables of interest in this study are Work-Life Balance, Pay and Benefits, Job Security, Employee Welfare, Organisational Culture, and Work Atmosphere. Each of these constructs was operationalized through a series of statements within the questionnaire, with responses quantified on a Likert scale to facilitate quantitative analysis.

3.6 Data Analysis Procedures

Quantitative data analysis will be conducted using appropriate statistical techniques, including descriptive statistics to summarize the characteristics of the sample and inferential statistics such as correlation analysis and regression analysis to examine relationships between variables. Statistical software packages like SPSS or R will be utilized for data analysis, ensuring robust and accurate interpretation of the findings.

3.7 Ethical Considerations

The research adheres to ethical guidelines ensuring participant confidentiality, informed consent, and voluntary participation. Participants were provided with clear information regarding the purpose of the study and assured of the anonymity and confidentiality of their responses.

3.8 Limitations

Limitations of the study include the reliance on self-reported data, which may be subject to response bias. Additionally, the cross-sectional nature of the study limits the ability to establish causality between variables.

3.9 Validity and Reliability

The study will ensure the validity and reliability of its findings by implementing a thorough process for designing, piloting, and validating the questionnaire used for data collection. This approach involves several key steps aimed at improving the quality and accuracy of the gathered data.

Firstly, careful attention will be given to designing the questionnaire to capture essential aspects of employee job satisfaction in the specified retail industry locations. This includes ensuring that the questions are clear, relevant to the research objectives, and suitable for the targeted participants.

Secondly, a pilot study will be conducted with a small group of participants to test the questionnaire's effectiveness. Feedback obtained from the pilot study will be used to refine and enhance the questionnaire before proceeding to the main data collection phase.

Thirdly, validation procedures will be carried out to assess the questionnaire's validity, which may include expert reviews to ensure that the questions accurately measure the intended constructs related to job satisfaction in the retail sector.

Lastly, measures of internal consistency, such as Cronbach's alpha, will be employed to evaluate the reliability of the questionnaire items. This statistical analysis helps gauge the consistency and stability of responses across different questionnaire items, ensuring that the questionnaire reliably measures the targeted constructs.

By implementing these rigorous questionnaire design, piloting, and validation procedures, the study aims to bolster the credibility and trustworthiness of its findings, thereby providing valuable insights into employee job satisfaction within the retail industry.

3.10 Overview

The research methodology outlined above offers a comprehensive framework for studying employee job satisfaction in the retail sector across Jalandhar, Ludhiana, and Chandigarh. Through meticulous data collection and rigorous analysis, the study aims to uncover key factors impacting employee satisfaction levels. The goal is to provide valuable insights that can guide strategic interventions to enhance organizational effectiveness and employee well-being within the retail industry. This thorough methodology ensures a holistic understanding of the multifaceted aspects influencing job satisfaction, enabling the development of targeted strategies to improve overall organizational performance and employee welfare in these geographic locations.

CHAPTER 4

RETAIL INDUSTRY IN INDIA: AN OVERVIEW

The retail sector in India has gone through significant changes due to social and economic factors, technological advancements, and shifting consumer preferences. Traditional Kirana stores used to dominate the market but with the economy opening in the 1990s, new players and organized retail formats have entered the scene. This has led to a transformation in the retail landscape in India.

4.1 Evolution of the Retail Industry:

The retail industry has evolved significantly post liberalization. Many companies have adopted vertical integration strategies to reach a wider customer base. This era has also seen the emergence of large domestic corporations in the retail sector, especially in food and general merchandise. At the same time, international players have entered the Indian retail market, contributing to its growth. Currently, the retail industry in India is divided into organized and unorganized sectors.

4.2 Market Size and Growth:

India's retail industry, the fourth largest globally, makes up about 10% of the country's GDP. In 2020, the market was valued at around INR 65.50 trillion and is expected to grow to INR 96.43 trillion by 2024, at a rate of 10.15% annually. Despite the strong growth, the market is fiercely competitive, with a large share belonging to unorganized retailers.

4.3 Competitive Landscape:

In India, the retail sector faces tough competition, as large retailers go head-to-head with about 13 million Kirana and local stores. Key players in organized retail include Reliance Retail Limited, Future Group, Aditya Birla Fashion and Retail, Avenue Supermarts Limited, and Shoppers Stop.

4.4 Drivers and Challenges:

The growth of the Indian retail industry is influenced by various factors, such as rising income levels, growing consumer awareness, brand loyalty, the expansion of shopping malls, and the availability of consumer credit. Despite these positive drivers, the sector also encounters challenges like limited technology adoption, competition from informal retail, and significant operational expenses.

4.5 Impact of COVID-19:

The retail industry has faced major challenges due to the COVID-19 pandemic, with sales declining and supply chains disrupted. Retailers have reported significant losses during lockdowns, affecting various categories. However, the crisis has also driven the adoption of technology in retail operations.

