

## Employee Morale and Satisfaction with Reference to Retail Chain

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### Abstract

Employees are profoundly energetic and their morale is very if their individual objective and destinations are tuned in to hierarchical objective and goals. Morale is a principal mental idea. It is difficult to characterize. Confidence is the level of eagerness and ability with which the individuals from a gathering pull together to accomplish bunch objective. It has been characterized distinctively by various creators. Distinctive meaning of morale can be arranged into three noteworthy methodologies. Classical approach, psychological approach and social approach. Worker Morale assumes essential part in the start achievement. High Morale prompts achievement and low morale conveys to vanquish afterward. The play of Morale is no less essential for a modern endeavor. The accomplishment of disappointment of the business much depends up on the Morale of its workers. This study is designed to understand and probe employees' motivational tolerance and ensure the best talent is retained. According to the theory, high emphasis on hygiene factors will not motivate employees. Building motivators like advancement, recognition, growth which are intrinsic to the job should be built for motivating employees.

**Keywords:** Morale; Classical Approach; Motivation; Psychological Approach; Social Approach.

### Introduction

Employee Morale alludes to a disposition of fulfillment with a want to proceed and take a stab at accomplishing the targets of a production line. Morale is absolutely passionate. It is a state of mind of a worker towards his activity, his predominant and his association. It isn't static thing, yet it changes relying upon working conditions, bosses, kindred specialists pay et cetera.

Morale may go from high to low. High morale is obvious from the positive sentiments of representatives, for example, energy, want to obey orders, eagerness to co-work with colleagues. Poor or low morale ends up clear from the negative sentiments of representatives, for example, disappointment, debilitation or aversion of the activity. Morale is a principal mental idea. It is difficult to characterize. Confidence is the level of

eagerness and ability with which the individuals from a gathering pull together to accomplish bunch objective. It has been characterized distinctively by various creators. Distinctive meaning of morale can be arranged into three noteworthy methodologies. Classical approach, Psychological approach and social approach. Classical approach: According to this approach the fulfillment of essential needs is the image of Morale. As indicated by Robert M. Guion "Spirit is characterized as the degree to which the individual sees that fulfillment originating from add up to work fulfillment". Psychological Approach: According to this approach Morale is mental idea i.e., perspective. As per Jurious Fillipo "Spirit is a psychological condition or state of mind of individual and gatherings which decides their eagerness to participate". Social Approach: According to a few specialists Morale is a social wonder. As per Davis "Spirit can be characterized as the states of mind of individual and gatherings towards their workplace and towards intentional collaboration to the full degree of their capacity in the best enthusiasm at the association". Significance of Employee Morale: Worker Morale assumes essential part in the start achievement. High Morale prompts achievement and low morale conveys to vanquish afterward. The plays of Morale is no less essential for a modern endeavor.

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**Received on** 26.11.2018, **Accepted on** 31.12.2018

The accomplishment of disappointment of the business much depends up on the Morale of its workers. The Types of Morale are High Morale, It will prompt excitement among the laborers for better execution. High Morale is required an indication of the workers quality, reliability pride, certainty and dedication. Low Morale shows the nearness of mental distress. The psychological turmoil hampers generation as well as prompts sick strength of the representatives. Low Morale exists when question in doubt are normal and when people are discouraged and disheartened. The factors affecting morale Employee morale is an extremely complex marvel and is affected by numerous elements on the shop floor. A few criteria appear to be imperative in the determinants of levels of specialists Morale, for example, targets of the association: Employees are profoundly energetic and their Morale is very if their individual objective and destinations are tuned in to hierarchical objective and goals. Hierarchical plan: organization structure affects the nature of work connection, especially on the level of Morale. Substantial association have a tendency to protract their channels of vertical correspondence and to build the trouble of upward correspondence.

