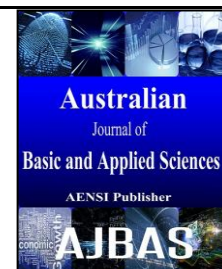




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Rouse Employee Loyalty Through Job Satisfaction

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ABSTRACT

Job satisfaction of employees is the major concern for the industry's success. Job satisfaction should be enhanced, because it acts as a key tool in inducing employee loyalty. Many hotels find it difficult to retain employees since they are unable to identify the factors that contribute to both job satisfaction and loyalty. This study resolves the issue by identifying the factors of job satisfaction that are strongly related with employee loyalty. Data was collected from 500 hotel employees by questionnaire designed to elicit their attitudes to loyalty and perception with respect to job satisfaction. Exploratory factor analysis identified key factors to job satisfaction (working environment, human resource policies, training and development, career building and work relationships) and employee loyalty (career development, job security and commitment). An examination of the inter-relationship revealed that work environment, working relationship and human resource policies have a greater impact on employee loyalty.

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INTRODUCTION

The hospitality Industry is a nonpareil part of the progression, stability and economy of India. Over the past thirteen years, the hospitality industry imparted foreign direct investments inflow worth INR 400 billion. A cavernous amount of foreign exchange is aided by this sector to the country's economy. Hotels are the crucial component of this industry and are posting a vigorous growth till today. India has several categories of hotels to cater its ever booming travel and tourism industry. Suddenly many hotels and resorts appeared in India over the last few years. India is speckled with hotels ranging from Luxury to Economy hotels providing variety of facilities and services that are apt for all classes of people. The Travel and Tourism Competitiveness Report 2011 by the World Economic Forum revealed that India is ranked as 68th in the world and 12th in Asia-Pacific region in the list of enticing destination. The country is expected to invest in the next five years approximately INR 448 billion in the hospitality industry. Indian Hotel industry is witnessing colossal thrives in recent years. Even though many employees are joining the industry every year, it is facing an imbalance between the supply and demand of staff. More number of employees quit from hotel industry due to various reasons including long hours of work, non-satisfactory pay, etc. Other service sectors like Airlines, BPO's, banks attract the employees, as

these sectors provide better pay compared to hotels. The major challenge faced by the hotel industry is to retain their valuable employees. Job satisfaction has major influence in retaining employees. The factors of job satisfaction enhance employee loyalty which in turn leads to retention.

Employee job satisfaction is the process in which employees enjoy their position and feel rewarded for their efforts. This will be beneficial to the hotel industry and it increases the productivity as well. Job satisfaction is also used to describe the employees' happiness, contentment, fulfilment of their desires and needs at work. Job satisfaction is a factor in employee motivation, employee goal achievement, and employee morale in the workplace. The longer an employee works for a company, the more valuable they are becoming, especially in the service industry. Abdullah (2010) stated that, staff training programs help to create the satisfaction and loyalty. The employee job satisfaction will directly affect the employee loyalty in hotel industry. Employee loyalty can be described in terms of a process, where certain attitudes give rise to certain behaviours.

The current study examines the relationship between job satisfaction and employee loyalty among hotel industry in India. Firstly, the relationship is examined through correlation between different factors of job satisfaction with employee loyalty. Then a regression analysis is performed to

determine factors that have greater impact on employee loyalty.

Past Research:

Job Satisfaction And Employee Loyalty:

Hulin and Judge (2003) noted that job satisfaction includes multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioural components. Employee loyalty can be defined as employees being committed to the success of the organization and believing that working for this organization is their best option. Not only do they plan to remain with the organization, but they do not actively search for alternative employment and are not responsive to offers (The Loyalty Research Center, 1990). Rai Imtiaz Hussain (2012) in his findings show that factors of job satisfaction like recognition, reward, team work and cooperation have a positive relationship with employee loyalty. Employees will be loyal to the organisation, if they are satisfied with the job. Job satisfaction is the main objective of loyalty in the service sector and it shows positive relationship. Shagufta Sarwar (2013), in his study found that there is a significant association between rewards and job satisfaction on one hand, and a significant association between satisfied employees and increased customer satisfaction and loyalty. Perceived satisfaction of employees will lead to better performance and better management of customer care and loyalty