4.6 Future Outlook:

In the coming years, the retail industry in India is expected to see sustained growth thanks to increasing incomes, urbanization, and evolving consumer tastes. There is a noticeable trend towards more organized retail setups, boosted by advances in technology and government efforts like GST and 'Make in India.' Despite these positive developments, the sector still needs to tackle issues like inadequate infrastructure, inefficient supply chains, and regulatory hurdles to reach its full potential. Nevertheless, with a growing middle class and more people accessing the internet in India, the retail market offers profitable prospects for both local and global businesses.

CHAPTER 5 DATA ANALYSIS AND INTERPRETATION

Total Responses: 387

Work Location: Jalandhar, Chandigarh, Ludhiana.

Gender:

Gender
387 responses

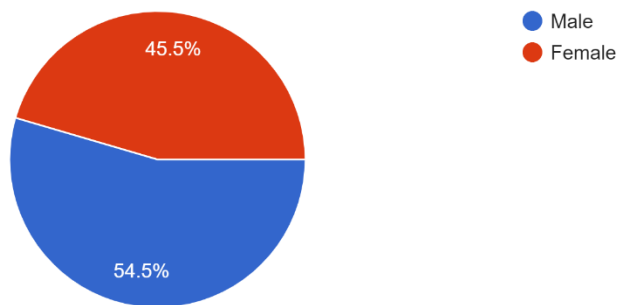


Fig 1: The distribution of gender.

Out of the total 387 responses we collected through our survey:

- 45.5% of the respondents identified as female.
- 54.5% of the respondents identified as male.

This means that there were slightly more male respondents than female respondents in the carried out survey.

Annual Income:

Annual Income

387 responses

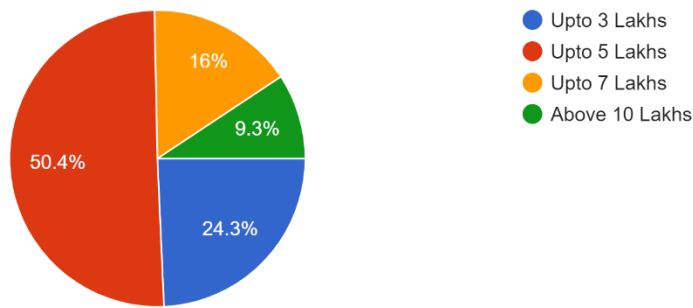


Fig 2: The annual income of the respondents.

Out of the total 387 responses we collected regarding annual income:

- 24.3% reported an income of up to 3 lakhs per year.
- 50.4% reported an income of up to 5 lakhs per year.
- 16% reported an income of up to 7 lakhs per year.
- 9.3% reported an income above 10 lakhs per year.

This shows the distribution of income levels among the respondents in the carried out survey.

Experience Level:

Experience Level

387 responses

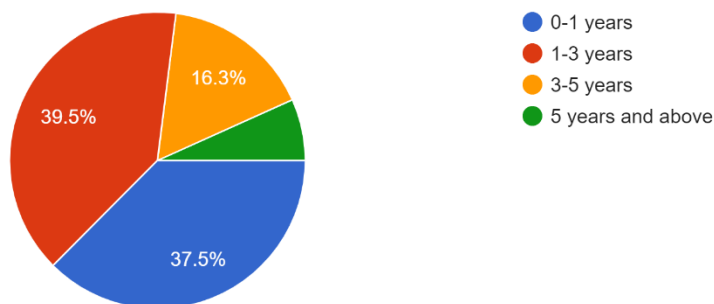


Fig 3: The Experience Level of the respondents.

Out of the total 387 responses we collected regarding experience level:

- 37.5% reported having 0-1 years of experience.

- 39.5% reported having 1-3 years of experience.
- 16.3% reported having 3-5 years of experience.
- 6.7% reported having 5 years and above of experience.

This shows the distribution of experience levels among the respondents in the carried out survey.

Region:

Region
387 responses

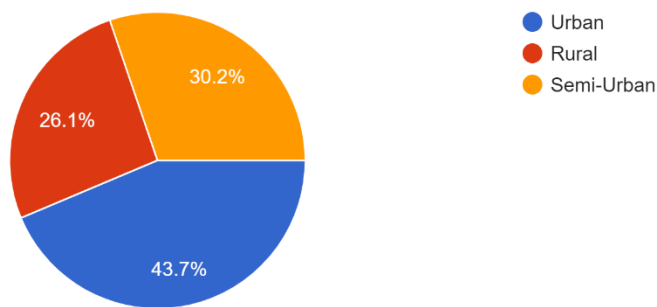


Fig 4: The Region of the respondents.

Out of the total 387 responses we collected regarding the region:

- 43.7% of the respondents are from urban regions.
- 26.1% of the respondents are from rural regions.
- 30.2% of the respondents are from semi-urban regions.

