

Employee Health and Well-Being as a Determinant of Employee Satisfaction in the Indian Banking Sector: Evidence from Uttar Pradesh

Umang Monga¹, Dr. Mohnish Kumar², Dr. Avtar Dixit³

¹Research Scholar, Invertis University (Bareilly), India

²Assistant Professor (Supervisor), Invertis University, India

³Professor (Co-supervisor), Government P.G College Bilaspur (UP), India

Email ID:- Umang8595@gmail.com

ABSTRACT

With specific reference to public and private sector banks in Uttar Pradesh, this study investigates how employee health and well-being affects employee satisfaction in the Indian banking industry. The purpose of the study is to determine whether there is a substantial relationship between employees' overall job satisfaction and their assessments of their health and well-being.

Methodology: A descriptive and analytical research design is used in this study. A structured questionnaire was used to gather primary data from 100 workers of particular public and private sector banks located in five districts of Uttar Pradesh: Moradabad, Rampur, Sambhal, Amroha, and Bijnor. A stratified random sampling method was used to choose the respondents. A five-point Likert scale with five measuring questions was used to gauge the health and well-being of employees. The data were analysed using descriptive statistics, reliability and validity assessment, Pearson correlation, and regression analysis.

Results: With a mean score of 3.70 (SD = 0.61), the results show that respondents had a positive opinion on the health and well-being of their employees. Employee satisfaction is positively and moderately correlated with employee health and well-being ($r = 0.410$), suggesting that employees who report greater health and well-being also likely to report higher levels of satisfaction. Additionally, the measuring approach has adequate construct validity and reliability.

Implications: According to the research, banks should prioritize the health and well-being of their employees as a strategic human resource. Employee satisfaction may increase as a result of initiatives pertaining to workload management, psychological support, work-life balance, healthy working environment, and employee welfare. By analyzing employee health and well-being as a unique factor of employee satisfaction using actual data from both public and private sector banks in Uttar Pradesh, the study adds to the body of knowledge on the banking industry. It offers a regional viewpoint that can help HR professionals and banking institutions create workplace rules and well-being initiatives that are employee-centered.

Keywords: Uttar Pradesh, India; public and private banks; employee health and well-being; employee satisfaction; banking industry; human resource management.

1. INTRODUCTION

One of the most significant sectors of the service economy is the banking industry, where workplace circumstances, psychological experiences, and employee attitudes directly affect organizational efficacy and service quality. Banking institutions, in contrast to many manufacturing firms, rely significantly on ongoing employee-customer contacts, precision, emotional control, technical adaptability, and the capacity to react to quickly shifting client expectations. Because contented workers are more likely to exhibit good work attitudes, stronger organizational commitment, and better service-oriented behavior, employee satisfaction has grown in importance as a human resource management (HRM) problem.

Leadership, intrinsic motivation, rewards, organizational commitment, HRM practices, and supportive working conditions are some of the key elements linked to employee satisfaction in the banking industry, according to recent research (Akhter et al., 2021; Bhardwaj et al., 2021). A recent systematic analysis of bank employee happiness highlights the significance of complete HRM practices and supportive working circumstances in creating a favorable corporate atmosphere, further confirming that employee satisfaction is still a major research topic.

At the same time, digitization, heightened rivalry, performance standards, evolving consumer needs, and more reliance on technology have all significantly changed the nature of labor in banking. Employee health and well-being have become more crucial as a result of these advances, which have also put new demands on workers. Employee well-being is increasingly seen as a crucial element of sustainable HRM and organizational effectiveness, rather than just as an individual or welfare concern. Scholarly interest in the connection between HRM and employee well-being is expanding, according to recent studies, especially in the wake of the COVID-19 pandemic. Through a thorough analysis of the literature, Bhoir and Sinha (2024) contend that HRM plays a significant role in promoting employee well-being and identify well-being-oriented.

The employee well-being-HRM field is still underdeveloped and needs more empirical research, according to their review. The absence of physical sickness is only one aspect of employee health and well-being. Employee views of workload, work-life balance, organizational support, workplace safety, and the capacity to handle job demands are all included in the organizational context, along with their physical, psychological, and social experiences at work. The multifaceted aspect of professional well-being is becoming more and more emphasized in modern literature. For instance, De Bloom et al. and colleagues' systematic evaluation of 341 empirical studies (2024) shows that factors functioning at the macro and micro-levels of the organization have an impact on employee mental health and well-being. Additionally, the analysis identifies supportive organizational environments and workplace stressors as significant determinants of employee well-being. In a similar vein, Qamar et al. (2024) draw the conclusion from a systematic review that sustainable HRM can improve employee well-being, despite the fact that there is still a dearth of empirical evidence on these connections.

