
A case study on overtime and its impacts on employees job satisfaction

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Abstract: India became the fourth largest auto market in 2019 displacing Germany with about 3.99 million units sold in the passenger and commercial vehicles categories. As the industry grows employment and pressure on employees too grows. This article investigates the influence of overtime on employee's job satisfaction. It establishes the importance of impact of job overtime on employees, increases work load and creates work family conflicts on them. This study is carried out to analyze the factors influencing job satisfaction, to study the factors that leads to work family conflict and to study the effect of work family conflict on job satisfaction

Keywords: Job Satisfaction, Innovation, Work Family Conflict, Work Schedule, Work Overload.

INTRODUCTION

Overtime refers to any hours worked by an employee that exceed their normally scheduled working hours. While a generalized overtime definition refers simply to those hours worked outside of the standard working schedule, overtime commonly refers concurrently to the employee's remunerations of such work. The overtime rate of pay varies between companies and by specifics of the overtime, such as the number of overtime hours worked. Standard overtime rates include time and a half and double time. As per the **Factories Act 1948**, every adult (a person who has completed 18 years of age) cannot work for more than 48 hours in a week and not more than 9 hours in a day. According to Section 51 of the Act, the spread over should not exceed 10-1/2 hours. India became the fifth largest auto market in 2019 with sales reaching 3.81 million units. It was the seventh largest manufacturer of commercial vehicles in 2019. India's annual production has been 30.91 million vehicles in 2019 as against 29.08 million in 2018, registering a healthy growth of 6.26%. India is expected to emerge as the world's third-largest passenger vehicle market by 2021. In FY 2018-19, sale of passenger vehicles increased by 2.70%, two-wheelers by 4.86% and three-wheelers by 10.27% as compared to FY 2017-18. In April-March 2019, overall automobile exports grew by 14.50%. The overall Commercial Vehicles segment registered a growth of 17.55% in April- March 2019. This study was decided to be carried out to know how employees suffer physically, mentally and socially after working overtime.

Many employees aren't able to spend time with their family and friends due to continuous working overtime. Due to working overtime employees are unable to balance their work and family life properly. They were unable to concentrate neither on work nor in their family due to overtime working.

Our research idea is based on the rich knowledge acquired by our peer teams across the university.(A.C.Gomathi, S.R.Xavier Rajarathinam, A.Mohammed Sadiqc, Rajeshkumar, 2020; Danda et al., 2009; Danda and Ravi, 2011; Dua et al., 2019; Ezhilarasan et al., 2019; Krishnan and Chary, 2015; Manivannan, I., Ranganathan, S., Gopalakannan, S. et al., 2018; Narayanan et al., 2012, 2009; Neelakantan et al., 2013, 2011; Neelakantan and Sharma, 2015; Panchal et al., 2019; Prasanna et al., 2011; Priya S et al., 2009; Rajeshkumar et al., 2019; Ramadurai et al., 2019; Ramakrishnan et al., 2019; Ramesh et al., 2016; Venugopalan et al., 2014)

Currently we are working on "A Case Study on overtime and its impacts on employees job satisfaction".

REVIEW OF LITERATURE

(Pushpakumari, 2008) the study deals with the employee attitudes are important to management because they determine the behaviour of workers in the organization. The commonly held opinion is that "A satisfied worker is a productive worker". A satisfied work force will create a pleasant atmosphere within the organization to perform well. Hence job satisfaction has become a major topic for research studies. The specific problem addressed in this study is to examine the impact of job satisfaction on performance. It considered which rewards (intrinsic and extrinsic) determine job satisfaction of an employee.

(Wagenheim and Anderson, 2008)states that the purpose of the study was to explore the relationship between front-line employee job satisfaction and customer orientation. Data for this study were collected through the use

of a survey instrument completed by 146 front-line employees of a regional theme park in the southeast United States. Simple Linear Regression analysis was used to test the relationships under review. Results of this study showed that employees who are more satisfied with the relationship they enjoy with co-workers have a higher customer orientation. Significant relationships were not found between any other dimension of job satisfaction (including overall job satisfaction) and employee customer orientation. In addition, no significant relationship was found between any demographic characteristics reviewed and customer orientation. The results of this study suggest that employees of recreation-related organizations respond differently to job satisfactions as they relate to customer orientation rather than employees of other business types. Results of this study may help theme park managers better facilitate customer orientation through improved relationships between front-line employees.