The findings of Rahman Bin Abdullah (2011), underscore the important postulation that there is linkage between employee satisfaction and employee loyalty. Increase of employee satisfaction will result in increased employee participation and has the potential of making both the employee and employer equally loyal to the company. Employee loyalty is a result of the satisfaction that stems from satisfaction variables such as, recognition and rewards, working conditions, teamwork and cooperation, and relationship with supervisor. Chen, Ying-Chang (2010) found that hiring the people that are a good "fit" with the culture of the hotel—meaning that their values, principles, and goals clearly match those of the hotel—and then training as necessary will go a long way toward ensuring employee loyalty and retention. According to Ahmad Faisal Mahdi (2012) it is plausible that when employees judge the institution as being fair and supportive in their treatment particularly with regards to comfortable work conditions, relationship among the coworkers and supervisors and positive feelings of well-being will be created, which is likely to stimulate them to reciprocate by increasing their loyalty to the organization. Samuel Emeka Mbah (2012) identified that if they feel satisfied with the amount paid for their job; a level of organizational loyalty is established.

Factors Influencing Employee Loyalty:

According on Al-Anzi (2009) study result shows over than 90% say the quality of their working environment affects their mood and attitude about their work. Kreisman (2002) state that career development is important to retain employee because the availability of skill development opportunities and career movement are “key attractors” of organizations. If an organization does not recognize the individual needs and desire to grow, then “development” becomes a primary reason for resignation. According to Bhatia (2001), career development can enhance job security to employees by providing them some training program and get them promoted.

According to Jason (2008), learning opportunity is always a benefit to career development. It also makes employees feel that they have future and opportunity to get promoted in the company and increase their job security to stay loyalty to their company. Chang Lee* and Jung-Won Lee (2012) Workers with more opportunities to interact with others tend to increase employee loyalty and may in turn help to increase the retention of quality workers. Ming-Chun Tsai1 (2010) indicated in his study that higher the empowerment, leadership evaluation and job satisfaction, higher hospitality industry employees' loyalty to the organization. Rahman Bin Abdullah (2011), found that employees will be satisfied and become loyal on matters concerning with promotional opportunity and opportunity to learn. Wagner (2006) determined that a primary factor in employee's satisfaction and loyalty to that employer is the employee's relationship with his or her immediate supervisor.

Objectives:

- i. To find the key factors contributing to job satisfaction
- ii. To find the key factors contributing to employee loyalty.
- iii. To find out the relationship between job satisfaction and employee loyalty among the employees in the star category hotels

Research Methodology:

Literature review was conducted to extract the relevant contribution to job satisfaction and reasons for employee loyalty on the hotel sector. These findings helped in extending the questionnaire. This process provided a framework within which attitude and behaviour with respect to job satisfaction and employee loyalty among the star category hotel employees of India be determined. Primary data collection was conducted in over 60 hotels distributed throughout South India. The States included are Tamil Nadu, Kerala, Karnataka and Andhra Pradesh. Major cities in these states were taken for the study. The respondents were given a brief summary of the nature and purpose of the research and asked to consider each question on the

basis of what generally happened on a day-to-day basis in their places of work. Confidentiality and anonymity was protected in an attempt to promote honesty and to provide the best possible feedback.

RESULTS AND DISCUSSION

In order to identify the factors that affect the job satisfaction of the employees in the star category hotels, the exploratory factor analysis has been

employed. The principal component method of factor analysis was carried out with Eigen values greater than one through varimax rotation and the results obtained through rotated component matrix are presented in Table 1. There are five independent groups which are extracted accounting for a total of 74.83 per cent of variations on 21 attributes. Each of the five factors contributes to 24.96 per cent, 16.29 per cent, 12.82 per cent, 11.49 per cent and 9.27 per cent respectively.

