

A Study on Job Satisfaction Analysis of Employees

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Abstract- *Employee job satisfaction plays a vital role in determining organizational success, employee retention, and overall productivity. In the modern business environment, organizations are increasingly recognizing that satisfied employees are more committed, motivated, and willing to contribute beyond their assigned responsibilities. This study aims to analyse the key factors influencing employee job satisfaction, with particular emphasis on the impact of the work environment. Primary data was collected from employees using a structured questionnaire, and appropriate statistical tools such as descriptive analysis and regression analysis were applied to interpret the findings. The reliability of the instrument was tested using Cronbach's Alpha, which confirmed good internal consistency of the measurement scale. The results of the study reveal a strong and statistically significant positive relationship between work environment and job satisfaction. The findings indicate that improvements in workplace conditions, leadership support, communication practices, and overall organizational culture significantly enhance employee satisfaction levels. The study highlights the importance of creating a supportive and healthy work environment as a strategic priority for management. By focusing on employee well-being and engagement, organizations can strengthen morale, reduce turnover intentions, and improve long-term organizational performance.*

Keywords: Job Satisfaction, Work Environment, Employee Engagement, Organizational Culture, Regression Analysis

I. INTRODUCTION

Job satisfaction is the overall sense of fulfilment employees experience in their roles. It develops from daily interactions, responsibilities, achievements, and the way individuals perceive their place within the organization. It is not limited to whether someone “likes” their job; rather, it reflects how meaningful the work feels, how fairly they are treated, and how connected they feel to the organization’s goals. When employees believe their efforts make a difference and that their contributions are appreciated, they tend to develop a deeper emotional attachment to their work. This sense of satisfaction is influenced by multiple aspects of the workplace. Clear communication, supportive supervision, respectful teamwork, opportunities for learning, and fair rewards all shape how employees evaluate their jobs. Even subtle elements—such as receiving timely feedback or being

trusted with responsibility—can strongly affect their motivation and attitude. When these experiences are positive and consistent, employees feel more confident and secure in their roles. In today’s organizations, job satisfaction has become closely linked to overall performance and sustainability. Employees who are satisfied are more likely to show dedication, collaborate effectively with colleagues, and take initiative in solving problems. They often go beyond minimum expectations because they feel genuinely invested in their work. This not only enhances individual productivity but also strengthens team cohesion and organizational effectiveness. Conversely, when employees feel overlooked, stressed, or disconnected, dissatisfaction can gradually develop. This may result in reduced enthusiasm, lower efficiency, and a higher likelihood of absenteeism or turnover. Over time, such outcomes can affect morale across the organization and create additional costs related to recruitment and training. For these reasons, job satisfaction should be viewed as a strategic priority rather than a temporary concern. Organizations that consistently focus on employee well-being, recognition, and professional growth are more likely to build a committed workforce. By fostering an environment where employees feel respected and valued, companies create a strong foundation for long-term success and sustainable growth.

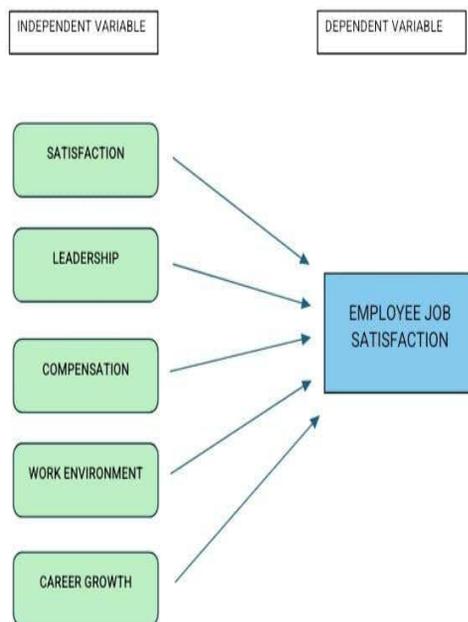
II. REVIEW OF LITERATURE

1. **Ahmad and Kaleem (2023)** examined the impact of work–life balance on employee job satisfaction. Their study found that employees who are able to balance professional and personal responsibilities experience lower stress levels and higher satisfaction at work, which in turn improves their overall performance.
2. **Nguyen, Pham, and Le (2023)** analysed the relationship between leadership styles and job satisfaction in emerging economies. The findings revealed that supportive and participative leadership styles positively influence employee morale, motivation, and satisfaction levels.
3. **Farooq, Mushtaq, Naseer, and Hakim (2024)** proposed a conceptual framework explaining the impact of employer branding on job satisfaction. The study emphasized that a strong employer brand enhances employees’ sense of belonging and organizational pride, leading to improved job satisfaction.
4. **Kudus, Abdullahrahman, and Hakimi (2024)** developed a new employee engagement model aimed at

improving job satisfaction. Their research highlighted that engaged employees show higher commitment and satisfaction, which positively affects organizational effectiveness.