(Giri and Pavan Kumar, 2010) the paper analyses the impact of organizational communication on job satisfaction and job performance. It was found that organizational communication had a significant effect on job satisfaction and job performance of the employees. The analysis further indicated that the employees at different levels perceived job satisfaction differently. Thus, it can be inferred that in Indian organizations, job satisfaction and performance are very much dependent on the communication behaviour of the organization.

(Madlock, 2012) examined the purpose was to extend prior scholarship by examining how employees who telecommute perceive their supervisor's leadership style and the subsequent outcomes. Specifically, the way in which leadership style influences employees' perceptions of their supervisors' communication competence and communication satisfaction with their supervisor. Employees' job satisfaction and organizational commitment was also assessed. Participants included 157 full time telecommuters from a variety of organizations across the United States. The findings suggest that supervisors in the virtual workplace engaged in task oriented more than relational oriented leadership style. Also, task oriented leadership served as the greatest predictor of the communication satisfaction, job satisfaction, and the organizational commitment of telecommuters. Recommendations for practitioners were also provided indicating that more might be done to enhance the task related leadership competencies of supervisors in the virtual work setting.

(Wayne et al., 2013) this study aims to explain the processes through which family-supportive organizational perceptions (FSOP) relate to employee affective commitment. author suggest multiple mechanisms through which this relationship transpires the focal employee's experience of work-to-family conflict and enrichment and the attitudes of the employee's spouse/partner. Hypotheses are tested with data from 408 couples. Results suggest that employee FSOP is positively associated with employee commitment through both employee work-to-family experiences and partner attitudes. FSOP was positively related to employee work-to-family enrichment, which was positively associated with employee affective commitment. FSOP was negatively associated with employee work-to-family conflict, which related to a partner's more positive attitude toward the employee's work schedule and higher commitment to the employee's firm. Partner commitment was positively and reciprocally related to employee affective commitment. These relationships partially mediated the FSOP-employee affective commitment relationship and varied as a function of parental status and single- versus dual-earner couple status but not as a function of employee gender.

(Jha, 2015) This paper deals with employee satisfaction in Tata steel and CCL and draws a comparison on employee satisfaction in these companies. Employee satisfaction and retention have always been important issues for organizations. High levels of absenteeism and staff turnover can affect the bottom line of the organization, as temps, recruitment and retraining take their toll. The term Employee Satisfaction refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job tend to be more productive, creative and committed to their employers while a person who is dissatisfied with his or her job holds negative attitudes about the job. Organizations that can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive environment that demands quality and cost-efficiency. By creating a positive workplace for their employees, they can increase their employees' job satisfaction. Employee satisfaction can be characterized by job involvement and organizational commitment. Job involvement measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do.

(Mukanzi and Senaji, 2017) This study aimed at investigating the relationship between work-family conflict (work-to-family conflict [WFC] and family-to-work conflict [FWC]) and employee commitment (EC) in banking institutions in Kenya. Furthermore, the study focused on exploring the moderating effect of perceived managerial support (PMS) on the relationship between work-family conflict and EC. This study was a cross-sectional survey of 334 employees working in banking institutions where data were collected using self-reported questionnaires. The study also contributes to the existing work-family conflict literature.

(Ko and Choi, 2018) the author discusses that overtime work has been blamed for the deterioration of employee satisfaction and productivity. However, the organization-level implications of overtime work as a normative expectation remain unclear. In this study, such effects were analysed through human capital theory and a causal attribution approach. Various organizational outcomes and boundary conditions were explored in explaining these implications. The analysis of time lagged data from 273 firms affirmed that a firm's overtime level was related

negatively to employee satisfaction. However, it was positively related to the firm's productivity and curvilinearly (inverted U-shaped) related to innovation. The effects of the firm's overtime level on firm productivity and innovation were also moderated by organizational trust. This study highlights the costs and benefits of overtime work as tools for utilizing human capital and reveals the critical contingency of organizational trust that enables firms to attenuate the costs of the overtime level and accentuate its potential benefits.

(Karim, 2020) explains the relationship between productivity of individual employees and company performance based on the length of the working hours. This study finds that a reduction in working hours in combination with adequate break and rest periods yields benefits in three main areas: psychological, motivational, and organizational. However, this correlation was found to be positive only if weekly hours are dropped beyond a specific number of hours. The chapter also proposes a method for studying productivity.