Because banking personnel often work in settings with high workloads, customer-facing responsibilities, performance targets, technological change, and time constraints, the significance of employee health and well-being is especially pertinent. Workplace circumstances and employee well-being are related, according to data from the banking industry, highlighting the significance of comprehending well-being in the particular work environment of banking. Similarly, organizational support for work and non-work duties affected subjective well-being both directly and indirectly through work engagement and job satisfaction, according to a study of bank employees looking at work-life support practices. The results imply that company policies that support workers' personal and professional lives can enhance their well-being and level of satisfaction.

Social Exchange Theory (SET) provides a theoretical framework for understanding the relationship between employee happiness and health and well-being. According to the Social Exchange Theory, mutual exchanges foster the development of ties between firms and their personnel. Employees may view such actions as proof of organizational support if they believe that their company is concerned about their well-being, offers encouraging working conditions, and attends to their health and well-being needs. In exchange, workers might grow to have more positive opinions regarding their jobs and the company, as well as higher levels of job satisfaction. Furthermore, current research on the relationship between HRM, leadership, and well-being demonstrates a persistent shift toward employee-centered theoretical viewpoints and acknowledges the significance of exchange interactions between employers and employees.

Previous studies have looked at employee satisfaction in the Indian banking industry using a variety of organizational and individual criteria. For example, Bhardwaj et al. (2021) looked at job satisfaction among workers in public and private banks and found that workplace connections, job security, compensation, and prospects for advancement were all positively correlated with job satisfaction. Using data from 400 workers in Indian public and private sector banks, Arathy and Biju (2021) investigated job satisfaction and empowerment and showed the significance of organizational and psychological factors in predicting employee results. Other banking-sector research have also addressed work-life balance as a significant workplace issue, with evidence suggesting that work-life balance is connected with employee well-being and job satisfaction.

These studies offer useful evidence, yet there is still a significant gap. A large portion of the banking literature now in publication looks at employee happiness in terms of general HRM practices, leadership, empowerment, pay, work-life balance, organizational commitment, or working environment. Rather than being investigated as a unique explanatory predictor of employee satisfaction, employee health and well-being is often regarded as a result, supporting mechanism, or larger organizational concern. Research in this field has mostly focused on elements including leadership, rewards, intrinsic motivation, organizational commitment, HRM practices, and working environment, as evidenced by the recent systematic review of bank employee satisfaction. The empirical connection between well-being-oriented HR practices and employee outcomes is still lacking and needs further context-specific research, according to systematic studies of employee well-being and HRM.

Another significant study deficit is the regional setting. There is relatively little empirical evidence regarding the role of employee health and well-being in determining satisfaction among bank employees across Uttar Pradesh, especially when it comes to evidence incorporating both public and private sector banks, despite the fact that studies have examined employees in Indian banks and specific regions like Kerala, Rajasthan, Karnataka, Haryana, and other locations. This is significant since the Indian banking industry includes both public and private institutions with varying organizational structures, hiring procedures, and management styles. Therefore, a comparative regional study can offer a better contextually grounded understanding of the relationship between employee satisfaction and well-being in the banking industry.

By investigating employee health and well-being as a particular factor of employee satisfaction among bank employees in Uttar Pradesh, the current study fills these gaps. In five districts of Uttar Pradesh—Moradabad, Rampur, Sambhal, Amroha, and Bijnor—100 employees of specific public and private sector banks provided primary data for the study. Employee satisfaction is investigated as the end variable, while employee health and well-being is operationalized as a separate construct measured by five questionnaire items. To investigate the

suggested association, the study used regression-based analysis, correlation analysis, reliability and validity evaluation, and descriptive statistics.

2. LITERATURE REVIEW (EMPLOYEE HEALTH AND WELL-BEING)

Changes in the nature of work, technology advancements, increased awareness of employee mental health, and job intensification have all contributed to the growing relevance of employee well-being. The COVID-19 epidemic highlighted the significance of organizational support in preserving employees' psychological and occupational health and further accelerated academic and managerial focus toward employee well-being. Research on HRM and employee well-being increased significantly after 2020, according to Bhoir and Sinha's (2024) comprehensive analysis of the literature on employee well-being-oriented HRM strategies. Their analysis came to the conclusion that HRM programs can promote employee well-being and made the case that companies should prioritize employee well-being over seeing it as a side issue.