Table 1: Factor analysis of Job satisfaction

Factor	Item	Rotated Factor Loadings	Eigen Value	% of Variation	Factor Name
I	Job duration	0.78			
	Shift decisions	0.74			
	Safety and security for employees	0.69			
	Work-Life balance	0.82			
	Challenges and opportunities	0.72			
	Provision of aeration	0.64			
	Grievance handling	0.70	2.13	24.96	Working Environment (WE) 0.84
II	Employment terms and conditions	0.65			
	Promotional opportunities	0.69			
	Contribution recognition towards work value	0.71			
	Job security and transfer policy	0.68			
	Leave Policy	0.74	1.92	16.29	HR Policies(HRP) 0.82
III	Opportunity to learn and use new skills and talents	0.69			
	Need based training support	0.76			
	Non-biased selection for training	0.66	1.31	12.82	Training And Development (TD) 0.80
IV	Scope of proving efficiency to match skills and ability	0.62			
	Sense of pride in doing my job	0.68			
	Career advancement opportunities	0.60	1.29	11.49	Career Building (CB) 0.84
V	Relationship with co-workers	0.68			
	Relationship with supervisor	0.67			
	Relationship with subordinates	0.65	1.09	9.27	Work Relationships (WR) 0.81
	Cumulative % of Variation			74.83	
	Cronbach's Alpha				0.82

Rotation converged in 8 iterations.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.873
Bartlett's Test of Sphericity	Approx. Chi-Square	5.102E3
	Df	210
	Sig.	.000

Factor-I: From the Table 1, it is inferred that out of 21 attributes, seven variables have their high, relatively tightly grouped factor loadings on factor-I. This factor consists of Job duration (0.78), Shift decisions (0.74), Safety and security for employees (0.69), Work-Life balance (0.82), Challenges and opportunities (0.72), Provision of aeration (0.64) and

Grievance handling (0.70). Hence this factor is named as **“WORKING**

Environment”:

Factor -II is formed with Employment terms and conditions (0.65), Promotional opportunities (0.69), Contribution recognition towards work value (0.71), Job security and transfer policy (0.68) and Leave Policy (0.74). These variables are termed as “HR POLICIES.” Factor III: The factor includes Opportunity to learn and use new skills and talents (0.69), Need based training support (0.76) and Non-biased selection for training (0.66). These variables are named as “TRAINING AND DEVELOPMENT”

Factor -IV: The factor is formed with Scope of proving efficiency to match skills and ability (0.62), Sense of pride in doing my job (0.68) and Career advancement opportunities (0.60). The factor is named as “CAREER BUILDING.” Factor-V: This factor includes Relationship with co-workers (0.68), Relationship with supervisor (0.67) and Relationship with subordinates (0.65). This factor is named as “WORK RELATIONSHIP”

The overall Cronbach’s alpha of the scale is 0.82 indicating that each measure demonstrates acceptable internal consistency. The cronbach’s alpha of the scale is varying from 0.80 for training and development to 0.84 for working environment and career building measures shows that each items in different factors also demonstrates acceptable internal consistency. It is inferred that working environment, HR policies, training and development, career building and work relationship are the factors of Job satisfaction in star category hotels.

From Table 2 it is inferred that the value of KMO statistic of 0.873 indicates that factor analysis will yield distinct and reliable factors. Bartlett’s test of sphericity is significant, that is, its associated probability is less than 0.05 (0.000), i.e. the significance level is small enough to reject the null hypothesis. It can be inferred that the variables play a key role in determining job satisfaction.

Table 3: Factor analysis of employee loyalty

Factor	Item	Rotated Factor Loadings	Eigen Value	% of Variation	Factor Name
I	Maximization of career potential	0.81			
	Gain more working experience	0.82			
	Opportunity to gain reputation	0.84			
	Supportiveness for long-term career development	0.80	3.58	34.60	CAREER DEVELOPMENT (CD) (0.84)
II	Treated like part of the hotel	0.85			
	Have a long term relationship with the hotel	0.65			
	Treat hotel problem as my problem	0.78	1.75	28.84	JOB SECURITY(JS) (0.78)
III	Continue to work in this hotel because hotel industry is not doing well	0.64			
	I will stay in this hotel rejecting better offers	0.73			
	Hotel focuses to gain public reputation	0.72	1.03	18.82	COMMITMENT (COM) (0.80)
	Cumulative % of Variation			82.26	
	Cronbach’s Alpha			0.81	

Rotation converged in 4 iterations.

Table 4: KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.911
Bartlett’s Test of Sphericity	Approx. Chi-Square	4.023E3
	Df	91
	Sig.	.000

In order to identify the factors that affect the employee loyalty in the star category hotels, the exploratory factor analysis has been employed. The principal component method of factor analysis was carried out with Eigen values greater than one through varimax rotation and the results obtained through rotated component matrix are presented in

Table 3. There are three independent groups which are extracted accounting for a total of 82.26 per cent of variations on 10 attributes.

