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A STUDY ON EMPLOYEE JOB SATISFACTION

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ABSTRACT

Job satisfaction has a significant impact on employees' performance, productivity, loyalty, and retention, all of which are important for an organization's success. It measures how satisfied workers are with their occupations and the company culture as a whole. Job satisfaction levels are impacted by a multitude of elements. These include, but are not limited to, pay, advancement chances, leadership style, work-life balance, organisational culture, job security, recognition, and connections with coworkers. Increased motivation, stronger organisational engagement, less absenteeism, and decreased intents to leave are all signs of a satisfied workforce. On the other hand, when people aren't happy, it can cause stress, lower productivity, and more staff turnover. Recognising the importance of employee job satisfaction has grown for organisations in light of the evolving nature of work, which encompasses technological breakthroughs and flexible work arrangements. Finding out what makes workers happy on the job and how that translates into productivity in the workplace is the primary goal of this research. The results will be useful for businesses in their pursuit of sustainable growth, competitive advantage, and employee happiness in the workplace by way of better human resource strategy..

INTRODUCTION

"Managers are the ones that people quit, not their jobs.

Even if having dedicated and loyal employees is the most important criteria in being a preferred employer, it's not surprising that organisations and businesses encounter big obstacles in creating motivated and enthusiastic teams. Nonetheless, a large body of evidence suggests that a company's financial line might benefit from a rise in employee trust and dedication to the job. To be more specific, an organization can only reach its greatest potential when its people are totally on board with its mission and working together to achieve its objectives.

Consequently, it is in the best interest of every business to increase the loyalty of its personnel. Both the revenue and cost sides of the balance sheet can benefit when firms grasp and manage Jobloyalty, not retention in particular.

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Loyal and devoted workers are a boon to revenue because they are highly motivated to do their best work and are more inclined to go "above and beyond" to satisfy customers' expectations.

On the flip hand, loyal employees save money since they stay for longer, reject other job offers, don't hunt for work, and promote the company to their friends and family. All four of these actions have a beneficial effect on the income statement's cost section.

That is to say, businesses should actively seek out the advantages of comprehending, controlling, and enhancing job satisfaction rather than only concentrating on retention (i.e., attempting to hold on to employees who have already made up their minds to quit). Companies that are able to change their organisational behaviour to fit the modern workplace, where adaptability, creativity, and innovation are key to success, tend to be the most successful.

REVIEW OF LITREATURE

1. A. Sharma (2025)

This research looked at executive-level workers in the IT industry in the Delhi-National Capital Region to see how employer branding affected their happiness on the job. The PLS-SEM method was used to analyse data obtained from 220 participants. According to the results, employee satisfaction is positively affected by an employer's strong brand. Employees' dedication to the company is also boosted. Research shows that a strong employer brand is associated with higher rates of employee satisfaction and retention..

2. Indian Researchers (JNS Publication) (2025)

This research looked at general insurance businesses in India to see how their employees felt about HR practices and how that affected their job satisfaction. The results demonstrated that good HR procedures are critical to raising morale in the workplace. Key considerations included performance evaluation systems and staff wellness initiatives. Positive HR strategies help keep employees, according to the report. Strategic human resource management was highlighted as a key component to organisational success..

3. Indian Researchers (2025)

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The purpose of this study was to investigate, within the IT sector of the Pune area, how work satisfaction affects organisational productivity and staff retention. The results showed that the workplace has a major impact on how satisfied workers are. Major influencing factors also included possibilities for career progression and managerial support. When workers were happy, they were more productive and less likely to leave their jobs. The significance of establishing a nurturing workplace was emphasised by the study..

4. A.K.S. Chouhan and Colleagues (2024)

Employees' intentions to leave their current positions were the focus of this research. Job happiness is heavily influenced by monetary pay and prospects for advancement, according to the research. There was a strong correlation between leadership style and the work environment and employee sentiments. When workers were happier in their jobs, they were less likely to consider leaving their current employers. Organisations should prioritise elements that enhance satisfaction, according to the report.