The above techniques for the estimation of the workers exhibit just the inclinations or the mentality of the representative assurance. The factual estimation of spirit isn't conceivable on the grounds that it identifies with the internal sentiments individuals. We can state that assurance is expanding or diminishing, yet cannot estimated the amount it expanded or in wrinkled.

### *Theoretical Background of the Study*

Retailers assume a noteworthy job as a course between producers, wholesalers, providers and shoppers. In this unique circumstance, they perform different capacities like arranging, breaking mass, holding stock, as a channel of correspondence, capacity, publicizing and certain extra administrations like purchasing and amassing, warehousing or putting away, moving, credit office, chance bearing, reviewing and pressing, gathering and supply of market data, presenting new items, window show and promoting, and so forth. The Management fill various jobs in a retail situation. At last, they are in charge of the store's general productivity. Retail managers regularly should work extended periods, including nighetimes and ends of the week, as these are commonly the pinnacle retail deals periods. Advancements, store activities, marketing, consistence, stock administration,

money taking care of, wellbeing and security, client benefit, and so forth are few noteworthy elements of management. Human Resources Management's job in the organization's prosperity builds every day. Human Resource Management is an essential capacity in the associations. It is winding up more imperative than any other time in recent memory. Line managers are getting engaged with HRM, and human asset directors are ending up more efficient. Also everybody in the association can make a commitment to the administration of individuals and the achievement of the association in the meantime. Representatives are major asset in any business.

This is especially valid in retail industry, which has a lot of representatives and which gives a scope of administrations to its clients. The retail human asset condition has its extraordinary highlights: countless laborers, extend periods of time, profoundly feasible representatives, many low maintenance specialists, and varieties in client request. Those highlights likewise carton challenges to retailers. As a matter of first importance, countless representatives and low maintenance laborers in a retail business may lead high worker turnover, poor execution, delay and non-appearance. This is because of a few reasons. one is that unpracticed representatives can apply for retails positions like checkout assistants, wrappers, stock agents and a few kinds of offers individual which doesn't require high instruction, preparing and aptitude. The other one is that representatives who work in retailing organizations likely live close to the retailing stores. Likewise, low maintenance staffs are anything but difficult to stop their employments.

Furthermore, long working hours may result that retailers need to give two move to the representatives. As the pattern of longer store hours (evening and weekend), retailers need to consider utilizing staff for night and end of the week use. Thirdly, high noticeable representatives imply that retailers need to screen workers nearly. As buyers these days assume an imperative job in retail industry and representatives are profoundly obvious to the shoppers, retailers must choose the workers so as to not devalue the fulfillment dimension of the clients and they ought to likewise concentrate on the prepping of the employees. The two factor theory (Herzberg's Motivation- hygiene theory and dual factor theory) expresses that there are sure factors in the working environment that reason work fulfillment, while a different arrangement of elements cause disappointment.

Resolve can be characterized as the aggregate

fulfillment gotten by a person from his activity, his work gathering, his prevalent, the association he works for and the earth. it by and large relates the sentiment of people solace, bliss, and fulfillment. To put it plainly, there is a combination of representatives mentalities, practices, sign of perspectives and sentiments all taken together in their work situations, displaying the representative's emotions towards work, working terms, and connection with the business. Assurance incorporates representatives' demeanors on the explicit response to that activity. There are two conditions of spirit: high resolve and low confidence. Inspiration is an inner mental drive of a person which specialist him to carry on in an explicit way, resolve is spirit bunch situation. Higher inspiration regularly prompts higher assurance of representative, however high resolve does not basically result in significantly propelled workers as to have an uplifting frame of mind towards all components of work circumstance may not basically drive the workers to work all the more productively. Keeping worker resolve is a standout amongst other things you can do to impart devotion and keep up a profitable work environment. For a representative, a more elevated amount of creation can regularly prompt expanded pay and advancement openings. Each Organization should realize the elements impacting the worker assurance and have the capacity to propel those components so as to accomplish the larger amount of fulfillment. This examination would have the capacity to cover the HR activities that add to high confidence among representatives and ought to likewise have the capacity to contemplate the worker assurance in connection to the offices given by the organization.