RESEARCH METHODOLOGY

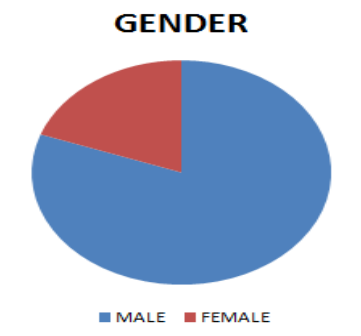


Fig.1: shows the frequency analysis of Gender. From the table it is clear that the majority of the respondents are Male (80.5%) and Female respondents are (19.5%).

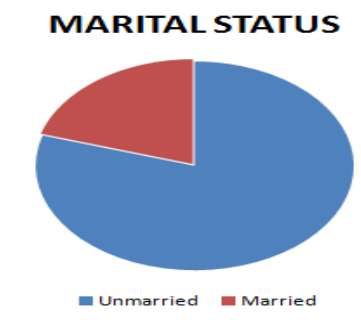


Fig.2: shows the frequency analysis of Marital Status. It is clear from the table that the majority of respondents are Unmarried (79.7%) and followed by Married (20.3%). It is inferred from the table that the majority of the respondents are Unmarried.

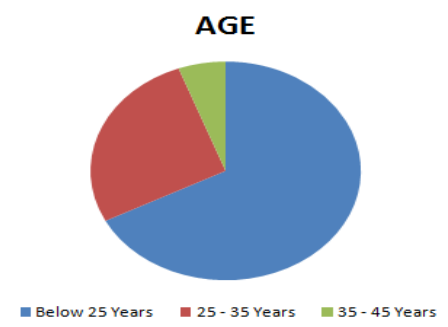


Fig.3: shows the frequency analysis of age. It is clear from the table that the majority of the respondents are those whose age is Below 25 (67.5%), followed by the age which lies between 25- 35 years (26.8%) and followed by the age group between 35- 45 years (5.7%). It is inferred from the table that the majority of respondents are from below 25 years.

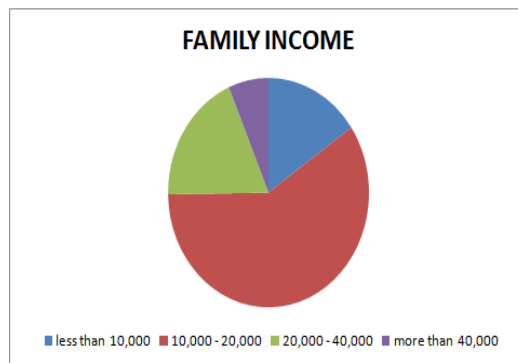


Fig.4: shows the frequency analysis of Family Income Level. It is clear from the table that the majority of respondents are 10,000- 20,000 (59.3%), followed by 20,000- 40,000 (18.7%), followed by less than 10,000 (15.4%) and followed by more than 40,000 (6.5%). It is inferred from the table that the majority of the respondents are 10,000- 20,000.

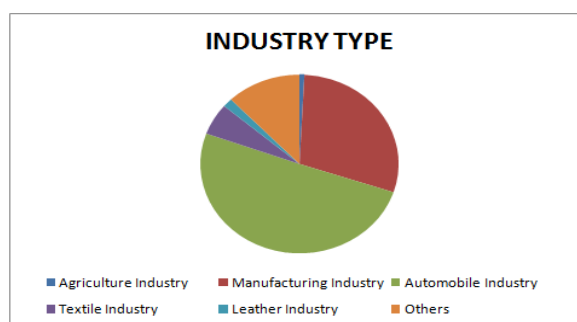


Fig.5: shows the frequencies analysis of Type of Industry. It is clear from the table that majority of respondents are from Automobile industry (50.4%), followed by manufacturing industry (29.3%), followed by others (12.2%), followed by textile industry (5.7%), followed by leather industry (1.6%) and followed by agriculture industry (0.8%).

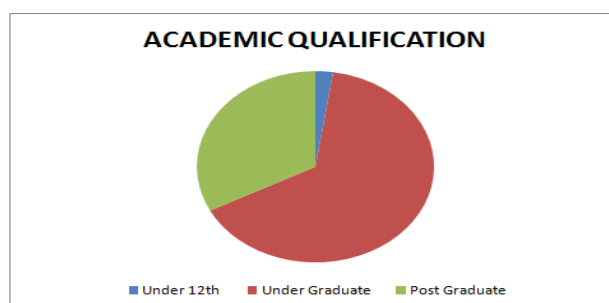


Fig.6: shows the frequency analysis of Academic Qualification. It is clear from the table that the majority of respondents are Under Graduates (65%) followed by Post Graduate (32.5%) and followed by under 12th (2.4%). It is inferred from the table that the majority of the respondents are Under Graduate.