5. Mahak Bhatia & Aled Williams (2023)

Findings from this study on what makes college faculty and staff happy in their jobs were based on a mathematical model. Opportunities for advancement stood out as a powerful indicator of contentment. Additionally, it was determined that interpersonal interactions and managerial assistance played a significant role. Employee morale and happiness were boosted by an encouraging work environment. Multiple aspects of job happiness were brought to light by the study..

6. Indian Researcher(s) (2021)

Researchers in India looked at what other research had shown about IT workers' happiness on the job. One of the most important factors influencing employee happiness, according to the research, is pay. Additional factors that were seen as important contributors were work-life balance and organisational culture. Workers were more satisfied with their occupations when they had opportunity to grow in their careers. Employee satisfaction is influenced by a multitude of organisational elements, according to the study..

7. Rosana Oktaviani, Sopiah et al. (2022)

Thirty studies discussing contentment in the workplace were included in this meta-analysis. One of the most important aspects influencing employee satisfaction, according to the analysis, is leadership. Another factor that

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was determined to be highly influential was salary and company culture. Staff morale also appeared as an important factor. The study surveyed a wide range of industries to see what characteristics contribute to job satisfaction..

8. Indian HR Researchers (2023)

The purpose of the research was to determine whether there was a correlation between IT workers' levels of happiness and their work-life balance. According to the results, employees are much happier when they have more leeway to decide how they get their jobs done. Better work-life balance was associated with higher levels of organisational commitment among employees. Workplace rules that are supportive were highlighted as crucial in the study. The study found that employees' well-being is improved when they are able to balance their personal and professional responsibilities..

9. Indian Management Scholars (2024)

The purpose of this study was to examine how different leadership styles in Indian organisations affect workers' happiness on the workplace. According to the results, transformational leadership has a beneficial effect on morale and engagement in the workplace. Workers were happier overall when they worked for bosses that encouraged them. Organisational performance was enhanced by enhanced leadership techniques as well. The study emphasised that effective leadership is crucial for creating a positive work atmosphere..

10. Indian Banking Researchers (2023)

Research in the banking industry looked at how engaged workers were and how satisfied they were with their jobs. Employee happiness was found to be strongly correlated with engagement programs. Workers' loyalty to their companies was higher when they were enthusiastic about what they were doing. Banks in the public and private sectors alike saw gains from implementing employee engagement strategies. The significance of encouraging employee participation was highlighted by the study..

Research Gap

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Although job satisfaction has been extensively studied across various industries, several research gaps remain. Most previous studies have focused on identifying the relationship between job satisfaction and factors such as salary, work environment, promotion opportunities, and employee motivation. However, limited research has examined how emerging workplace trends, including flexible work arrangements, digital transformation, employee well-being, work-life balance, and leadership styles, collectively influence job satisfaction. Furthermore, many studies have been conducted in manufacturing, healthcare, education, and IT sectors, while comparatively fewer have focused on specific organizations or regional contexts. There is also a lack of recent empirical research that investigates employees' perceptions of job satisfaction by considering demographic factors, organizational culture, and career development opportunities simultaneously. Therefore, this study aims to bridge these gaps by examining the key determinants of job satisfaction within the selected organization, providing updated insights and practical recommendations to enhance employee satisfaction, engagement, productivity, and organizational performance.

Theoretical Frameworks

1. Employee Experience (EX) Framework (2025)

Developed/Used By: Malik et al. (2025)

Core Idea:

The whole employee lifecycle—from recruitment to onboarding, development, rewards, and workplace culture—influences employee satisfaction..

Framework:
Employee Experience → Job Satisfaction → Perceived HR Practices

Variables

• Control Group: HR Policies and Procedures

• Mediator 1: Organisational Fit with Individuals

2. Mediator: Workplace Perceptions

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Job satisfaction is a dependent variable.

Research in the fields of information technology, finance, education, and services can greatly benefit from this cutting-edge framework..