### Review of Literature

The fulfillment and inspiration of workers in the Retail Industry utilizing of employees in the Retail Industry using Herzberg motivation hygiene theory. In the investigation, deals work force was chosen from Ladies Clothes Store in Malaysia and the outcomes demonstrate that hygiene factors ended helpers regarding work fulfillment. The most huge factors in rousing deals faculty were working conditions, trailed by acknowledgment, trailed by organization approach and afterward compensation. When all is said in done intercession test the adoration for cash and the connection among compensation and occupation fulfillment was comprehended. The

end is that the business staff who esteem cash are happy with the compensation and employment when they get wanted salary (Hong and Waheed, 2011). To comprehend whether representative assurance is influencing consumer loyalty and in this manner at last influencing benefits. The consequence of this examination demonstrates an opposite relationship in one specific industry, though the center enterprises were Technology, preparing and business keeping money. The outcomes demonstrated that the representatives endeavor to hold clients dedication arrive augment the benefit despite the fact that their good is low. this is in spite of dread of excess, high outstanding task at hand sand extend periods of time (Abott, 2003). The examination assessed when associations use pay remuneration and when they use pay that depends on execution. Factors from office and institutional hypothesis viewpoint were utilized to investigate the business pay arrangements of 54 retail claim to fame stores. The programability of an occupation, length of control, vulnerability, sort of stock and the age of a store chain was solid indicators of remuneration strategy. by and large, the outcomes recommend that the two points of view are fundamental for a decent depiction of compensation approaches. (Eisenhardt, 1988). This paper investigates the job of occupation qualities and correspondence in connection to work inspiration and fulfillment among UK Charity shop managers. Analysis depends on 22 interviews which shop directors and across the nation study of 826 Charity shop chiefs. In investigating work attributes we find that supervisors display low dimensions of fulfillment which factors, for example, pay, shop status and working conditions. In any case, in investigating correspondence we discover a type of "charitableness result whereby supervisors" disappointment is improved by the fulfillment game from interpersonal relationships with other staff individuals and the information that their endeavors are profiting a charitable cause (Persons and Broadbridge, 2006). This study investigates at various times demeanors of representatives concerning business-related inspirational elements. Understanding the components that workers consider spurring loans knowledge to the prizes to which remain all the more decidedly react. Looks at the consequences of 4 inspiration overviews directed in 1946, 1980, 1986 and 1992. The correlations uncover that representatives' inspirational inclinations fluctuate after some time. What's more, the consequences of the 1992 overview show that the components that propel the present specialists are progressively extraneous then they

used to be. Although workers previously and how they rank these elements, they overwhelmingly chose "great wages" as the best help. A decent wage is an extraneous reward with inborn strength. At first glance "great wages" appear to be absolutely outward. However, at a more profound dimension, financial prizes convey what the organization esteems and impact representatives' enthusiastic and familial prosperity (Willy, 1997). The connection between the representatives fulfillment and influencing factors in people in general division in Turkey. These variables are created just by chance in general society segment in Turkey. Human resource management (HRM) applications, for example, estimating worker fulfillment, execution improvement are generally utilized in private division. In particular, in creating nations, for example, Turkey, these applications are seldom utilized in people in general division. In this manner, the paper advocate the utilization of HRM applications in general society area in a developing nation (Turkyilmaz et al., 2011). In this exploration, another theory of human need is tried. Worried about creating and testing an option in contrast to Maslow's theory and to a basic dissatisfaction speculation for the issue of relating need fulfillment to quality of Desires. The theory depends on a three overlay conceptualization of human needs: existent, relatedness, and growth (ERG). it doesn't expect bring down dimension fulfillment as a perquisite for the feelings of higher request needs. It includes the effect of higher request dissatisfaction to the quality of lower arrange needs. Experimental trial of Differential expectations among Maslow's theory, the straight forward dissatisfaction speculation, and ERG theory were directed purchase a poll think about with 110 representatives at a few occupation level from a bank. Results tend to help ERG theory more than Maslow's theory or the basic disappointment speculation (Alderfer and Claytonc, 1969). This paper utilizes the instances of UK Charity retail to investigate the effects of this move to demonstrable skill, on managers at the neighborhood level. In doing as such it takes to create proper systems for overseeing change both in Charity retail and all the more comprehensively, in non benefit associations. The professionalization of foundations' exchanging exercises has brought about a progression of changes at the neighborhood level; these incorporate the presentation of new types of staff, changes to arrangements with respect to Sourcing, estimating and introduction of stock, and an expanded accentuation on deals target, League tables, and motivator conspire intended to persuade directors to build deals. The