Additionally, Bhoir and Sinha (2024) highlighted a number of categories of well-being-oriented HRM strategies, such as foundational practices, encouraging practices, workgroup interaction techniques, and practices that put employee health and safety first. Additionally, their review pointed out that HRM research on employee well-being is still relatively under-theorized and needs more empirical study. This remark is especially pertinent to the current study because it highlights the necessity of examining employee well-being in connection to actual employee outcomes rather than viewing it solely as a broad corporate goal.

Because employees in service firms are constantly exposed to interpersonal interactions, emotional pressures, and performance expectations, employee health and well-being are especially crucial. One significant example of such a workplace is found in the banking industry. Employees at banks must communicate with clients, meet performance goals, keep up with technological advancements, ensure transaction correctness, and react to shifting organizational needs. Employee opinions of their health, workload, work-life balance, and general work experience may be impacted by these circumstances.

The relevance of these challenges is supported by empirical studies conducted in the banking sector. Roy et al. (2022) investigated the impact of work-life support activities on subjective well-being using data from 332 bank workers. They discovered that these practices had a direct and indirect impact on employee well-being through work engagement and job satisfaction. The study's clear foundation in Social Exchange Theory highlights the significance of employee perceptions and organizational support in explaining outcomes related to well-being. In a similar vein, Lin et al. (2024) discovered that job stress was favorably correlated with turnover intentions and significantly adversely correlated with job satisfaction in a study including 501 bank employees. Their results show that unfavorable psychological conditions at work might have a significant impact on employee retention and satisfaction.

Therefore, in this study, employee health and well-being is framed as a wide employee-centered construct that reflects employees' evaluations of favorable, psychologically helpful, and health-supporting workplace conditions. Work-life balance, psychological assistance, helpful organizational policies, reasonable work demands, and concern for the welfare of employees are a few examples of such circumstances.

(Employee Satisfaction)

An employee's overall positive assessment of their job and workplace experience is referred to as employee satisfaction. It shows how much workers believe their work fulfills their expectations and offers fulfilling work experiences. Because employee attitudes can affect service quality, organizational dedication, productivity, and employee retention, employee satisfaction is especially crucial in service firms.

Recent research has demonstrated the significance of employee happiness in the banking sector. In their systematic analysis of bank employee satisfaction, Npueng et al. (2026) looked at 137 articles that were published between 1990 and 2023. 34 studies from the literature indexed in Scopus and Web of Science were included in the final synthesis after PRISMA-based selection processes. Leadership, intrinsic motivation, incentive systems, organizational commitment, work ethic, comprehensive HRM practices, and supportive working circumstances were shown to be significant characteristics linked to bank employee satisfaction in their review.

The results of this systematic study show that employee satisfaction is a multifaceted outcome that is impacted by both more general organizational factors and conventional HRM strategies. This is significant because elements that affect employee happiness go beyond financial compensation and chances for advancement to encompass the general standard of workers' working lives.

Bhardwaj et al. (2021), for example, examined job satisfaction among employees in the banking sector and emphasized elements like compensation, job stability, prospects for advancement, and connections at work as crucial determinants in employee happiness. These results show that a mix of organizational, relational, and economic factors affect employee happiness.

3. RESEARCH METHODOLOGY

3.1 Research Design : Descriptive and analytical and has the quantitative approach.

3.2 Research Context and Study Area

The study focuses on the Indian banking sector, particularly selected districts of Uttar Pradesh:

Moradabad

Rampur

Sambhal

Amroha

Bijnor

3.3 Population and Sampling

Population: Employees of selected public and private sector banks in Uttar Pradesh

Sampling technique: **Stratified random sampling**

Total sample: **100 respondents**

Public sector: **50**

Private sector: **50**

Data Collection Procedure

Questionnaire-based primary data collection and direct interaction/interviews with respondents.

Data Analysis Techniques

Descriptive statistics

Mean and standard deviation

Cronbach's alpha

CFA

Pearson correlation

Public-private comparison

4. DATA ANALYSIS

4.1 Profile of the Respondents

The demographic profile of the respondents provides an overview of the characteristics of the employees included in the study. For presentation purposes, the respondent profile has been proportionately represented for 100 respondents bank employees. The characteristics considered include age, gender, and sector of the bank.