OBJECTIVES OF THE STUDY

- - In order to gauge the total degree of contentment with one's work within the company.
- In order to determine what aspects of an employee's employment, including their compensation, working conditions, chances for advancement, and sense of job security, impact their level of job satisfaction.
- In order to investigate the connection between contentment in one's work and productivity on the job.
- In order to determine whether employees are satisfied with the pay and benefits offered by the company.
- In order to gauge how content workers are with their working environment and the amenities provided by their employer.
- In order to discern how supervisorial encouragement and management styles affect workers' contentment on the job.

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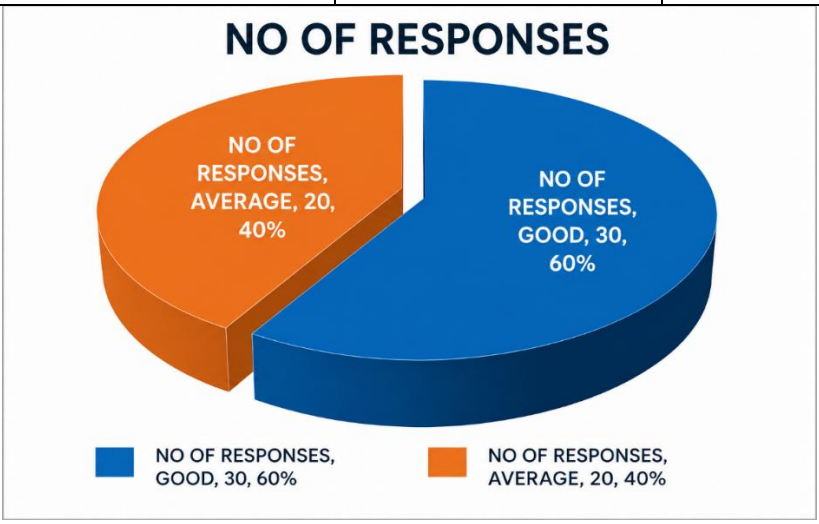
DATA ANALYSIS AND INTERPRETATION

1. How is your working environment?

a) Good b) Average c) Poor

TABLE:1

SNO	OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSE
1	GOOD	30	60
2	AVERAGE	20	40
3	POOR	0	0
	TOTAL	50	100



INTERPRETATION:

According to the data in the table, 60% of workers are happy with their workplace, 40% are ambivalent, and 0% are extremely dissatisfied.When all is said and done, workers are content with their workplace.

2. Opinion on canteen facilities in the organisation

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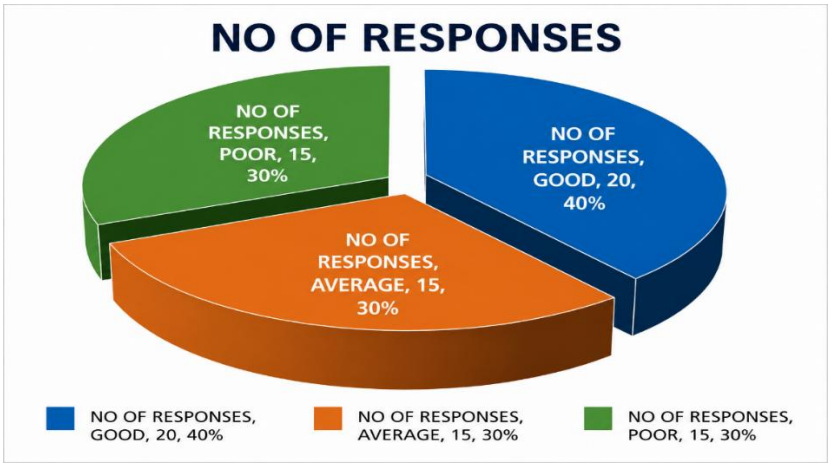
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a) Good b) Average c) Poor

TABLE:2

SNO	OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
1	GOOD	20	40
2	AVERAGE	15	30
3	POOR	15	30
	TOTAL	50	100

GRAPH : 2



INTERPRETATION : Based on the data in the table, we can see that 40% of employees have a positive impression of the cafeteria, 30% have an average impression, and 30% have a negative impression. The organization's canteen facilities are well-known to be excellent.