This indicates the distribution of respondents based on their regions, showing that a higher percentage of respondents are from urban areas compared to rural and semi-urban areas.

Family Structure:

Family Structure
387 responses

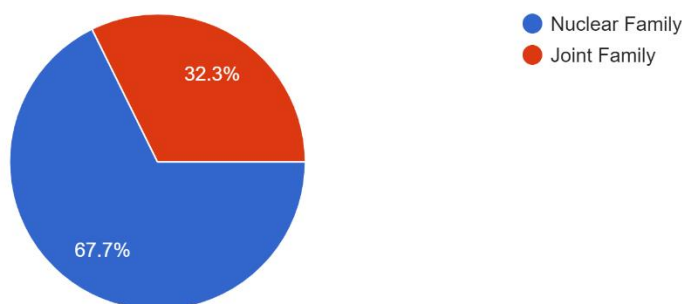


Fig 5: The Family Structure of the respondents.

Out of the total 387 responses we collected regarding family structure:

- 67.7% of the respondents are from nuclear families.
- 32.3% of the respondents are from joint families.

This indicates that a larger percentage of respondents come from nuclear families, where only immediate family members live together, while a smaller percentage come from joint families, where multiple generations or extended family members live together.

FACTORS ON WHICH THE JOB SATISFACTION IS CARRIED OUT

5.1 FACTOR 1: WORK LIFE BALANCE:

Factor 1: Work Life Balance	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am able to balance my work life and personal life.	135	114	41	82	15
	22.96	14.60	17.15	31.66	22.06
The workload in my current position allows me to maintain a healthy work-life balance	103	151	44	77	12
	17.52	19.33	18.41	29.73	17.65
The company actively promotes and encourages a culture of work-life balance.	113	174	60	26	14
	19.22	22.28	25.10	10.04	20.59
I feel that the company recognise and values the importance of personal time outside of work responsibilities.	124	170	43	37	13
	21.09	21.77	17.99	14.29	19.12
The company encourages employees to take breaks and recharge during the workday.	113	172	51	37	14
	19.22	22.02	21.34	14.29	20.59
Total	588	781	239	259	68
	100.00	100.00	100.00	100.00	100.00

Table 1: Work-Life Balance.

WORK LIFE BALANCE:

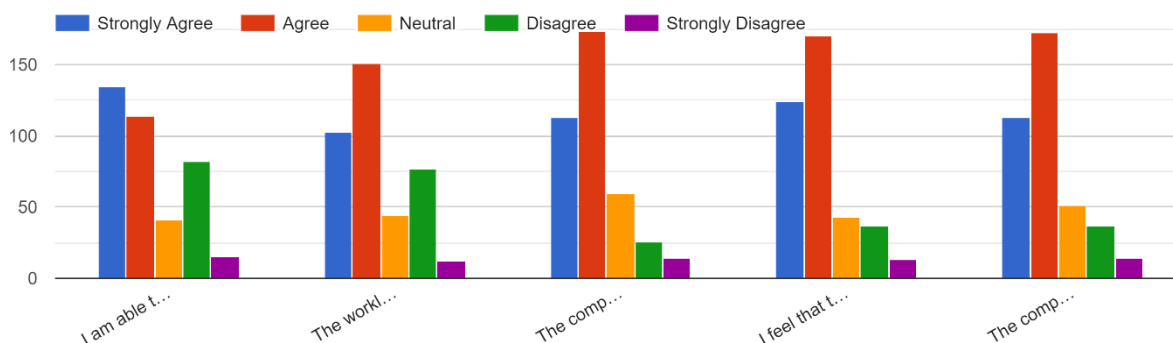


Fig 6: The bar graph of the factor: Work-Life Balance.

Interpretation:

The data provided presents responses related to work-life balance across several factors within the retail industry. To begin with, a notable portion of respondents (22.96%) strongly agree that they can effectively balance their

work life and personal life. However, a considerable number (31.66%) disagree or strongly disagree with this statement, suggesting a significant portion may struggle with work-life balance.

Regarding workload, around 17.52% agree that their current workload allows for a healthy work-life balance, while 29.73% disagree or strongly disagree, indicating that a significant segment feels their workload doesn't support a balanced life.

In terms of company culture, there's a mixed perception. A notable percentage (25.10%) agree that the company actively promotes a work-life balance culture. However, a comparable portion (30.63%) either disagree or strongly disagree, indicating a divide in how employees perceive the company's efforts in this regard.

Recognition of personal time is another aspect, with 21.77% agreeing that the company values personal time outside of work responsibilities. However, 33.41% express disagreement with this statement, indicating a significant portion feeling undervalued in terms of personal time.

