

# Job Satisfaction of Employees A Study of Employees Satisfaction

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**Abstract**—This research study focuses on job satisfaction among employees and examines the various factors that influence their satisfaction in the workplace. Job satisfaction is an important aspect of human resource management because satisfied employees are more likely to be motivated, productive, committed, and willing to contribute positively to organizational performance. The study considers factors such as working conditions, compensation and benefits, recognition, supervision, training, career growth, workload, communication, work-life balance, and employee relationships.

The research follows a descriptive research methodology to understand the level of job satisfaction among employees. Primary data is collected from employees through a structured questionnaire using a Likert scale, while secondary data is obtained from books, journals, research articles, and relevant websites. The collected data is analyzed using percentage analysis and frequency distribution to identify the satisfaction levels and major areas requiring improvement. The findings of the study can help management understand employee expectations and develop suitable HR practices to improve job satisfaction, motivation, and overall organizational effectiveness.

**Index Terms**—Job Satisfaction, Employees, Human Resource Management, Employee Motivation, Workplace, Organizational Performance.

**Subject:** Human Resource Management

## I. INTRODUCTION

Employees serve as the primary strength of any organization, and their overall satisfaction plays a crucial role in achieving long-term industrial success. Employee satisfaction reflects how workers perceive their everyday jobs, salaries, growth opportunities,

management support, and workplace safety. In major industrial settings, job satisfaction represents an individual's emotional connection and overall attitude toward their work. When workers feel valued and supported, companies see higher productivity, better work quality, and reduced turnover. Conversely, low job satisfaction often leads to burnout, high absenteeism, and increased operational costs.

At its core, job satisfaction is shaped by several essential factors, including fair compensation, work-life balance, clear opportunities for promotion, and supportive leadership. When these core elements are in place, the benefits extend to both the individual and the organization. Employees experience better mental well-being and higher motivation, while the business benefits from improved workplace safety, stronger team morale, and consistent daily performance. On the other hand, unsupportive work conditions can lead to disengagement, making job satisfaction a critical area of focus for human resource managers and plant leaders.

## II. REVIEW OF LITERATURE

Caceres Fuentes et al. (2024) conducted a systematic review on the determinants of job satisfaction and found that employee empowerment, workplace well-being, and fulfilling employees' expectations are major factors influencing satisfaction. The study emphasized that job satisfaction contributes to improved productivity and stronger organizational commitment.

Dinda (2024) reviewed research on job satisfaction and employee relationships and identified that human

resource practices, supportive work environments, leadership quality, job security, and positive employee relations play an important role in improving employee satisfaction. The study suggested that organizations should focus on creating a healthy workplace culture to enhance employee engagement and performance.

Bhoir and Sinha (2024) examined employee well-being and human resource practices and highlighted that organizations focusing on employee welfare, mental health, and supportive HR policies can improve job satisfaction. The study indicated that employee well-being has become an essential factor for maintaining motivation and organizational commitment in modern workplaces.

Mostafa and Jaafar (2024) studied the relationship between job characteristics and job satisfaction through a systematic review. Their findings revealed that factors such as learning opportunities, career growth, meaningful work, health, and workplace well-being significantly influence employees' satisfaction levels.

Oktaviani and Sopia (2022) conducted a systematic literature review and bibliometric analysis of job satisfaction studies. The research highlighted that job satisfaction is a key factor in human resource management and is influenced by motivation, workplace conditions, organizational support, and employee expectations. The study emphasized that improving job satisfaction helps organizations enhance employee performance and reduce turnover intentions.

Abu Orabi et al. (2024) studied the relationship between job satisfaction and organizational commitment through bibliometric analysis. The findings showed that satisfied employees are more likely to develop stronger loyalty and commitment toward their organizations. The study identified leadership, organizational culture, and employee engagement as important factors affecting satisfaction and commitment.

### III. RESEARCH GAP

Existing studies have established that job satisfaction plays an important role in improving employee motivation, productivity, commitment, and organizational performance across different industries. However, many previous studies have

focused on large organizations, specific sectors, or have used complex analytical methods. Limited studies have examined job satisfaction through a simple employee perception survey that captures day-to-day workplace experiences such as working conditions, compensation and benefits, recognition, supervision, communication, workload, training, career growth, and work-life balance.

Furthermore, there is limited evidence on how employees in organizations perceive their level of job satisfaction based on their own workplace experiences. Therefore, the present study attempts to bridge this gap by collecting primary data from employees using a structured questionnaire. The study provides practical insights into the major factors affecting employee job satisfaction and helps identify areas where management can improve employee satisfaction, motivation, and overall organizational effectiveness.

### IV. OBJECTIVES OF THE STUDY

- To examine the level of job satisfaction among employees in the organization
- To assess the impact of job satisfaction on employee motivation and work performance.
- To evaluate employees' perceptions regarding working conditions, compensation and benefits, recognition, supervision, communication, and career growth opportunities.
- To identify the key factors influencing job satisfaction among employees.
- To analyze the relationship between job satisfaction and overall organizational performance.