3. Our organisation clearly communicates its vision and goals to me

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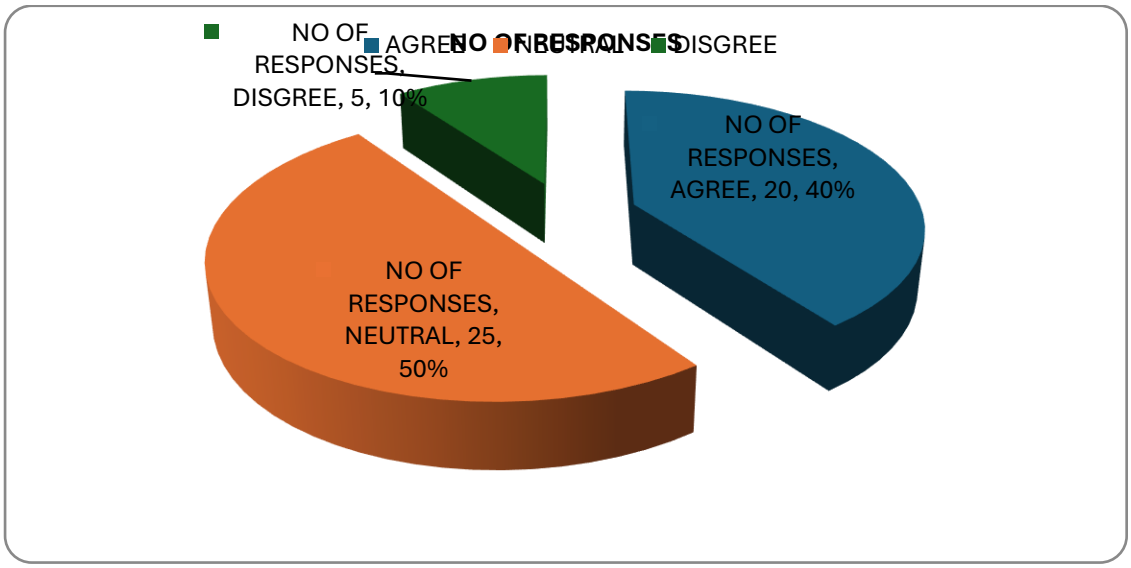
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a) Agree b) Neutral c) Disagree

TABLE:3

SNO	OPTOINS	NO OF RESPONSES	PERCENTAGEOF RESPONSES
1	AGREE	20	40
2	NEUTRAL	25	50
3	DISGREE	5	10
	TOTAL	50	100

GRAPH:3



INTERPRETATION:

According to the data in the table, 40% of employees agree, 50% are unsure, and 10% strongly disagree when it comes to sharing the company's vision and objectives. At long last, it's clear that the company is doing a good job of sharing its vision and objectives with its staff..

