

DECLARATION

I, **Ms. Darshna A. Joshi**, hereby declare that the entire work embodied in the thesis entitled “**An Analytical Study of Organizational Climate and its Impact on Job Satisfaction among Selected Bank Employees of Western India**”, has been carried out by me under the supervision and guidance of **Dr. Umesh R. Dangarwala**, Associate Professor, Department of Commerce and Business Management, Faculty of Commerce and Business Management, Faculty of Commerce, The Maharaja Sayajirao University of Baroda, Vadodara for the award of the Degree Doctor of Philosophy (Ph. D.) in Commerce and Business Management [Under UGC (Minimum Standards and procedure for Awards of M.Phil. / Ph. D. Degree) Regulation, 2009]. The matter presented in this thesis incorporates the results of independent investigation carried out by me. To the best of my knowledge, no part of this thesis has been submitted for any Degree or Diploma to The Maharaja Sayajirao University of Baroda or any other University/Institution in India or Abroad.

I also declare that I have fulfilled/observed the provisions/requirements regarding attendance contained in O.Ph.D. 3 (i) of The Maharaja Sayajirao University of Baroda, Vadodara. I have also undertaken and completed course work of 15 credits under UGC (Minimum Standards and procedure for Awards of M. Phil. / Ph.D. Degree) Regulation, 2009.

Further, declare that the Thesis submitted by me is verified by Anti-Plagiarism Software URKUND provided by UGC INFLIBNET according to UGC (Minimum Standards and procedure for Awards of M. Phil. / Ph.D. Degree) Regulation, 2009. [As notified by UGC under UGC (Promotion of Academic Integrity and Prevention of Plagiarism in Higher Education Institutions) Regulations, 2018 dated 23rd July, 2018.] The Content has been found to show similarity less than prescribed limit with the resource data as per the requirement for approval to submit the thesis to The Maharaja Sayajirao University of Baroda, Vadodara.

Date: 20th August, 2018
Place: Vadodara

Ms. Darshna A. Joshi
Research Scholar