Demographic Profile of Respondents (n = 100)

Demographic Variable	Category	Frequency	Percentage (%)
Age	Below 25 years	10	10.00
	25–35 years	26	26.00
	35–45 years	30	30.00
	45–55 years	26	26.00
	Above 55 years	8	8.00
Gender	Male	58	58.00
	Female	42	42.00
Bank Sector	Public	46	46.00
	Private	54	54.00

Interpretation: The age-wise distribution indicates that the largest proportion of respondents belongs to the **35–45 years** age group, accounting for **30.00%** of the respondents. This is followed by respondents in the **25–35 years** and **45–55 years** age groups, each representing **26.00%**. Respondents below 25 years constitute **10.00%**, while those above 55 years account for **8.00%**.

With respect to gender, **58.00% of the respondents are male**, whereas **42.00% are female**. This indicates that male employees constitute a slightly higher proportion of the respondents.

In terms of bank sector, **54.00% of respondents belong to private sector banks**, while **46.00% belong to public sector banks**. Thus, the respondent profile contains representation from both sectors, with a slightly higher proportion of employees from private sector banks.

Overall, the demographic profile indicates that the study includes employees from different age groups, both genders, and both public and private sector banks. This provides an appropriate basis for examining the relationship between **employee health and well-being and employee satisfaction** in the banking sector.

Descriptive Statistics of Employee Health and Well-Being and Employee Satisfaction (n = 100)

Variable	N	Mean	SD	Min.	Max.
EHW	100	3.70	0.61	1.00	5.00
ES	100	3.86	0.58	1.00	5.00

Interpretation:

The results presented in Table 4.2 indicate that the mean score for **Employee Health and Well-Being (EHW)** is **3.70**, with a standard deviation of **0.61**. The mean value is above the midpoint of the five-point scale, indicating that respondents generally reported a favourable perception of their health and well-being at the workplace.

The mean score for **Employee Satisfaction** is **3.86**, with a standard deviation of **0.58**. This indicates a relatively favourable level of satisfaction among the respondents. The slightly higher mean for Employee Satisfaction compared with Employee Health and Well-Being suggests that respondents reported somewhat greater overall satisfaction than their perception of workplace health and well-being.

The standard deviation values of **0.61 for EHW** and **0.58 for ES** indicate moderate variation in responses. Overall, the findings suggest that both Employee Health and Well-Being and Employee Satisfaction were positively rated by the bank employees included in the study.

Reliability Analysis

Construct	No. of Items	Cronbach's Alpha
Employee Health and Well-Being	5	0.815

Interpretation:

Using responses from one hundred bank employees, Cronbach's Alpha was used to evaluate the Employee Health and Well-Being scale's dependability. The five-item scale (EHW1–EHW5) had a Cronbach's Alpha rating of 0.815. The scale exhibits good internal consistency and reliability because the coefficient is higher than the well recognized cutoff of 0.70. Thus, it can be said that the items utilized to gauge the health and well-being of employees are sufficiently consistent for additional statistical analysis.

Pearson Correlation

The Pearson correlation analysis indicates a **positive relationship** between Employee Health and Well-Being and Employee Satisfaction ($r = 0.410$). This suggests that employees experiencing better health and well-being tend to report higher levels of job satisfaction. The correlation is **moderate in strength**, indicating that employee health and well-being is meaningfully associated with employee satisfaction in the banking sector.

However, **correlation does not establish causation**; it only indicates the direction and strength of the association.

Variable	EHW1	EHW2	EHW3	EHW4
EHW1	1.000	0.412	0.370	0.455
EHW2	0.412	1.000	0.496	0.413
EHW3	0.370	0.496	1.000	0.429
EHW4	0.455	0.413	0.429	1.000

Hypothesis Testing

The following hypothesis was developed to investigate the connection between employee satisfaction and health and well-being among bank employees in Uttar Pradesh based on the study's objectives.

H0: Among bank workers in Uttar Pradesh, there is no discernible correlation between employee satisfaction and health and well-being.

H1: Among bank workers in Uttar Pradesh, employee satisfaction is significantly positively correlated with employee health and well-being.

Summary of Findings

The research "The Impact of Employee Health and Well-Being on Employee Satisfaction in the Indian Banking Sector: Evidence from Uttar Pradesh" investigated the connection between bank employees' job happiness and their health and well-being. The following are the main conclusions drawn from the examination of the gathered data:

Positive state of health and wellbeing among employees:

The results show that workers' perceptions of health and well-being at their banking jobs were largely good. The average score for employee health and well-being was 3.70, meaning that respondents were generally fairly satisfied with the health and well-being-related services that their banks offered.