4. Our organisation policies are fair and flexible and provide equal justice to all

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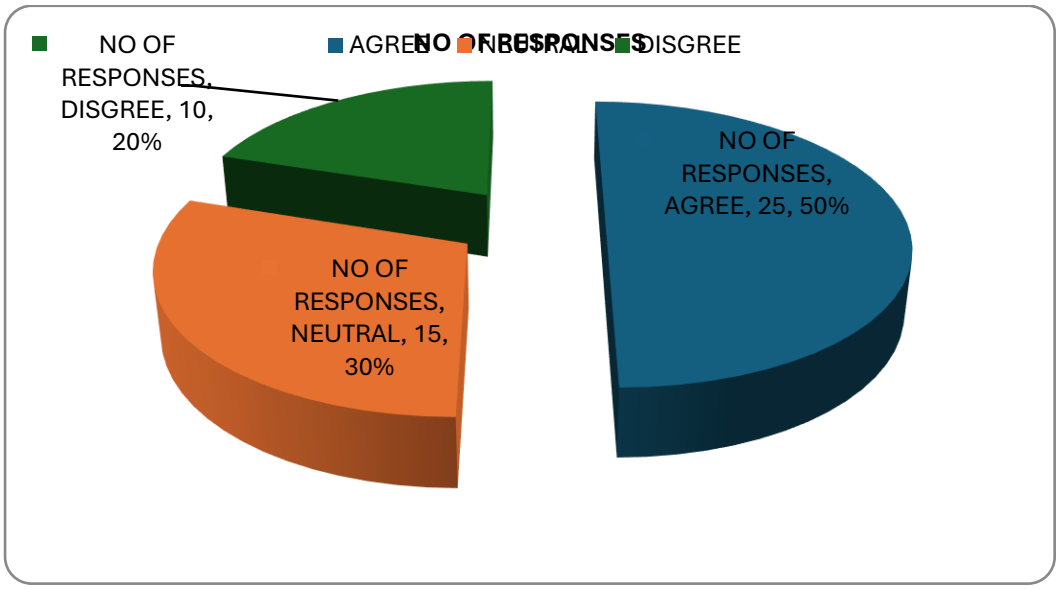
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a) Agree b) Neutral c) Disagree

TABLE:4

SNO	OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
1	AGREE	25	50
2	NEUTRAL	15	30
3	DISGREE	10	20
	TOTAL	50	100

GRAPH:4



INTERPRETATION: The data in the table show that 50% of workers are in agreement with the policies, 30% are unsure, and 20% are opposed. At last, everyone sees that the company's rules are reasonable.

5. Compensation packages provided by organisation are good

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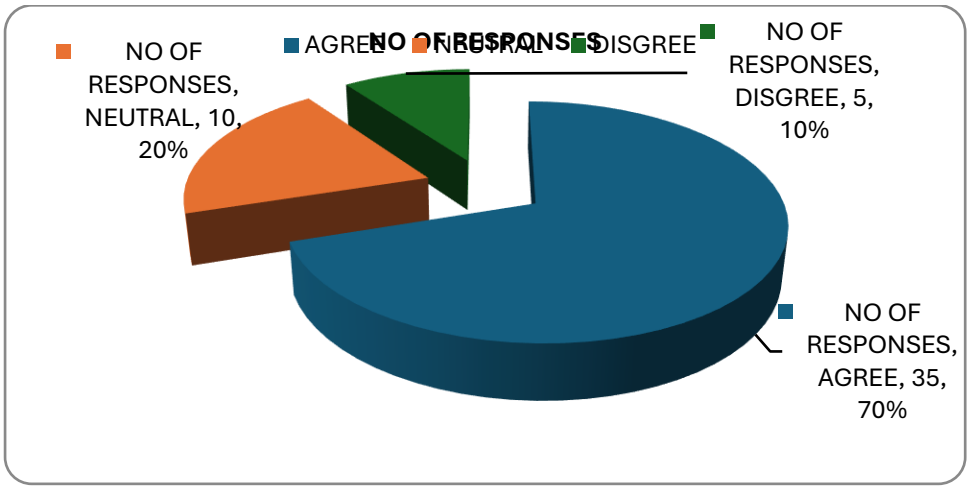
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a) Agree b) Neutral c) Disagree

TABLE:5

SNO	OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
1	AGREE	35	70
2	NEUTRAL	10	20
3	DISGREE	5	10
	TOTAL	50	100

GRAPH:5



INTERPRETATION: It is clear from the data shown above that 70% of workers are in agreement, 20% are unsure, and 10% strongly disagree with their current pay rates. At long last, the company offers competitive pay packages.