Lastly, regarding breaks and recharge during the workday, opinions are somewhat split. While 22.02% agree that the company encourages breaks, 35.88% disagree or strongly disagree, suggesting a substantial portion may not feel encouraged to take breaks for recharging.

5.2 FACTOR 2: PAY AND BENEFITS:

Factor 1: Pay And Benefits	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I feel satisfied with the current compensation and benefits package.	127	144	50	53	13
	21.27	17.63	20.16	25.98	18.84
The company provides opportunities for getting additional financial incentives.	117	176	32	51	11
	19.60	21.54	12.90	25.00	15.94
I am provided with additional discounts and offers at stores while I make purchase.	117	169	51	35	15
	19.60	20.69	20.56	17.16	21.74
I am satisfied with the wellness programs provided by my organisation (Health Insurance, counselling's, Meal benefits).	112	169	57	35	14
	18.76	20.69	22.98	17.16	20.29
I am satisfied with the statutory benefits (PF, ESI, statutory leaves, gratuity leaves, Maternity leaves)	124	159	58	30	16
	20.77	19.46	23.39	14.71	23.19
Total	597	817	248	204	69
	100.00	100.00	100.00	100.00	100.00

Table 2: Pay and Benefits.

PAY AND BENEFITS:

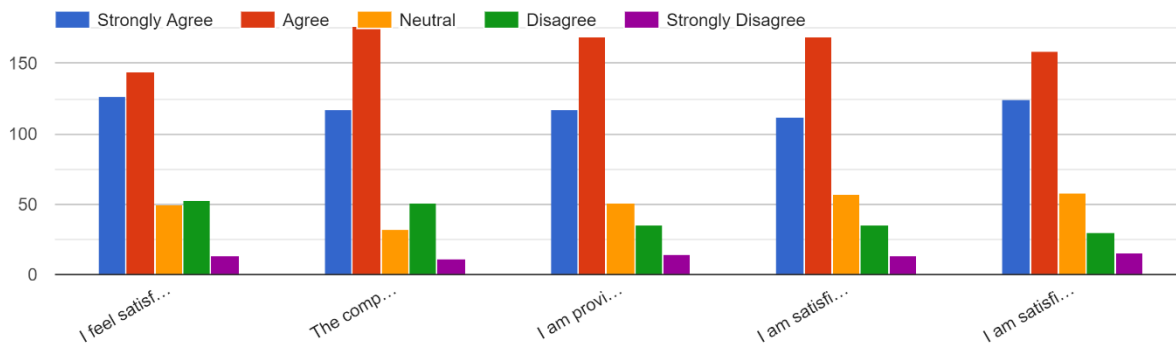


Fig 7: The bar graph of the factor: Pay and Benefits.

Interpretation:

The data provided offers insights into employees' perceptions regarding pay and benefits within the retail industry. Firstly, a notable portion (21.27%) strongly agrees that they are satisfied with the current compensation and benefits package. However, a significant percentage (25.98%) either disagrees or strongly disagrees with this statement, indicating a divide in satisfaction levels regarding pay and benefits.

Regarding opportunities for additional financial incentives, approximately 19.60% agree that their company provides such opportunities, while 25.00% disagree or strongly disagree. This suggests that while some employees feel there are avenues for extra financial benefits, a notable portion does not share this sentiment.

The data also reveals opinions about additional discounts and offers at stores. Around 19.60% agree that they receive such benefits, while 38.90% disagree or strongly disagree, indicating a substantial portion feeling dissatisfied with this aspect of their benefits package.

In terms of wellness programs, including health insurance, counseling, and meal benefits, opinions are somewhat balanced. Approximately 18.76% express satisfaction with these programs, while 37.45% disagree or strongly disagree, highlighting a notable segment feeling dissatisfied with the wellness offerings.

Lastly, regarding statutory benefits like PF, ESI, statutory leaves, gratuity leaves, and maternity leaves, there's a mixed perception. Around 20.77% are satisfied with these benefits, while 38.90% express dissatisfaction, indicating varying views on the adequacy of statutory benefits provided by their company.

5.3 FACTOR 3: JOB SECURITY:

Factor 3: Job security	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am confident that my Job will be stable in the next Year.	112	180	43	39	13
	21.71	21.25	17.62	15.73	16.25
I feel my skills and experience are easily transferrable to other jobs in the industry.	117	180	47	34	9
	22.67	21.25	19.26	13.71	11.25
I would worry about finding another job if I am laid off from my current position.	96	158	51	66	16
	18.60	18.65	20.90	26.61	20.00
I consider leaving my current job due to concerns about job security.	82	150	57	75	23
	15.89	17.71	23.36	30.24	28.75
I am satisfied with the level of job security offered by my company.	109	179	46	34	19

	21.12	21.13	18.85	13.71	23.75
Total	516	847	244	248	80

Table 3: Job Security.