arrangements set at head office level have had huge effect on the everyday working encounters of branch administrators. This paper investigates supervisors' responses to these progressions and inspect the degree to which such arrangements could be said to be effective. To close, suggestions are made with regards to the most suitable ways to deal with professionalizing Charity retail activities. These ends are widened to offer bits of knowledge into fitting procedures for overseeing change in not-for-profit associations (Parsons and Adelina Broad bridge, 2004).The examination researched contrasts by and large qualities, work esteems in hierarchical responsibility among 549 private area, open division and para open segment information workers.No contrasts when all is said in done qualities were seen crosswise over parts despite the fact that 5 critical work esteem contrasts were uncovered: Para open representatives esteem work that adds to society more than community workers, who esteem it more than private segment employee; para open employees esteem open doors for progression not exactly both open and private segment workers; local officials esteem mentally animating and testing work more than para open worker; and private segment workers esteem renowned work more and local officials. Private area employee showed more noteworthy hierarchical duty than the employee in the other two divisions. By and large, the discoveries propose just constrained esteem contrasts among workers of the different parts. The finding of some work esteem contrasts between representatives in the general population and para open segments propose that these two gatherings justify separate thought in near examinations, for example, this one (Lyons, Duxbury and Higgins, 2006).

This article is in regards to the relationship among the three key builds of work relationship exertion, work execution and occupation fulfillment. The connection between employment execution and occupation fulfillment is of Central interest to investigate in organizational psychology. In any case, observational research around there find that the connection between these develop is frail, best case scenario. A negative impact on exertion on employment fulfillment is predictable with agency theory yet there is constrained exact proof to help this presumption. In addition, a few investigations have discovered a beneficial outcome of exertion on employment fulfillment. Utilizing a model that fuses the primary builds from office hypothesis and hierarchical brain research, the flow ponder finds and negative direct impact on exertion and a positive direct impact of

employment execution on occupation satisfaction. The creators demonstrate that clashing discoveries in the writing are the consequence of irregularity in both the estimations and the meaning of develops crosswise over investigations that don't completely represent all the connection between builds. The present discoveries stress the need to recognize unmistakably between components that speak to representatives' contributions to the work relationship and those that speak to the yields. It likewise exhibits the significance of appropriately bookkeeping or controlling for every single key variable to dispenses with predispositions that can emerge in exact research on work connections (Christen, Iyer and Soberman, 2006).

### Objective of the Study

- To know and understand about the employee morale.
- To find out the various factors leading to employee morale in the organization.
- To know the level of morale of the employees working in Shopper Stop.
- To know the level of satisfaction of the employees towards the company.
- To suggest measures to increase morale of the employees of Shoppers Stop.

### Methodology

This is a descriptive study and the data will be collected using tools such as Structured Questionnaire and Interviews with the employees of Shoppers Stop. For a selection of a sample special care should be taken that the sample is a proper representative of the whole population. Every segment of the population should be included but the number should not be very large which may become difficult to manage within time and cost limits. For this research study purpose out of different sampling methods, the stratified random sampling has been selected. The employees are selected on the basis of availability during visits. They have been selected randomly. So simple random sampling has been used for the study. Keeping in view the proper representation of every segment of the population and manageable size of the sample, the sample size selected is 40.