5. **Fitriani, Rahman, and Putra (2024)** explored job satisfaction behaviour and its influence on employee engagement. The study concluded that job satisfaction acts as a key driver of engagement and encourages employees to actively contribute to organizational goals.

III. CONCEPTUAL MODEL



PRIMARY OBJECTIVE

- To analyse the factors that influence employee job satisfaction level

SECONDARY OBJECTIVE

- To examine the impact of demographic variables on job satisfaction level of employee
- To find the influence of work environment on employee job satisfaction
- To suggest measures that enhance the work environment and improve the satisfaction level

SCOPE OF THE STUDY

The main objective of this report is to examine the key factors influencing employee job satisfaction within the organization. Using structured questionnaires and a review of

relevant literature, the study aims to understand employees' current perceptions and overall satisfaction levels. The scope focuses on major areas that commonly impact job satisfaction, including compensation and benefits, work-life balance, career development opportunities, recognition and appreciation, and organizational culture and leadership. By analysing these core factors, the study seeks to identify the organization's strengths and highlight areas that need improvement for better employee morale and performance.

LIMITATION OF THE STUDY

Subjectivity and Interpretation Bias: Job satisfaction is highly personal. Employees value different things (e.g., career growth vs. work-life balance), so survey responses may vary widely. Questions can be interpreted differently, and researchers or managers may unintentionally introduce bias while analysing results.

Honesty and Anonymity Concerns: Employees may hesitate to give honest negative feedback due to fear of repercussions, especially in small teams. This can lead to social desirability bias, where responses reflect what management wants to hear rather than true opinions.

External Factors: Job satisfaction is also influenced by personal life, financial conditions, and health, which are difficult to measure or control in a study.

Time and Resource Constraints: Conducting a comprehensive job satisfaction study requires significant time, effort, and organizational resources.

THEORETICAL BACKGROUND

A **conceptual framework** for job satisfaction integrates **multiple constructs**:

1. **Employer Branding & HR Practices**
Employer branding shapes employee perceptions of value and fairness, influencing job satisfaction through career opportunities, recognition, and compensation.
2. **Employee Engagement & Work Environment**
Engagement — including leadership, support systems, and meaningful work — positively impacts satisfaction.
3. **Quality of Working Life and Psychological States**
Quality of working life influences satisfaction, which mediates engagement and performance outcomes.

IV. RESEARCH METHODOLOGY

The study used descriptive research methods to observe and describe the current satisfaction levels and influencing factors of the employees in an organization, and to identify the expectations of the employees from the organization with the help of a structured questionnaire and report

DATA COLLECTION

- **PRIMARY DATA** The data was collected directly from the employees of an Organisation through structured questionnaire
- **SECONDARY DATA** The sources of secondary data is from company website, journals, published articles and so on

RELIABILITY ANALYSIS

The reliability analysis of the questionnaire shows a Cronbach's Alpha value of 0.791. Generally, an alpha value above 0.70 indicates acceptable internal consistency. Since the obtained value exceeds this threshold, it confirms that the items in the questionnaire are consistently measuring the intended constructs. Therefore, the instrument used for the study is reliable and suitable for further data analysis.

DATA ANALYSIS

The descriptive analysis of all category variables are presented in the table below, highlighting the major findings of the study.

TABLE No:1 Demographic Profile of the Respondents

Variables	Category	Frequency	Percent
age	Below 25	2	3.1
	25 to 30	27	41.5
	31 to 35	19	29.2
	36 to 40	13	20.0
	Above 40	4	6.2
	Total	65	100
Departments	Production	26	40.0
	HR	4	6.2
	Supply chain	12	18.5
	Commercial	13	20.0
	Quality	10	15.4
	Total	65	100
Educational Qualification	Diploma	15	23.1
	Graduate	24	36.9
	PG	23	35.4

	Professional courses	3	4.6
	Total	65	100
Years Of Experience	Less than 1 year	1	1.5
	1 to 3	15	23.1
	3 to 5	15	23.1
	5 to 7	8	12.3
	Above 7 years	26	40.0
	Total	65	100
Grade	JM 1	20	30.8
	JM 2	23	35.4
	JM 3	14	21.5
	Manager	8	12.3
	Total	65	100

INTERPRETATION

The demographic profile indicates that the organization has a predominantly young workforce, with only a few employees in higher age groups. Most respondents are from the Production and other operational departments, showing strong representation from core functional areas. The majority of employees are graduates and postgraduates, reflecting a well-qualified workforce. Many employees have considerable work experience, while others fall into mid-level experience categories, creating a balanced team. Most respondents belong to junior and middle management levels, with fewer in managerial roles. Overall, the organization has a young, educated, and experienced workforce mainly focused on operational functions.