JOB SECURITY:

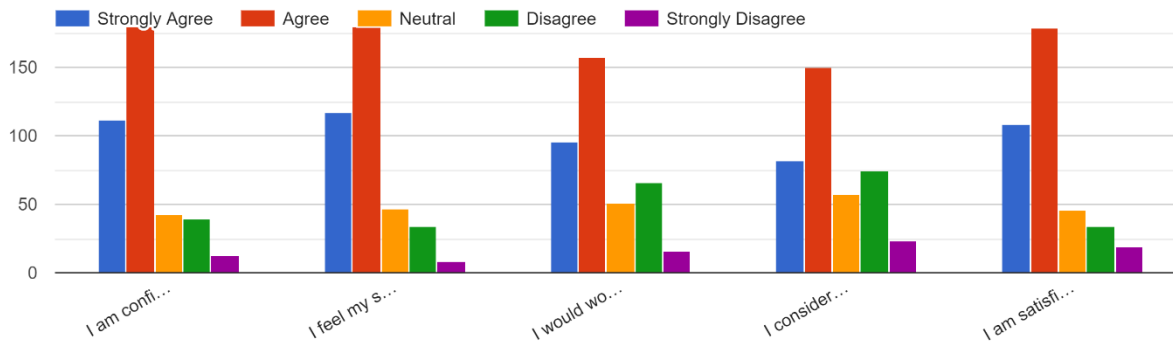


Fig 8: The bar graph of the factor: Job Security.

Interpretation:

The data provided shows on employees' perceptions regarding job security within the retail industry. Firstly, regarding confidence in job stability for the next year, a significant percentage (21.71%) strongly agrees, while 32.98% either disagree or strongly disagree, indicating a mixed level of confidence in job stability.

Concerning transferability of skills and experience to other jobs in the industry, approximately 22.67% agree that their skills are easily transferable, while 25.96% disagree or strongly disagree, suggesting varying levels of confidence in their ability to transition to other roles if needed.

The data also reveals concerns about job loss and finding another job. Around 18.60% express worry about finding another job if laid off, while 46.51% either disagree or strongly disagree, highlighting a substantial portion feeling confident about their employability despite potential layoffs.

In terms of considering leaving the current job due to job security concerns, opinions are divided. Approximately 15.89% consider leaving, while 58.99% either disagree or strongly disagree, indicating that while some employees contemplate leaving, a majority feel secure enough to stay.

Lastly, regarding satisfaction with the level of job security offered by the company, opinions are relatively balanced. Around 21.12% are satisfied, while 37.46% express dissatisfaction, suggesting differing views on the adequacy of job security provided.

5.4 FACTOR 4: EMPLOYEE WELFARE:

Factor 4: Employee Welfare	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I feel the company provides sufficient resources and support for stress management programs.	113	150	47	44	13
	20.66	18.14	17.87	20.37	20.97
I believe the health and wellness programs provided by the company contribute to my overall well-being.	101	169	54	53	10
	18.46	20.44	20.53	24.54	16.13

I find the employee assistance programs effective in addressing personal and professional challenges.	120	154	58	42	13
	21.94	18.62	22.05	19.44	20.97
I find my company's investment in health insurance demonstrates its commitment to the physical well-being of its employees.	105	171	54	45	12
	19.20	20.68	20.53	20.83	19.35
The company provides clear communication and guidance on how employees can manage their workload to achieve their good mental health.	108	183	50	32	14
	19.74	22.13	19.01	14.81	22.58
Total	547	827	263	216	62

Table 4: Employee Welfare.

EMPLOYEE WELFARE:

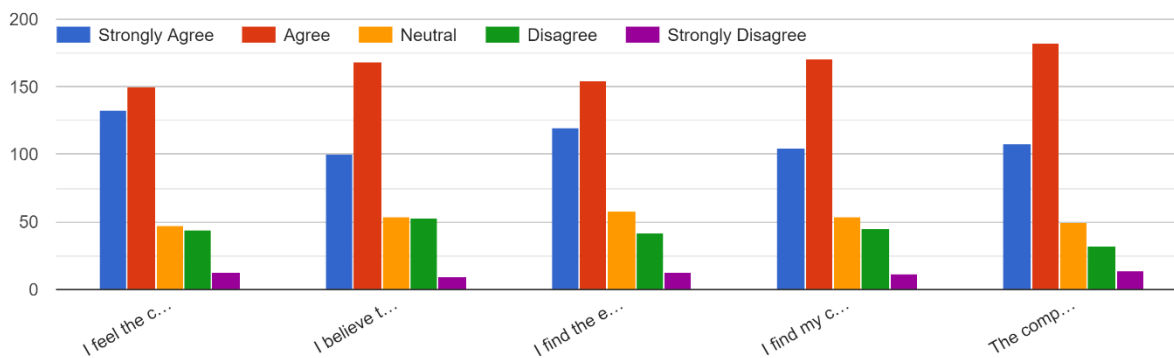


Fig 9: The bar graph of the factor: Employee Welfare.

