



VIDYASAGAR UNIVERSITY

MIDNAPORE-721102, WEST BENGAL, INDIA

Phone: 03222-276554/55/57/58: 489

Fax: 91-3222-275329, e-mail: debasish762010@yahoo.com

DEPARTMENT OF BUSINESS ADMINISTRATION

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TO WHOM IT MAY CONCERN

This is to certify that Ananya Ghosh, Research Scholar, Department of Business Administration, Vidyasagar University, has successfully completed her research work, titled “Employee Empowerment and Employee Satisfaction: An Empirical Study on Banking Sector in West Bengal” and hereby submits the thesis for the award of the degree of Doctor of Philosophy (Ph.D.) in Management under Vidyasagar University, Midnapore, West Bengal, India. The researcher has taken a very good challenge in making an attempt to evaluate different employee empowerment and employee satisfaction issues and their interrelations in the banking sector in West Bengal. Her findings are interesting and may be useful from the viewpoint of different stakeholders particularly the policy makers. In the capacity as supervisor, I certify the work and recommend the thesis for evaluation.

Dr Debasish Biswas

Assistant Professor

Department of Business Administration

Vidyasagar University