Factor-I: From the table, it is inferred that out of 10 attributes, four variables have their high, relatively tightly grouped factor loadings on factor-I. This factor consists of: Maximisation of career

potential (0.81), Gain more working experience (0.82), Opportunities to gain reputation (0.84) and Supportiveness for long term career development (0.80). Hence, this factor is named as "CAREER DEVELOPMENT".

Factor-II: is formed with: Treated like part of the hotel (0.85), Have a long term relationship with the hotel ethics (0.65) and Treat hotel problem as my problem (0.78). These variables are named as "JOB SECURITY." Factor-III: This factor includes: Continue to work in this hotel because hotel industry is not doing well (0.64), Stay in this hotel rejecting better offers (0.73) and Hotel focuses to gain public reputation (0.72). This factor is named as "COMMITMENT".

The overall Cronbach's alpha of the scale is 0.81 indicating that each measure demonstrates acceptable

internal consistency. The cronbach's alpha of the scale is varying from 0.78 for Job security to 0.84 for career development measures shows that each item in different factors also demonstrates acceptable internal consistency. It is inferred that career development, job security and commitment are the factors which play a critical role on the employee loyalty in star category hotels. From Table 4 it is evident that the value of KMO statistic value of 0.911 indicates that factor analysis will yield distinct and reliable factors. Bartlett's test of sphericity is significant, that is, its associated probability is less than 0.05 (0.000), i.e. the significance level is small enough to reject the null hypothesis. It can be inferred that the variables act as strong determinants of employee loyalty.

Table 5: Correlation analysis between job satisfaction and employee loyalty

		WE	HRP	TD	CB	WR	COM	CD	JS
WE	Pearson Correlation	1	.504**	.473**	.264**	.327**	.325**	.289**	.448**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	500	500	500	500	500	500	500	500
HRP	Pearson Correlation	.504**	1	.633**	.426**	.373**	.232**	.378**	.531**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	500	500	500	500	500	500	500	500
TD	Pearson Correlation	.473**	.633**	1	.480**	.443**	.209**	.302**	.543**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	500	500	500	500	500	500	500	500
CB	Pearson Correlation	.264**	.426**	.480**	1	.363**	.190**	.148**	.335**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.001	.000
	N	500	500	500	500	500	500	500	500
WR	Pearson Correlation	.327**	.373**	.443**	.363**	1	.297**	.406**	.311**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	500	500	500	500	500	500	500	500
COM	Pearson Correlation	.325**	.232**	.209**	.190**	.297**	1	.452**	.444**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	500	500	500	500	500	500	500	500
CD	Pearson Correlation	.289**	.378**	.302**	.148**	.406**	.452**	1	.463**
	Sig. (2-tailed)	.000	.000	.000	.001	.000	.000		.000
	N	500	500	500	500	500	500	500	500
JS	Pearson Correlation	.448**	.531**	.543**	.335**	.311**	.444**	.463**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	500	500	500	500	500	500	500	500
Correlation is significant at the 0.01 level (2-tailed).									

The Table 5 highlights the correlation between the factors of job satisfaction and employee loyalty. The values indicate that there is a positive correlation between both the factors.. The significant value is

less than .01. Because of this, we can conclude that there is a statistically significant correlation between job satisfaction and employee loyalty.

Table 6: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics				
						R Square Change	F Change	df1	df2	Sig. F Change
1	.588 ^a	.546	.539		5.47986	.346	52.272	5	494	.000

Table 7: Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7848.414	5	1569.683	52.272	.000 ^a
	Residual	14834.258	494	30.029		
	Total	22682.672	499			

Table 8: Coefficient table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.244	1.542		3.401	.001
	WE	.371	.078	.206	4.726	.000
	HRP	.423	.092	.230	4.598	.000
	TD	.251	.124	.104	2.017	.044
	CB	-.005	.130	-.002	-.041	.967
	WR	.656	.121	.227	5.417	.000

Table 6 shows the model summary result of the analysis. The independent variables (work relationship, working environment, career building, human resource policies and training & development) can explain 53.9% (0.539) of variations in dependent variable (employee loyalty).