Interpretation:

The data provided offers insights into employees' perceptions regarding employee welfare initiatives within the retail industry. Firstly, regarding stress management programs, around 20.66% strongly agree that the company provides sufficient resources and support for stress management. However, a notable percentage (38.34%) either disagrees or strongly disagrees, indicating a divide in opinions regarding the adequacy of stress management support.

In terms of health and wellness programs contributing to overall well-being, approximately 18.46% believe these programs contribute significantly. However, a larger percentage (40.67%) either disagrees or strongly disagrees, suggesting varying views on the effectiveness of these programs.

Regarding employee assistance programs (EAPs), opinions are mixed. Around 21.94% find EAPs effective in addressing personal and professional challenges, while 40.41% either disagree or strongly disagree, indicating differing perceptions of the effectiveness of EAPs.

The data also reveals opinions about the company's investment in health insurance and its impact on physical well-being. Approximately 19.20% believe this investment demonstrates commitment to physical well-being, while 40.18% either disagree or strongly disagree, indicating differing views on the significance of health insurance benefits.

Lastly, regarding clear communication and guidance on managing workload for good mental health, opinions are somewhat balanced. Around 19.74% agree that the company provides clear communication, while 37.39% either disagree or strongly disagree, suggesting varying perceptions of the company's communication and guidance regarding mental health.

5.5 FACTOR 5: ORGANISATIONAL CULTURE:

Factor 5: Organisational culture	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I feel aligned with the company's values and mission.	134	155	49	36	13
	22.45	18.88	18.35	19.46	20.00
The organisation promotes diversity and inclusion in its culture and practices.	121	155	56	45	10
	20.27	18.88	20.97	24.32	15.38
The company's culture fosters innovation and a willingness to adapt to change.	117	161	65	29	15
	19.60	19.61	24.34	15.68	23.08
Employees at all levels feel empowered to voice their opinions and contribute to decision-making processes.	111	176	50	38	12
	18.59	21.44	18.73	20.54	18.46
The company actively seeks and responds to feedback from employees to improve and enhance the organisational culture.	114	174	47	37	15
	19.10	21.19	17.60	20.00	23.08
Total	597	821	267	185	65

Table 5: Organizational Culture.

ORGANISATIONAL CULTURE:

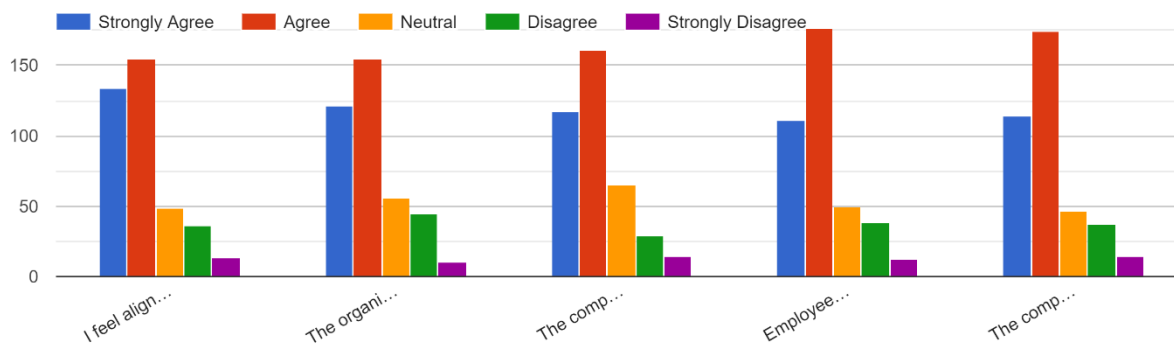


Fig 10: The bar graph of the factor: Organizational Culture.

Interpretation:

The data provided offers insights into employees' perceptions regarding organizational culture within the retail industry. Firstly, regarding alignment with the company's values and mission, approximately 22.45% strongly agree, indicating a substantial portion of employees feeling aligned with the company's core values. However, a notable percentage (39.46%) either disagrees or strongly disagrees, suggesting a significant divide in alignment with the company's mission.

In terms of diversity and inclusion, around 20.27% believe the organization promotes diversity and inclusion effectively. However, a larger percentage (40.70%) either disagrees or strongly disagrees, indicating varying perceptions of the organization's efforts in this regard.

Regarding innovation and adaptability to change, opinions are somewhat balanced. Approximately 19.60% feel the company's culture fosters innovation and adaptability, while 38.76% either disagree or strongly disagree, highlighting differing views on the company's culture of innovation.