### Data Analysis and Interpretation

The Chi square test for gender and the overall

morale at the workplace.

H0- There is no significant difference in the morale level of the employees between the genders.

H1- There is a significant difference in the morale level of the employees between the genders.

**Table 1:** Chi Square test for Gender

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.302a	1	.583		
Continuity Correction <sup>b</sup>	.029	1	.865		
Likelihood Ratio	.302	1	.583		
Fisher's Exact Test				.712	.431
Linear-by-Linear Association	.295	1	.587		
N of Valid Cases	40				

The above table 1 is taking consideration the gender of the employees with the overall morale at the work place. Since the P value is greater than 0.05.(p= 0.583) accept the null hypothesis. Hence, we can conclude that there is no significant difference in the morale level of the employees between the genders.

The Chi-square test for education of employees and the overall morale at the workplace.

H0- There is no significant difference in the morale level of the employees between the education of employees.

H1- There is a significant difference in the morale level of the employees between the education of employees.

**Table 2:** Chi Square test for Education of Employees

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.450a	2	.484
Likelihood Ratio	2.313	2	.315
Linear-by-Linear Association	1.119	1	.290
No of Valid Cases	40		

The table 2 is done taking consideration the educational status of the employees with the overall morale at the work place. Since the P value is greater than 0.05 (p= 0.484) accept the null hypothesis. Hence we can conclude that the there is no significant difference in the morale level of the employees between the educational status.

The chi square test for work duration with the rewards, recognitions and achievements.

H0- There is no significant difference in the rewards, recognitions and achievements between the work duration.

H1- There is significant difference in the rewards, recognitions and achievements between the work duration.

**Table 3:** Chi Square test for rewards, recognitions and achievements between the work duration.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.332a	12	.835
Likelihood Ratio	8.786	12	.721
Linear-by-Linear Association	.000	1	1.000
No of Valid Cases	40		

The above table 3 is done taking consideration the work duration at Shoppers Stop with the rewards, recognitions and achievements. Since the p value is greater than 0.05 (p= 0.835) accept the null hypothesis. Hence we can conclude that the there is no significant difference in the rewards, recognitions and achievements between the work duration.

The chi square test for age groups with job satisfaction.

H0- There is no significant difference in job satisfaction between the age groups.

H1- There is a significant difference in job satisfaction between the age groups.

**Table 4:** Chi Square test for Age Groups

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.005a	1	.941		
Continuity Correctionb	.000	1	1.000		

Likelihood Ratio	.005	1	.941		
Fisher's Exact Test				1.000	.609
Linear-by-Linear Association	.005	1	.942		
Nof Valid Cases	40				

The above table 4 is done taking consideration the age group with the job satisfaction. Since the P value is greater than 0.05 (p= 0.941) accept the null hypothesis. Hence we can conclude that the there is no significant difference in job satisfaction between the age groups.

The Chi square test for gender and job satisfaction.

H0- There is no significant difference in the job satisfaction of the employees between the genders.

H1- There is a significant difference in the job satisfaction of the employees between the genders.

**Table 5:** Chi Square test for Gender and job satisfaction

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. sided)	Exact Sig. (1-sided)
Pearson Chi-Square	10.639a	1	.001		
Continuity Correctionb	8.548	1	.003		
Likelihood Ratio	11.374	1	.001		
Fisher's Exact Test				.002	.001
Linear-by-Linear Association	10.373	1	.001		
Nof Valid Cases	40				

The above table 5 is done taking consideration the genders with the job satisfaction. Since the P value is lesser than 0.05 (p= 0.001) reject the null hypothesis. Hence we can conclude that the there is a significant difference in the job satisfaction between the genders.

