

Major Research Report
on
A STUDY ON EMPLOYEE SATISFACTION AND
ITS IMPACT ON EMPLOYEE PERFORMANCE

Submitted By
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CERTIFICATE

This is to certify that the project report titled “A STUDY ON EMPLOYEE SATISFACTION AND ITS IMPACT ON EMPLOYEE PERFORMANCE ” is an original and authentic work carried out by Ankita Ghosh, a student of the MBA batch 2024–2026. The report has been submitted to the Delhi School of Management, Delhi Technological University, Delhi–110042, as a partial fulfilment of the requirements for the Master of Business Administration (MBA) program.

Date:

Signature of Guide

Dr. Parma Vishnoi

DECLARATION

I hereby declare that the project report entitled “A STUDY ON EMPLOYEE SATISFACTION AND ITS IMPACT ON EMPLOYEE PERFORMANCE” submitted to Delhi School of Management, Delhi Technological University, is my original work carried out under the guidance of my faculty mentor.

The information and data presented in this report are true to the best of my knowledge and belief. This project has not been submitted previously for the award of any degree, diploma, or fellowship.

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I extend my heartfelt thanks to all the respondents who participated in the survey and shared their valuable opinions and experiences regarding job satisfaction and work environment practices.

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ABSTRACT

The present study titled “Employee Job Satisfaction and Work Environment Study” examines the relationship between workplace environment and employee job satisfaction. In today’s competitive business environment, employee satisfaction has become an important factor influencing productivity, organizational commitment, motivation, and retention. The study focuses on understanding how factors such as supervisor support, communication, workplace culture, compensation, recognition, and work-life balance affect employee satisfaction.

The research is descriptive and analytical in nature. Primary data was collected through a structured questionnaire from 70 respondents belonging to different organizations and job levels. Secondary data was collected from journals, books, research articles, and online sources. Statistical tools such as percentage analysis, mean, standard deviation, and regression analysis were used for interpretation of data.

The findings of the study indicate that employees generally prefer healthy and supportive work environments. Most respondents agreed that communication, supervisor support, recognition, and workplace respect positively influence their job satisfaction. The regression analysis also shows a positive and statistically significant relationship between work environment and employee job satisfaction.

The study concludes that organizations should focus on employee well-being, supportive leadership, communication, recognition systems, and positive work culture to improve employee satisfaction and organizational performance. A healthy work environment not only improves employee morale but also contributes to long-term organizational growth and success.

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CHAPTER-1 INTRODUCTION

1.1 Background of the Study

Employee job satisfaction has become one of the most important aspects of modern organizational management. In today's competitive and rapidly changing business environment, organizations are focusing not only on productivity and profitability but also on employee well-being and workplace satisfaction. Employees are considered valuable assets of every organization, and their satisfaction directly affects organizational performance, efficiency, and growth.

Job satisfaction refers to the level of happiness, motivation, and fulfillment employees experience while performing their job responsibilities. Employees who are satisfied with their jobs are more likely to remain committed, productive, and loyal to the organization. On the other hand, dissatisfied employees may experience stress, reduced productivity, absenteeism, and higher turnover intentions.

The work environment plays a significant role in shaping employee attitudes and behavior. A positive work environment includes supportive management, healthy communication, teamwork, recognition, safety, work-life balance, and growth opportunities. Organizations with healthy workplace environments generally experience better employee engagement and stronger organizational performance.

With the growth of globalization, technological advancement, and changing employee expectations, organizations are increasingly investing in employee-friendly policies and workplace practices. Employees today expect not only fair salaries but also recognition, flexibility, career development opportunities, and emotional support from their organizations.

This study aims to understand employee job satisfaction and analyze the influence of work environment factors on employee performance and organizational commitment.

1.1.1 Definition of Job Satisfaction

Job satisfaction refers to the positive emotional state or feeling employees experience regarding their work and workplace. It reflects how employees perceive their job responsibilities, compensation, relationships, growth opportunities, and organizational culture.

According to Edwin Locke, job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences."

Job satisfaction includes several dimensions such as:

- Satisfaction with salary and compensation
- Satisfaction with supervision
- Satisfaction with work culture

- Satisfaction with growth opportunities
- Satisfaction with work-life balance
- Satisfaction with recognition and rewards

A high level of job satisfaction improves employee morale and organizational commitment, whereas low satisfaction may lead to stress, conflicts, and employee turnover.