6. Our organisation creates challenging opportunities for me in the job

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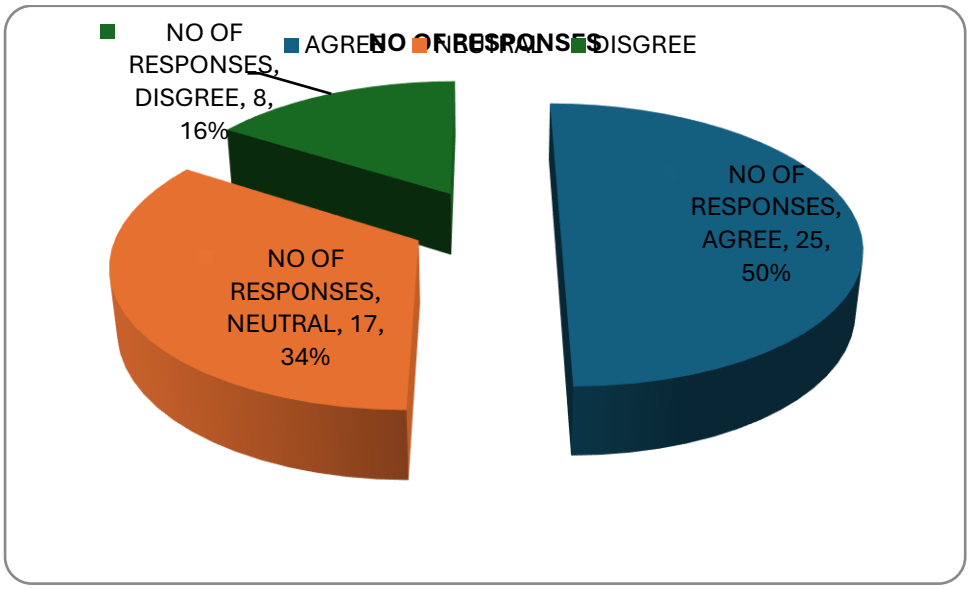
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a) Agree b) Neutral c) Disagree

TABLE:6

SNO	OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
1	AGREE	25	50
2	NEUTRAL	17	34
3	DISGREE	8	16
	TOTAL	50	100

GRAPH:6



INTERPRETATION:

The data in the table show that when asked about difficult possibilities, half of the employees agreed, 34% were unsure, and 16% strongly disagreed. Evidently, the company is opening up new and exciting possibilities.7. I am satisfied with benefits (insurance & PF) provided by the organisation

FINDINGS

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1. The majority of employees express satisfaction with their work environment, canteen amenities, and overall company culture, suggesting a favourable atmosphere in the workplace.
2. Workers have faith that the company is forthright and fair in sharing its objectives, strategies, policies, and processes.
3. The majority of workers are pleased with their pay, perks, and the safety measures taken by the company.
4. Employees are able to enhance their skills and abilities through the organization's provision of demanding job opportunities and work assignments.
5. The promotion of both official and informal ties is greatly appreciated by employees, who regard the organization's culture as an important component of job satisfaction.
6. While many workers complain about the heavy workload, the majority are content with the quality of their connections with supervisors..

SUGGESTIONS:

- Notable among the software industry's front-runners is zestwings informatics Pvt Ltd.
- • The organization values its employees and strives to provide a positive work environment.
- • The majority of workers are happy with their jobs, according to my research. My research has led me to a small recommendation for the business.
- • Workers have a lot of tasks to complete. As a result, the organization can go through with recruiting, which eases the load on current staff.

CONCLUSION

Fulfilling employees' needs and expectations is a key component of job happiness. When the company provides enough incentives, rewards, and possibilities for its employees, they feel fulfilled in their work. Absenteeism, employee turnover, and job quality are some of the aspects that can be uncovered by job satisfaction surveys, which in turn affect productivity and performance. Zestwings Informatics Pvt. Ltd. places a premium on enhancing employee welfare and overall performance in pursuit of its business goals, as employee pleasure is intricately related to organisational success.

In this study, we look at how factors like autonomy, communication, flexible working hours, welfare facilities, training and development, promotions, career growth opportunities, pay and benefits, working conditions, and

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interpersonal relationships affect job satisfaction. The study's data came from a standardised questionnaire with 21 assertions that were filled out by workers in various departments. Stratified random sampling was used to choose the sample respondents in order to obtain accurate and representative results..

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