Table 1: Perception about Work Demand

S.NO	Work Demand	Mean	Rank
1	I work 6 days a week	4.38	1
2	Overtime is allotted due to shortage of employees.	4.36	2
3	I work 8 hours a day (excluding breaks)	4.16	3
4	Suddenly my working hours getting extended	4.11	4
5	Have felt eye irritation during overtime due to continuous working.	4.01	5
6	I regularly work in rotational shifts	3.92	6
7	The shift I'm going to work are scheduled earlier	3.89	7
8	Have undergone physical illnesses during overtime.	3.89	8
9	Suddenly my shifts were changed	3.87	9
10	While working overtime (OT) I am pressurized to work more than in regular shift	3.86	10

11	Double pay is the reason for working overtime (OT)	3.84	11
12	My supervisor or employer forces me to do overtime (OT)	3.74	12
13	I do work extended shifts in a week.	3.68	13
14	I work overtime continuously in a week.	3.63	14
15	In my job, I have too much to do	3.52	15
16	Have undergone physical injuries due to continuous work pressure	3.51	16
17	I work overtime (OT) for 4 hours a day	3.28	17
18	I am unable to complete my work with in time	3.25	18
19	In my job I have mandatory overtime	3.23	19
20	I regularly work in the same shift	3.11	20
21	I am able to maintain normal communication with my co-worker during overtime (OT).	2.80	21
22	I am able to work peacefully in work area during overtime (OT).	2.72	22
23	I am able to work with same amount of energy and interest in overtime (OT) as like in regular shift.	2.53	23
24	In a week I work overtime for	2.34	24
25	I do work overtime for	2.23	25
26	If yes what is the break time is	2.20	26
27	Break time is given before starting overtime	1.25	27

Table 2: Perception about Work Family Conflict

S.NO	Work Family Conflict	Mean	Rank
1	Due to continuous working, have faced problems in my personal life.	3.68	1
2	I think that working overtime (OT) increases my capability to work more	3.23	2
3	I am able concentrate on my work during overtime (OT)	3.11	3
4	I think that overtime may lead to get promotions in your career	2.80	4
5	I am able to balance my work and personal life after working overtime	2.73	5
6	After completing my work I am able to spend time with my closest one's (friends, family)	2.48	6

Table 3: Perception about Job Satisfaction

S.NO	Job Satisfaction	Mean	Rank
1	My supervisor allows for flexibility in my working arrangements to enable me to handle my family responsibilities.	3.42	1
2	In my present job, the praise I get for doing a good job.	3.24	2
3	Things I want to do at home do not get done because of the demands my job puts on me.	3.21	3
4	The chance to work alone on the job	3.16	4
5	My job produces strain that makes it	3.15	5
6	The way my job provides for steady employment.	3.06	6
7	Difficult to fulfil family duties.	2.99	7
8	The way my boss handles his/her workers.	2.91	8
9	The chance to try my own methods of doing the job.	2.66	9
10	The freedom to use my own judgment.	2.53	10

The mean score and rank are displayed in table 4.7. It shows variable “I work 6 days a week” (4.38), “Overtime is allotted due to shortage of employees” (4.36), “excluding breaks” (4.16), “Suddenly my working hours getting extended” (4.11), “Have felt eye irritation during overtime due to continuous working” (4.01), “I regularly work in rotational shifts” (3.92), “The shift I’m going to work are scheduled earlier” (3.89), “Have undergone physical illnesses during overtime.” (3.89), “Suddenly my shifts were changed” (3.89), “While working overtime (OT) I am pressurized to work more than in regular shift” (3.87), “Double pay is the reason for working overtime (OT)” (3.86), “My supervisor or employer forces me to do overtime (OT)” (3.84), “I do work extended shifts in a week.” (3.74), “I work overtime continuously in a week” (3.68), “In my job, I have too much to do” (3.63), “Have undergone physical injuries due to continuous work pressure” (3.52), “I work overtime (OT) for 4 hours a day” (3.51), “I am unable to complete my work with in time” (3.28), “In my job I have mandatory overtime” (3.25), “I regularly work in the same shift” (3.23), “I am able to maintain normal communication with my co-worker during overtime (OT).” (3.11), “I am able to work peacefully in the work area during overtime (OT).” (2.80), “I am able to work with the same amount of energy and interest in overtime (OT) as like in regular shift.” (2.72), “In a week