Favorable correlation with worker satisfaction:

With a Pearson correlation coefficient of $r = 0.410$, employee health and well-being and employee satisfaction were positively and statistically significantly correlated. This suggests that higher levels of employee satisfaction are linked to improved health and well-being.

A significant factor in determining satisfaction:

Employee Health and Well-Being showed the greatest individual connection with Employee Satisfaction ($r = 0.410$) of the HR-related characteristics looked at in the larger study. This implies that work-life balance, psychological well-being, health, and a positive work environment all have a significant impact on how satisfied people are.

Contribution to the general efficacy of HR:

According to the findings, employee well-being should be considered more than just an activity that supports employees. It is a crucial part of efficient HR procedures that can support favorable employee attitudes and job satisfaction.

5. DISCUSSION

The current study looked at the association between employee satisfaction (ES) and employee health and well-being (EHW) among workers in Uttar Pradesh's public and private banks. The purpose of the study was to determine whether employees' assessments of their health and well-being are related to their degree of job satisfaction. The results show that a key component of the work experience in the banking industry is employee well-being.

According to the descriptive results, on the five-point Likert scale, Employee Health and Well-Being had a mean score of 3.70 (SD = 0.61), whereas Employee Satisfaction had a significantly higher mean score of 3.86 (SD = 0.58). The fact that both mean scores are higher than the midpoint of the scale indicates that respondents' opinions of their health and well-being as well as their job satisfaction were usually positive. The comparatively lower staff well-being mean, however, suggests that banks may still have room to improve workplace health and well-being programs.

Employee satisfaction and health and well-being had a moderately favorable link, according to the correlation study ($r = 0.410$). This suggests that workers who report higher levels of satisfaction also typically report higher levels of health and well-being. The results emphasize how crucial the work environment and worker welfare are in influencing how workers feel about their jobs. However, the observed result should be considered as an association rather than proof of a direct causative relationship because the current study is based on a cross-sectional design. The results align with the larger body of literature on human resource management, which increasingly acknowledges employee welfare as a critical organizational issue.

Research highlighting the significance of work-life support and employee well-being among banking personnel is also supported by the findings. Positive workplace attitudes can result from supportive workplace practices that assist employees in juggling work and personal obligations. In a similar vein, research on workplace stress among bank workers has shown how crucial organizational and psychological working circumstances are to comprehending job satisfaction. The link found in this study can be explained in terms of reciprocal exchange between employees and their organizations from the standpoint of Social Exchange Theory. Employees may have more positive sentiments about the company if they believe it values their health, safety, and general well-being. Employees' favorable opinions of their working relationship may therefore be strengthened by organizational investment in their well-being.

The results are especially pertinent to the Indian banking industry, where workers work in a setting marked by growing digitization, shifting consumer demands, performance standards, and competitive pressures. Therefore, employee well-being should not be viewed solely as a welfare concern. Alternatively, it can be integrated into more comprehensive HR strategies that include workplace safety, psychological health, work-life balance, task management, employee assistance, and employee engagement. The results also imply that enhancing employee happiness necessitates focusing on more than just standard HR procedures like hiring, training, pay, and performance reviews. Another way that businesses can foster a positive work environment is through health and well-being. Banks may be in a better position to retain a contented workforce if they routinely detect employee well-being issues and address them with suitable HR interventions.

The study's particular focus on bank workers in Uttar Pradesh adds to the body of previous literature. The specific relationship between employee health and well-being and employee satisfaction within the banking sector of Uttar Pradesh has received comparatively less attention, despite the fact that prior research has looked at job satisfaction, work stress, HR practices, and employee well-being in various organizational settings. Therefore, the current study supports the need for more research on employee well-being in the Indian banking setting and offers empirical evidence relevant to the region.

6. LIMITATIONS AND FUTURE RESEARCH

The current study has some limitations that should be taken into account when interpreting its results, even if it offers helpful data regarding the association between employee health and well-being and employee satisfaction among bank employees.

First off, only 100 responders make up the study's comparatively tiny sample. The results might not accurately reflect the experiences of all workers in the Indian banking industry, even though the sample offers helpful first data. Future studies might use a bigger sample size that includes more workers and financial organizations.

Second, the research is limited to specific regions of Uttar Pradesh. varied states and regions of India may have varied organizational procedures, working conditions, employee expectations, and regional traits. Therefore, to increase the generalizability of the results, future research could expand the examination to several states or carry out a national study.

Third, the study used a cross-sectional research strategy, which gathers data at a certain moment in time. As a result, the results show a correlation between employee satisfaction and health and well-being, but they are unable to prove a clear causative link. To investigate how shifts in employee well-being affect satisfaction over time, future researchers might use longitudinal research designs.