### V. RESEARCH METHODOLOGY

The study adopted a descriptive research design to examine the level of job satisfaction among employees in the organization. Primary data were collected from employees using a structured questionnaire, while secondary data were gathered from books, research journals, articles, websites, and other published sources related to job satisfaction and employee performance.

The study used the convenience sampling technique, where employees who were available and willing to participate were selected for the survey. A total of 50

employees constituted the sample, and all valid responses were considered for data analysis. The collected data were analyzed using frequency and percentage analysis to understand employees' perceptions and identify the major factors influencing job satisfaction.

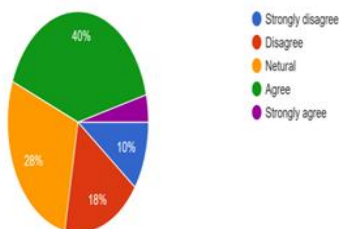
#### Limitations of the Study

- The study was conducted within a single organization; therefore, the findings may not be applicable to employees in other organizations or industries.
- The study was limited to 50 respondents, which may not fully represent the opinions and experiences of all employees in the organization.
- The findings are based on the respondents' personal opinions and perceptions, which may be influenced by individual experiences and circumstances.
- Due to time and resource constraints, the study considered only selected factors affecting job satisfaction, such as working conditions, compensation, recognition, supervision, workload, and career growth.
- Some respondents may have provided neutral or socially desirable responses, which could affect the accuracy of the findings.

## VI. SURVEY RESULTS

### A. Job Satisfaction of employees

| Options           | Responses | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly disagree | 5         | 10%            |
| Disagree          | 9         | 18%            |
| Neutral           | 14        | 28%            |
| Agree             | 20        | 40%            |
| Strongly agree    | 2         | 4%             |
| Total             | 50        | 100%           |

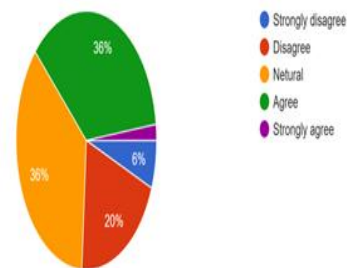


Source: Survey

Analysis: The responses indicate that 40% agreed, 28% were neutral, 18% disagreed, 10% strongly disagreed, and 4% strongly agreed.

### B. Satisfaction with Daily Work

| Options           | Responses | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly disagree | 3         | 6%             |
| Disagree          | 10        | 20%            |
| Neutral           | 18        | 36%            |
| Agree             | 18        | 36%            |
| Strongly agree    | 1         | 2%             |
| Total             | 50        | 100%           |

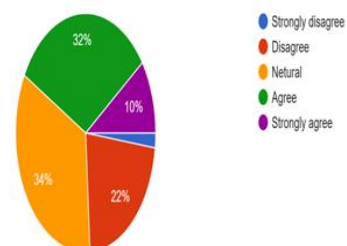


Source: Survey

Analysis: The highest percentage is 36%, with respondents equally neutral and agree, indicating a mixed level of job satisfaction.

### C. Satisfaction with Benefits Provided

| Options           | Responses | Percentage(%) |
|-------------------|-----------|---------------|
| Strongly disagree | 1         | 2%            |
| Disagree          | 11        | 22%           |
| Neutral           | 17        | 34%           |
| Agree             | 16        | 32%           |
| Strongly agree    | 5         | 10%           |
| Total             | 50        | 100%          |

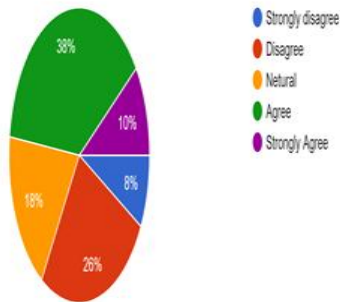


Source: Survey

Analysis: The highest percentage is 34% (17 respondents) who are neutral, indicating a moderate level of satisfaction among employees.

#### D. Recognition for Good Performance

| Options           | Responses | Percentage (%) |
|-------------------|-----------|----------------|
| Strongly disagree | 4         | 8%             |
| Disagree          | 13        | 26%            |
| Neutral           | 9         | 18%            |
| Agree             | 19        | 38%            |
| Strongly Agree    | 5         | 10%            |
| Total             | 50        | 100%           |



Source: Survey

Analysis: The highest percentage is 38% (19 respondents) who agree, indicating a generally positive response among employees.

#### VII. MAJOR FINDINGS FORM THE SURVEY

- Employees showed an overall positive level of job satisfaction.
- Working conditions significantly influence employee satisfaction.
- Some employees were neutral about benefits and career growth.
- Recognition and training help improve employee motivation.
- Better HR practices and welfare measures can increase satisfaction.

#### VIII. CONCLUSION

The study concludes that employees have a generally positive level of job satisfaction. Factors such as

working conditions, supervision, relationships, and recognition contribute to employee satisfaction.

The study also suggests that training, career growth, benefits, and work-life balance need continuous improvement. Effective HR practices can improve employee motivation, satisfaction, and overall organizational performance.

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