1.1.2 Importance of Employee Satisfaction in Organizations

Employee satisfaction is important for both employees and organizations because it directly influences organizational performance and long-term success.

The major importance of employee satisfaction includes:

Increased Productivity

Satisfied employees are generally more motivated and productive. They perform their tasks efficiently and contribute positively toward organizational goals.

Better Employee Retention

Employees who are satisfied with their work environment are more likely to remain with the organization for a longer period, reducing employee turnover and recruitment costs.

Improved Employee Morale

Job satisfaction improves employee confidence, enthusiasm, and motivation. Employees feel more connected to the organization and perform their duties with greater commitment.

Reduced Absenteeism

Employees working in supportive and healthy environments are less likely to remain absent from work and are more actively engaged in organizational activities.

Better Organizational Reputation

Organizations with satisfied employees develop a positive employer image and attract talented professionals in the job market.

Strong Workplace Relationships

Employee satisfaction improves teamwork, communication, and cooperation among employees and management.

Thus, employee satisfaction is essential for maintaining organizational stability, efficiency, and growth.

1.1.3 Role of Work Environment in Employee Performance

The work environment significantly influences employee attitudes, motivation, and overall performance. A healthy and supportive workplace creates positive psychological and emotional conditions that encourage employees to perform better.

The work environment includes both physical and non-physical aspects of the workplace.

Physical Work Environment

This includes workplace infrastructure, lighting, safety, cleanliness, seating arrangements, and availability of resources required for work.

Psychological Work Environment

This includes organizational culture, communication, leadership support, teamwork, employee recognition, and work-life balance.

A positive work environment contributes to employee performance in the following ways:

- Encourages motivation and engagement
- Reduces workplace stress
- Improves employee confidence
- Enhances teamwork and collaboration
- Increases productivity and efficiency
- Strengthens organizational commitment

Employees working in positive work environments generally feel valued and respected, which improves their willingness to contribute toward organizational objectives.

In contrast, poor work environments may result in low morale, conflicts, dissatisfaction, stress, and reduced productivity.

1.1.4 Challenges in Maintaining Employee Satisfaction

Organizations often face several challenges while maintaining employee satisfaction because employee expectations continue to change with time and industry trends.

Some major challenges include:

Work Pressure and Stress

Heavy workloads, unrealistic deadlines, and job pressure may increase employee stress and reduce job satisfaction.

Lack of Recognition

Employees may feel demotivated when their efforts and achievements are not properly recognized or rewarded.

Poor Communication

Ineffective communication between management and employees can create misunderstandings and dissatisfaction.

Limited Career Growth Opportunities

Employees expect learning, promotions, and career advancement opportunities. Lack of growth opportunities may reduce employee motivation.

Work-Life Imbalance

Long working hours and excessive workload can negatively affect employees' personal lives and mental well-being.

Inadequate Compensation

Employees may become dissatisfied if salaries and benefits are perceived as unfair compared to their workload and industry standards.

Toxic Work Culture

Unhealthy competition, workplace conflicts, discrimination, and lack of support create negative work environments and affect employee morale.

Organizations must continuously monitor employee needs and implement supportive HR policies to overcome these challenges and maintain employee satisfaction.

1.2 Research Problem

Employee dissatisfaction has become a major concern for organizations due to increasing workplace stress, changing employee expectations, and competitive business environments. Many organizations face issues such as low employee morale, poor engagement, absenteeism, and high turnover rates.

Work environment factors such as communication, leadership support, recognition, compensation, and work-life balance significantly influence employee satisfaction. However, organizations often fail to identify the exact factors affecting employee attitudes and performance.

The research problem of this study is to examine the relationship between employee job satisfaction and work environment and identify the factors that influence employee satisfaction levels.

1.3 Research Questions:

The study seeks to answer the following research questions:

Q1) What factors influence employee job satisfaction?

Q2) How does work environment affect employee performance and motivation?

Q3) Does supervisor support improve employee satisfaction?

Q4) How important are communication and recognition in maintaining employee satisfaction?

Q5) What organizational practices help improve employee morale and engagement?

Q6) Is there a significant relationship between work environment and employee job satisfaction?

1.4 Objectives of the Study:

- To study the factors influencing employee job satisfaction in organizations.
- To study the impact of work environment on employee performance and motivation.
- To study whether supervisor support improves employee satisfaction.
- To study the importance of communication and recognition in maintaining employee satisfaction.
- To study the organizational practices that help improve employee morale and engagement.
- To study the relationship between work environment and employee job satisfaction.