I work overtime for” (2.53), “I do work overtime for” (2.34), “If yes what is the break time is” (2.23) and “Break time is given before starting overtime” (1.25). All the mean scores are lies between 3 to 4. It concludes that Employee are agreeing towards all the mentioned factors. The mean score and rank are “Due to continuous working, have faced problems in my personal life” (3.68), “I think that working overtime (OT) increases my capability to work more” (3.23), “I am able concentrate on my work during overtime (OT)” (3.11), “I think that overtime may lead to get promotions in your career” (2.80), “I am able to balance my work and personal life after working overtime” (2.73) and “friends, family” (2.48). It shows variable All the mean scores are lies between 3 to 4. It concludes that Patients are agreeing towards all the mentioned factors. It shows variable “My supervisor allows for flexibility in my working arrangements to enable me to handle my family responsibilities” (3.42), “In my present job, the praise I get for doing a good job” (3.24), “Things I want to do at home do not get done because of the demands my job puts on me” (3.21), “The chance to work alone on the job” (3.16), “My job produces strain that makes it” (3.15), “The way my job provides for steady employment” (3.06), “Difficult to fulfil family duties” (2.99), “The way my boss handles his/her workers” (2.91), “The chance to try my own methods of doing the job” (2.66) and “The freedom to use my own judgment” (2.53). All the mean scores are lies between 3 to 4. It concludes that Patients are agreeing towards all the mentioned factors.

Table 4: INDEPENDENT T TEST

S.NO	Particulars	T-Test	Significance
1.	WD	4.755	0.006
2.	WD	3.576	0.001
3.	WFC	0.970	0.334
4.	WFC	0.883	0.379
5.	JS	1.635	0.105
6.	JS	1.493	0.138

Table 5: ANOVA

PARTICULARS	F	Sig.
Work Demand vs Age	1.372	.257
Work demand vs qualification	2.029	.136
Work demand vs monthly income	3.433	.019
Work demand vs type of industry	3.923	.003
Work family conflict vs age	1.145	.322
Work Family Conflict vs Qualification	8.204	.000
Work Family Conflict vs Monthly Income	3.039	.032
Work Family Conflict vs Type of Industry	.767	.575
Job Satisfaction vs Age	2.525	.084
Job Satisfaction vs Qualification	6.346	.002
Job satisfaction monthly income	4.865	.003
Job Satisfaction vs Type of Industry	1.505	.194

In this table majority of variables are greater than 0.05.hence there is no significant difference among the Age level with respect to Work Demand. Majority of variables are greater than 0.05.hence there is no significant difference among the Qualification with respect to Work Demand. Majority of variables are greater than 0.05.hence there is no significant difference among the Monthly Income level with respect to Work Demand. Majority of variables are greater than 0.05.hence there is no significant difference among the Type of Industry with respect to Work Demand. Majority of variables are greater than 0.05.hence there is no significant difference among the Age level with respect to Work Family Conflict. Majority of variables are greater than 0.05.hence there is no significant difference among the Qualification level with respect to Work Family Conflict. Majority of variables are greater than 0.05.hence there is no significant difference among the Monthly Income level with respect to Work Family Conflict. Majority of variables are greater than 0.05. Hence there is no significant difference among the Type of Industry with respect to Work Family Conflict. Majority of variables are greater than 0.05.hence there is no significant difference among the Age level with respect to Job Satisfaction. Majority of variables are greater than 0.05.hence there is no significant difference among the Qualification level with respect to Job satisfaction. Majority of variables are greater than 0.05.hence there is no significant difference among the Monthly income level with respect to Job Satisfaction. Majority of variables are greater than 0.05.hence there is no significant difference among the Type of Industry with respect to Job satisfaction.