REGRESSION FOR WORK ENVIRONMENT AND JOB SATISFACTION

- **Null Hypothesis:** Work environment does not have a significant effect on job satisfaction.
- **Alternative Hypothesis:** Work environment has a significant effect on job satisfaction.

REGRESSION EQUATION

$$\text{Job Satisfaction} = 0.741 + 0.851 \times \text{Work Environment}$$

TABLE NO: 2

MODEL SUMMARY									
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	.815	.664	.659	.1674	.664	124.549	1	63	.000
a. Predictors: (Constant), WORK ENVIRONMENT									

- **R** = 0.815 → This means there is a strong positive relationship between work environment and job satisfaction. As the work environment improves, job satisfaction also tends to rise.
- **R²** = 0.664 → About 66.4% of the differences in employees' job satisfaction levels can be explained by the quality of the work environment.
- **Adjusted R²** = 0.659 → Even after adjusting for the fact that the model has just one predictor, it still explains 65.9% of the variation, showing that the result is reliable and not due to overfitting.
- **Std. Error of Estimate** = 0.1674 → The predicted job satisfaction scores from the model predictions are quite accurate.
- **F Change** = 124.549, $p < 0.001$ → The statistical test confirms that adding work environment as a predictor significantly improves the ability to predict job satisfaction, and the result is highly significant (less than 0.1% chance it occurred by random variation).

Table No: 3

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.489	1	3.489	124.549	.000 ^b
	Residual	1.765	63	.028		
	Total	5.254	64			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Work Environment						

- **Regression SS** = 3.489 and **Residual SS** = 1.765 → A large portion of variation is explained by the model.

- **F (1, 63)** = 124.549, $p < 0.001$ → The probability of obtaining this F-value by chance is less than 0.1%, indicating the model is highly significant.

Decision: Since $p < 0.05$, reject H_0 and accept H_1 → Work environment significantly predicts job satisfaction.

Table No: 4

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Lower Bound	Upper Bound
1	(Constant)	.741	.377		1.966	.054	-.012	1.493
	Work Environment	.851	.076	.815	11.160	.000	.699	1.004
a. Dependent Variable: Job Satisfaction								

- **Constant (B = 0.741, p = 0.054):** When work environment is zero, predicted job satisfaction is 0.741 (not statistically significant at 5%).
- **Work Environment coefficient (B = 0.851, p < 0.001):** For every 1-unit improvement in work environment, job satisfaction increases by 0.851 units.
- **Standardized Beta (β = 0.815):** Strong positive effect of work environment on satisfaction.
- **95% CI (0.699, 1.004):** The effect is precise and consistently positive.

INTERPRETATION: The regression analysis shows that work environment has a strong and positive impact on job satisfaction. The model indicates a high level of explanation, meaning a large portion of job satisfaction is influenced by the work environment. The results are statistically significant, confirming that the relationship is not due to chance. The coefficient value shows that improvements in the work environment lead to a clear increase in job satisfaction. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, concluding that work environment has a significant effect on job satisfaction.

Managerial Implications

Based on the findings of the study, the following managerial implications are suggested:

- Management should prioritize creating a positive and supportive work environment, as it directly influences employee satisfaction.
- Leaders should adopt participative and supportive leadership styles that encourage open communication and employee involvement in decision-making.
- Organizations should strengthen recognition and appreciation practices to make employees feel valued for their contributions.
- Teamwork and collaboration should be promoted to build strong interpersonal relationships and reduce workplace conflicts.
- Regular feedback mechanisms and employee satisfaction surveys should be conducted to identify concerns and address them promptly.
- Safe, comfortable, and inclusive working conditions should be ensured to enhance employee well-being.
- Training and development programs should be implemented to improve leadership effectiveness and workplace culture.

V. CONCLUSION

The study clearly demonstrates that the work environment has a strong and significant positive impact on employee job satisfaction. The statistical results confirm that improvements in the work environment lead to meaningful increases in satisfaction levels. This highlights the importance of creating a supportive, fair, and engaging workplace for employees. Job satisfaction is not influenced by a single factor but by a combination of organizational practices and workplace experiences. However, among these, the work environment stands out as a major determinant. Therefore, organizations must continuously assess and improve their workplace culture, leadership quality, and employee engagement practices. In conclusion, fostering a positive work environment is essential for building a motivated, productive, and committed workforce. Organizations that prioritize employee satisfaction will not only enhance performance but also achieve sustainable growth and long-term success.

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