Fourth, self-reported questionnaire responses are the main source of data for this study. Depending on their own experiences, respondents may occasionally give socially acceptable answers or interpret questionnaire terms differently. Survey results may be combined with organizational records, qualitative interviews, or other objective measures of worker satisfaction and well-being in future studies.

Fifth, as an explanation for employee satisfaction, the current study focuses on employee health and well-being. Employee happiness may also be impacted by other organizational and individual characteristics, including leadership style, pay, workload, organizational support, career growth, job security, work-life balance, psychological safety, and corporate culture.

Sixth, although the study takes into account workers from banks in both the public and private sectors, the current sample size may prevent in-depth comparisons between the two sectors. Future studies using bigger and more representative samples could look at if there are any notable differences between public and private sector banking firms in the relationship between employee happiness and health and well-being.

7. CONCLUSION

The current study looked at the association between employee satisfaction (ES) and employee health and well-being (EHW) among workers in Uttar Pradesh's public and private banks. The study shows that employee health and well-being is a significant factor linked to employees' total job satisfaction based on the replies of 100 bank employees.

With a mean score of 3.70 (SD = 0.61) on a five-point scale, the descriptive results show that respondents indicated a comparatively favorable level of employee health and well-being. The mean score for employee satisfaction was slightly higher, at 3.86 (SD = 0.58), suggesting that respondents were generally satisfied with their jobs.

Employee satisfaction and employee health and well-being were shown to be positively and moderately correlated ($r = 0.410$). This suggests that higher levels of satisfaction are typically reported by workers who feel more support for their health and well-being. The results emphasize how crucial it is to take employee well-being into account as a key element of modern HRM in the banking industry.

Because employees work in a setting that is marked by client engagement, performance expectations, technology advancements, and work-related obligations, the findings are especially pertinent to the banking sector.

Organizational initiatives aimed at promoting employee well-being may enhance job satisfaction and the employee experience in such a setting.

From a theoretical standpoint, the results align with the logic of Social Exchange Theory, which postulates that workers may react with more favorable attitudes toward their company when they believe it values their well-being and offers supportive working conditions. Therefore, employee perceptions of organizational support and caring can be used to partially understand employee satisfaction.

From a managerial standpoint, the study highlights the necessity for banking companies to bolster programs pertaining to employee welfare, psychological support, work-life balance, healthy working conditions, workload management, and supportive workplace practices. By taking these steps, banks may be able to improve employee attitudes and foster a healthier workplace.

REFERENCES

1. Bhardwaj, A., Mishra, S., & Jain, T. K. (2021). An analysis to understanding the job satisfaction of employees in banking industry. *Materials Today: Proceedings*, 37, 170–174.
2. <https://doi.org/10.1016/j.matpr.2020.04.783>
3. Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
4. Bhoir, M., & Sinha, V. (2024). Employee well-being human resource practices: A systematic literature review and directions for future research. *Future Business Journal*, 10, 95. <https://doi.org/10.1186/s43093-024-00382-w>
5. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.2307/3151312>
6. Hair, J. F., Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Pearson.
7. Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597–606.
8. <https://doi.org/10.1086/222355>
9. Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*, 39, 31–36.
10. <https://doi.org/10.1007/BF02291575>
11. Lin, M.-H., Yen, Y.-H., Chuang, T.-F., Yang, P.-S., & Chuang, M.-D. (2024). The impact of job stress on job satisfaction and turnover intentions among bank employees during the COVID-19 pandemic. *Frontiers in Psychology*, 15, 1482968. <https://doi.org/10.3389/fpsyg.2024.1482968>
12. Npueng, S., Kim, L., Kaewprasert Rakangthong, N., Ru-Zhue, J., & Issayeva, G. (2026). Bank employee satisfaction review. *Asia Pacific Management Review*, 31(2), 100412.
13. <https://doi.org/10.1016/j.apmr.2025.100412>
14. Qamar, F., Afshan, G., & Rana, S. A. (2024). Sustainable human resource management and employee well-being: A systematic review and future research agenda. *Management Review Quarterly*, 74, 1193–1225. <https://doi.org/10.1007/s11301-023-00360-6>
15. Roy, I., Arefin, M. S., & Rahman, M. S. (2023). How do work–life support practices impact bank employees' subjective well-being? *Personnel Review*, 52(3), 573–591. <https://doi.org/10.1108/PR-01-2021-0050>