Table 6: REGRESSION ANALYSIS ON WORK DEMAND AND WORK FAMILY CONFLICT

WORK DEMAND AND WORK FAMILY CONFLICT

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.187 ^a	.035	.027	.76584	.035	4.405	1	121	.038
WORK DEMAND AND JOB SATISFACTION									
1	.322 ^a	.103	.096	.91127	.103	13.957	1	121	.000
WORK FAMILY CONFLICT AND JOB SATISFACTION									
1	.500 ^a	.250	.244	.83336	.250	40.372	1	121	.000

- a. Predictors: (Constant), WORK_DEMAND
- b. Predictors: (Constant), WORK_DEMAND
- c. Predictors: (Constant), WORK_FAMILY_CONFLICT

Interpretation:

The above table provides the R and R Square values. The R value represents the simple correlation and is 0.187 (“R” column) which indicates the degree of Correlation. The R square value (the “R square” column) indicates how much of the total variation in the dependent variable can be explained by the independent variable. The adjusted R square value 0.027 which indicates 03% of the variance in dependent variable has been explained by independent variables. The R value represents the simple correlation and is 0.322 (“R” column) which indicates the degree of Correlation. The R square value (the “R square” column) indicates how much of the total variation in the dependent variable can be explained by the independent variable. The adjusted R square value 0.096 which indicates 01% of the variance in dependent variable has been explained by independent variables. The R value represents the simple correlation and is 0.250 (“R” column) which indicates the degree of Correlation. The R square value (the “R square” column) indicates how much of the total variation in the dependent variable can be explained by the independent variable. The adjusted R square value 0.244 which indicates 24% of the variance in dependent variable has been explained by independent variables.

Table 7:

WORK DEMAND AND WORK FAMILY CONFLICT						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.584	1	2.584	4.405	.038 ^b
	Residual	70.968	121	.587		
	Total	73.552	122			
WORK DEMAND AND JOB SATISFACTION						
2.	Regression	11.590	1	11.590	13.957	.000 ^b
	Residual	100.479	121	.830		
	Total	112.070	122			
WORK DEMAND AND JOB SATISFACTION						
3.	Regression	28.038	1	28.038	40.372	.000 ^b
	Residual	84.032	121	.694		
	Total	112.070	122			

ANOVA

- a. Dependent Variable: WORK_FAMILY_CONFLICT
- b. Predictors: (Constant), WORK_DEMAND
- c. Dependent Variable: JOB_SATISFACTION
- d. Predictors: (Constant), WORK_DEMAND
- e. Dependent Variable: JOB_SATISFACTION
- f. Predictors: (Constant), WORK_FAMILY_CONFLICT.

Interpretation:

The above table indicates that the Regression Model Predicts the Dependent variable significantly well. Here the ‘p’ value (0.038) which is lesser than 0.05 (i.e it is a good fit for the data), the Regression Model Predicts the Dependent variable significantly well. Here the ‘p’ value (0.000) which is lesser than 0.05 (i.e it is a good fit for the data) and the Regression Model Predicts the Dependent variable significantly well. Here the ‘p’ value (0.00) which is lesser than 0.05 (i.e it is a good fit for the data).

Table 8: COEFFICIENT

WORK DEMAND AND WORK FAMILY CONFLICT					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	4.087	.520		7.859	.000
	WORK_DEMAND	-.320	.152	-.187	-2.099	.038
WORK DEMAND AND WORK FAMILY CONFLICT						
2	(Constant)	5.324	.619		8.603	.000
	WORK_DEMAND	-.678	.181	-.322	-3.736	.000
WORK DEMAND AND WORK FAMILY CONFLICT						
3	(Constant)	1.177	.302	.000	3.903	.000
	WORK_FAMILY_CONFLICT	.617	.097	.000	6.354	.000

- a. Dependent Variable: WORK_FAMILY_CONFLICT
- b. Dependent Variable: JOB_SATISFACTION
- c. Dependent Variable: JOB_SATISFACTION

Interpretation

The above table indicates regression analysis with B & Beta value for the independence and dependent variable which are assumed. As a rule of thumb, we say that a, b coefficient is statistically significant if its p- value is lesser than 0.05. From the analysis it is found that Work Demand has negative relationship with Work Family Conflict, Work Family Conflict has negative relationship with Job Satisfaction and Work Family Conflict has positive relationship with Job Satisfaction.

CONCLUSION

To meet deadlines and targets, sometimes one is forced for work on long hours every day. Some people work overtime regularly, and it helps them to learn some extra income. Results suggest that job schedules with long working hours are not more risky merely because they are concentrated in inherently hazardous industries or occupations, or because people working long hours spend more total time “at risk” for a work injury. Strategies to prevent work injuries should consider changes in scheduling practices, job redesign, and health protection programmes for people working in jobs involving overtime and extended hours.

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