In terms of empowerment and decision-making, approximately 18.59% agree that employees at all levels feel empowered to voice their opinions and contribute to decision-making processes. However, a comparable

percentage (39.00%) either disagrees or strongly disagrees, indicating differing views on the empowerment of employees in decision-making.

Lastly, regarding feedback mechanisms and responsiveness, around 19.10% believe the company actively seeks and responds to feedback to improve organizational culture. However, 40.08% either disagree or strongly disagree, indicating varying perceptions of the company's responsiveness to employee feedback.

5.6 FACTOR 6: WORK ATMOSPHERE:

Factor 6: Work Atmosphere	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I find the overall work atmosphere positive and conducive to productivity.	137	146	48	42	14
	22.61	17.70	18.68	22.46	23.33
I feel supported by my colleagues and supervisors in achieving my professional goals.	117	170	47	43	10
	19.31	20.61	18.29	22.99	16.67
I am satisfied with the communication channels in place for addressing work-related concerns and feedback.	110	174	59	31	13
	18.15	21.09	22.96	16.58	21.67
I feel that the organisation values and recognizes the efforts and achievements of its employees.	120	164	54	40	9
	19.80	19.88	21.01	21.39	15.00
The company organises events and initiatives that enhance the overall work atmosphere.	122	171	49	31	14
	20.13	20.73	19.07	16.58	23.33
Total	606	825	257	187	60

Table 6: Work Atmosphere.

WORK ATMOSPHERE:

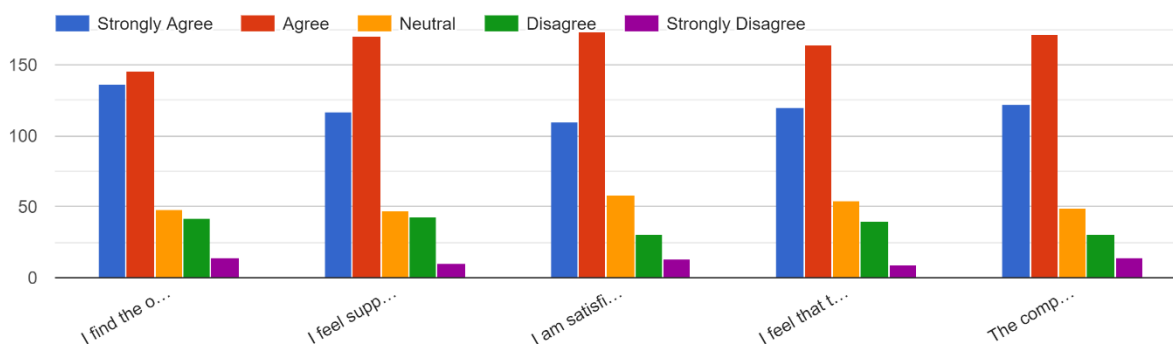


Fig 11: The bar graph of the factor: Work Atmosphere.

Interpretation:

The data provided offers insights into employees' perceptions regarding the work atmosphere within the retail industry. Firstly, regarding the overall work atmosphere, approximately 22.61% strongly agree that it is positive and conducive to productivity. However, a substantial percentage (45.17%) either disagrees or strongly disagrees, indicating a significant divide in opinions about the work environment's positivity and productivity.

In terms of support from colleagues and supervisors in achieving professional goals, around 19.31% feel adequately supported. However, a larger percentage (39.66%) either disagrees or strongly disagrees, suggesting varying levels of support perceived by employees in pursuing their professional goals.

Regarding communication channels for addressing work-related concerns and feedback, opinions are somewhat balanced. Approximately 18.15% are satisfied with the communication channels, while 38.25% either disagree or strongly disagree, indicating differing views on the effectiveness of communication channels for addressing concerns and feedback.

In terms of valuing and recognizing employee efforts and achievements, approximately 19.80% feel valued and recognized. However, a notable percentage (36.39%) either disagrees or strongly disagrees, suggesting varying perceptions of how the organization values and recognizes employee contributions.

Lastly, regarding events and initiatives that enhance the work atmosphere, opinions are somewhat balanced. Around 20.13% believe such events and initiatives enhance the work atmosphere, while 39.91% either disagree or strongly disagree, indicating differing views on the impact of organizational events on the work environment.



CHAPTER 6

FINDINGS OF THE RESEARCH:

1. Work-Life Balance:

The research reveals a prevalent challenge faced by employees concerning the equilibrium between work obligations and personal life. While some express satisfaction with their workload, a notable segment feels that their workload does not facilitate a balanced life. Opinions regarding the company's efforts to support work-life balance vary, with some employees feeling undervalued for their personal time outside of work. There is a divergence in perceptions regarding the encouragement for taking breaks during work hours, indicating the necessity for clearer communication and policies in this domain.