The chi square test for working condition of employees with challenging work.

H0- There is no significant difference in challenging work between the working condition of employees.

H1- There is a significant difference in challenging work between the working condition of employees.

**Table 6:** Chi Square test for challenging work and working condition of employees.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.624a	2	.269
Likelihood Ratio	2.323	2	.313
Linear-by-Linear Association	1.539	1	.215
No of Valid Cases	40		

The above table 6 is done taking consideration the working condition of the employees at Shoppers Stop with challenging work. Since the P value is greater than 0.05 ( $p=0.269$ ) accept the null hypothesis. Hence we can conclude that there is no significant difference in challenging work between the working condition of employees.

The chi square test for genders with roles and responsibilities of the job.

H0- There is no significant difference in roles and responsibilities of the job between the genders

H1- There is a significant difference in roles and responsibilities of the job between the genders

**Table 7:** Chi Square test for Gender with roles and responsibilities of the job.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.377a	2	.828
Likelihood Ratio	.383	2	.826
Linear-by-Linear Association	.004	1	.949
No of Valid Cases	40		

The above table 7 is done taking consideration the genders with the roles and responsibilities of the job. Since the p value is greater than 0.05 ( $p=0.828$ ) accept the null hypothesis. Hence we can conclude that there is no significant difference in the roles and responsibilities of the job between the genders.

## Findings and Discussion

Majority of the employees were 12th pass outs and post graduates. Most of the employees were male. More than 50% of the employees were under the age group of below 25 years. More than 50% of the employees were unmarried. Most of the employees were under the income group of Rs. 10,000- Rs. 20,000. Majority of the employees belong to joint family which has 4 or more members in the

family. Majority of the employees are working in Shoppers Stop for less than a year. The employees were satisfied with the current job. Most of the employees felt that the work is challenging for them. 75% of the employees felt that the roles and responsibilities of the job are manageable. More than 50% of the employees are involved in the decision making process. 90% of the employees felt that they are important to the organization.

More than 50% of the employees felt that the employee review system is good enough. 77.5% of the employees have mentioned that the overall morale at Shoppers Stop is good. More than 50% of the employees had felt that the working condition at Shoppers Stop is good. 55% of the employees had agreed that they are been rewarded and recognized for your achievements. 70% of the employees had agreed that the workplace is a good status symbol for them. 40% of the employees had agreed and strongly agreed that they feel secured in the job. More than 50% of the employees had agreed that their career choice is a good occupation decision for them. 60% of the employees had disagreed that they are in the wrong organization. Majority of the respondents had disagreed that they feel misunderstood among the co-workers.

## Conclusion

In this study with the help of Pearson Chi Square test that is calculated on the basis of the respondents survey, researcher has found that in some cases there is no significant difference between specified population, any observed difference being due to sampling or experimental error. Therefore it is concluded that there is no significant difference in the morale level of the employees between the genders. There is no significant difference in the morale level of the employees between the educational status. There is no significant difference in the rewards, recognitions and achievements between the work duration. There is no significant difference in job satisfaction between the age groups. There is no significant difference in the overall morale at the work place between the age groups. There is a significant difference in the job satisfaction between the genders. There is no significant difference in challenging work between the working condition of employees. There is no significant difference in the roles and responsibilities of the job between the genders. The organization should focus on retaining the employees as most of the employees work for less than a year only. The employees feel that the work is more challenging for them so the

organization should maintain the same level. Few of the employees weren't involved in the decision making process. So they may feel demotivated. The organization should make sure that they involve all the employees while making any decision. The organization should make sure that all the employees feel comfortable working there. They should reward and recognize all the employees for their achievements.

### Acknowledgement

The satiation and euphoria that accompany the successful completion of this research would be incomplete without the mention of the people who made it possible. We thank the research team of Accendere Knowledge Management Services, CL Educate Ltd. for their unflinching guidance, continuous encouragement and support to successfully complete this research work.

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