In the ANOVA table (Table 7) shows that the p-value is 0.00 which is less than 0.01 ($p < 0.01$), so it is significant at 0.01 level. In overall the regression model with those five independent variables (work relationship, working environment, career building, human resource policies and training & development) are suitable in explaining the variation in employee loyalty. It can be inferred from the coefficient table of regression analysis (Table 8) that work relationship, working environment, and human resource policies have a p value which is less than 0.01. And hence they influence employee loyalty.

Contribution and Practical recommendation:

The findings of the present study focus on enhancing the loyalty of the employees in the star category hotels through job satisfaction. The study emphasises that the hotels should give importance to the factors like job fit, work life balance, need based training, providing challenging tasks, and immense learning opportunities in order to create a pool of satisfied employees. Chand and Katou (2007) stated that the hospitality industry being highly labour-intensive, the effective utilization of human resources can give an organization its competitive edge. The hotels should fully utilise the abilities of the employees in order to create a loyal workforce. Importance should be given to develop employees' skills and knowledge in terms of competency because hotel employees' job performance has significant effects on the quality of service and the productivity of a hotel. If the hotel employees are fully competent to perform tasks, their satisfaction level will increase. Then, this will result in positive outcomes for the hotel. (Lee, Kahn & Ko, 2008).

Hotels should place their focus in understanding the needs and motives of the employees, because a satisfied employee will in turn become loyal towards the hotel. If the organisation acts according to the employee's needs then they will become satisfied (Masri, 2009). To keep employees satisfied, employees should be motivated. A positive work environment must be created by the hotel management in order to give growth opportunities to the employees. Enthusiastic employees will out produce and outperform the unmotivated employees. Career development opportunities should be provided by the hotel management to create satisfying employees. The hotels should provide their employees with the opportunities to develop and expand their knowledge, skills and experience, if not it will result in employees quitting their jobs. Supporting employee development through paid or subsidized courses, webinars, books, job shadowing, work experiences, mentoring, podcasts, etc. helps in communicating to them that the management value them and their work and are committed to their success and career progression.

Providing autonomy to the employees will help the hotel management in creating a feeling of belongingness and attachment towards the hotel. Workforce scheduling should be properly done by the hotel management. Employees should not be overburdened and in the same way they should not be idle. The management should be careful while allotting the work. Employees can be consulted before providing them with the benefits. The retention bonus acts as an innovative tool to create a pool of loyal workforce. Hotels should provide bonus in order to motivate them to stay in the hotel. It acts as an instrument to prevent employees from leaving the organisation during tough times. Employee engagement activities should be conducted in the hotels. It acts as a stop gap from the work routine. Family get together, picnics; birthday parties can be conducted to boost employees. Work diversity is very critical and it can be achieved by assigning

challenging tasks to the employees. The employees should be occupied in decision making and planning which creates a sense of loyalty towards the hotels.

Conclusion:

From the study it is clearly indicated that out of the most important factors that contribute to job satisfaction among hotel employees, monetary incentives or benefits is not the real contributor but employee recognition and esteem, responsibility and autonomy the job gives them acts as critical contributors. Though the monetary factor could not be ignored; it also serves as a crucial factor that gives the hotel employees the job satisfaction. The major research finding is that in order to create a loyal workforce, the hotels should develop and maintain a supportive working environment, should continuously enhance the skills of the employees, establish employee friendly policies and procedures, build autonomy within the organisation so that the employees feel that they play an integral role towards the success of the industry and they will realise their importance. Training should be considered as an important factor in satisfying the employees. The employees should be continuously updated with the new procedures followed in other hotels across the world. The hotels should provide opportunities to enhance skills for the employees and encourage them to use their skills.

Limitation and Scope of future work:

Efforts were made to carry out theoretically and empirically sound research, the study suffers from few limitations. Due to very vast and varied geographical expanse of India, the respondents in the study represent only a certain geographical area that is southern part of India. A more diverse coverage of geographic regions could be done in the future. The current study has explored different factors of employee loyalty and job satisfaction. Future research can be performed by exploring each and every factor in detail. In future an extended study that evaluates a wider scope of the dimensions of employee job satisfaction and employee loyalty in the hotel industry should be conducted using a larger representation of hotel employees and various strengths between the variables can be established amongst the different samples.

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