2. Pay and Benefits:

Employee satisfaction with compensation and benefits varies significantly, with some expressing contentment while others harbour dissatisfaction. Perceptions regarding opportunities for additional financial incentives vary among employees, as do opinions about additional discounts and offers at stores. Furthermore, the effectiveness of wellness programs and statutory benefits is perceived differently among employees, highlighting the need for tailored approaches to meet diverse needs and expectations.

3. Job Security:

Confidence in job stability for the future varies among employees, with differing opinions about the transferability of skills to other roles. While some employees worry about securing alternative employment if laid off, others express confidence in their job security. Dissatisfaction with job security is a factor contributing to employees contemplating leaving their current positions, underscoring the importance of addressing these concerns to retain talent and foster loyalty.

4. Employee Welfare:

The study reveals mixed opinions on the support provided by companies in stress management and the effectiveness of health and wellness programs. Similarly, views on the effectiveness of employee assistance programs vary, along with satisfaction levels regarding the company's investment in health

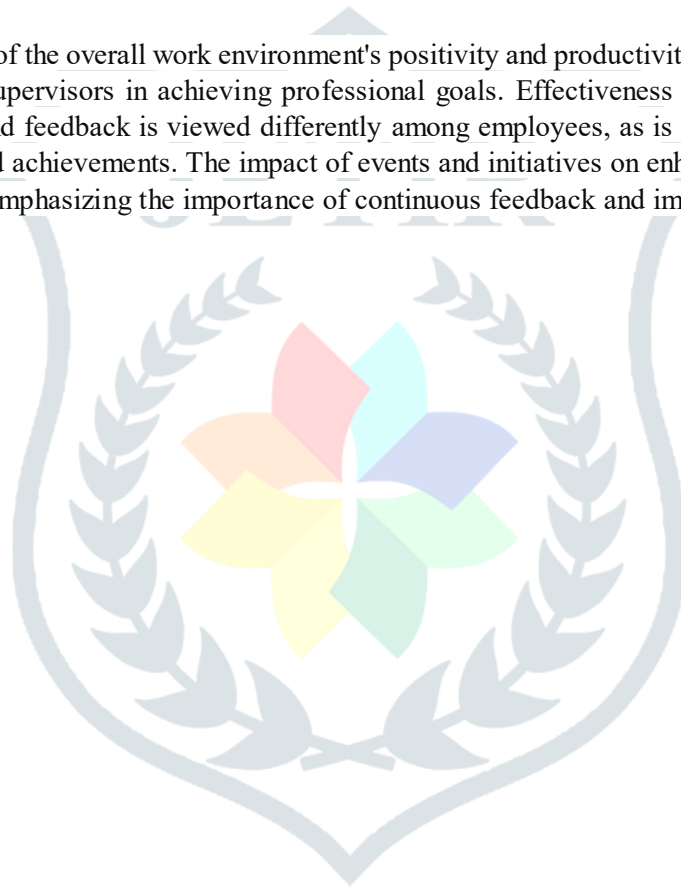
insurance. Perceptions of clear communication and guidance on managing workload also differ among employees, indicating a need for targeted interventions to address these disparities.

5. Organizational Culture:

Alignment with the company's values and mission shows variability among employees, as does the perception of diversity and inclusion efforts. Opinions regarding the company's culture of innovation and adaptability are mixed, with differing views on the empowerment of employees in decision-making processes. Furthermore, responsiveness to employee feedback for improving organizational culture varies, highlighting opportunities for enhancing communication and transparency.

6. Work Atmosphere:

Employee perceptions of the overall work environment's positivity and productivity vary, as do opinions on support from colleagues and supervisors in achieving professional goals. Effectiveness of communication channels for addressing concerns and feedback is viewed differently among employees, as is satisfaction with the recognition of employee efforts and achievements. The impact of events and initiatives on enhancing the work environment is perceived differently, emphasizing the importance of continuous feedback and improvement efforts.



CHAPTER 7

CONCLUSION

In conclusion, this study thoroughly examines employee job satisfaction within the dynamic retail sector across Jalandhar, Ludhiana, and Chandigarh. The results revealed a range of viewpoints, showcasing both satisfaction and dissatisfaction among employees concerning various aspects such as work-life balance, compensation, job security, welfare programs, organizational culture, and the overall work atmosphere.

These diverse perspectives highlight the intricate nature of employee satisfaction, emphasizing the need for customized interventions that address the unique needs and concerns prevalent in the retail industry. It is clear that a standardized approach is insufficient in fostering genuine employee satisfaction and engagement.

Therefore, organizations must proactively devise targeted strategies that promote harmony between work and personal life, enhance compensation and benefits schemes, provide assurances of job stability, improve employee welfare programs, cultivate a positive and inclusive organizational culture, and create a supportive work environment. By tailoring these initiatives to the specific challenges and aspirations of employees in the retail sector, organizations can pave the way for increased employee well-being, heightened job satisfaction, and ultimately, improved organizational effectiveness and performance.

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