1.5 Scope of the Study

The study focuses on understanding employee job satisfaction and examining the influence of workplace environment on employee attitudes, motivation, and overall performance. In modern organizations, employee satisfaction has become an important factor affecting productivity, retention, engagement, and organizational success. Therefore, the study attempts to analyze how different workplace factors contribute to employee satisfaction levels.

The study includes employees working in different industries, organizational levels, and job profiles. Responses have been collected from employees belonging to private organizations, multinational companies, startups, and other sectors in order to obtain diverse opinions and experiences regarding workplace practices and job satisfaction.

The study mainly covers important workplace factors such as:

- Supervisor support
- Communication within the organization
- Recognition and rewards
- Compensation and salary satisfaction
- Work-life balance
- Organizational culture

- Employee motivation and engagement
- Workplace relationships
- Respect and fairness in the organization
- Overall satisfaction with the job and work environment

The scope of the study is limited to analyzing employee perceptions and experiences related to workplace environment and satisfaction. The study does not focus on technical or operational performance measures of organizations. The research is based on primary data collected through questionnaires and reflects the opinions of selected respondents only.

The findings of the study can help organizations, HR professionals, and management understand employee expectations more effectively and improve workplace practices. The study may also assist organizations in developing employee-friendly policies, improving communication systems, enhancing workplace culture, and increasing employee engagement and organizational effectiveness.

CHAPTER-2 LITERATURE REVIEW

2.1 Introduction

Literature review is an important part of research that involves studying previous research papers, books, journals, and articles related to employee satisfaction and employee performance. It helps in understanding the theoretical background of the study and identifying important variables related to employee behavior, motivation, and workplace performance.

Employee satisfaction is considered one of the most significant factors influencing employee productivity and organizational success. Organizations across different industries focus on employee satisfaction because satisfied employees tend to perform better, remain loyal to the organization, and contribute positively toward organizational goals.

This chapter reviews various studies conducted by researchers on employee satisfaction, work environment, organizational culture, motivation, leadership, communication, and employee performance.

2.2 Review of Literature

Herzberg (1959) – Two Factor Theory

Frederick Herzberg introduced the Two-Factor Theory of Motivation, which explains the factors responsible for employee satisfaction and dissatisfaction. According to Herzberg, motivational factors such as achievement, recognition, responsibility, and career growth create satisfaction among employees. Hygiene factors such as salary, company policies, supervision, and working conditions help prevent dissatisfaction.

The theory emphasizes that organizations should focus on both motivational and hygiene factors to improve employee satisfaction and performance.

Maslow (1943) – Hierarchy of Needs Theory

Abraham Maslow proposed the Hierarchy of Needs Theory, which explains human needs in five levels: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs.

According to Maslow, employees become motivated and satisfied when their basic and psychological needs are fulfilled. Organizations that provide security, recognition, respect, belongingness, and growth opportunities create higher employee satisfaction and improved performance.

Locke (1976) – Job Satisfaction Theory

Edwin Locke defined job satisfaction as a positive emotional state resulting from an employee's evaluation of job experiences. The theory suggests that employees feel satisfied when their expectations regarding salary, work conditions, recognition, and career growth are fulfilled.

The study highlights that job satisfaction significantly affects employee motivation, productivity, and organizational commitment.

Vroom (1964) – Expectancy Theory

Victor Vroom introduced the Expectancy Theory, which states that employees become motivated when they believe that their efforts will result in better performance and rewards.

The theory explains that employee satisfaction and performance are influenced by rewards, recognition, incentives, and career opportunities provided by the organization.

Anitha (2014) – Employee Engagement and Performance

Anitha conducted a study on employee engagement and its impact on employee performance. The research found that work environment, leadership support, teamwork, communication, and recognition significantly influence employee engagement and satisfaction.

The study concluded that organizations should focus on supportive management practices and healthy work culture to improve employee performance.

Saks (2006) – Employee Engagement

Saks studied the antecedents and consequences of employee engagement and found that organizational support, communication, recognition, and supervisor relationships positively affect employee engagement and satisfaction.

The study highlighted that satisfied employees are more committed toward organizational goals and perform better at the workplace.

Mahmood & Bashir (2012) – Organizational Culture and Job Satisfaction

Mahmood and Bashir examined the relationship between organizational culture and employee job satisfaction. The study found that supportive organizational culture, healthy communication, teamwork, and leadership significantly improve employee satisfaction and performance.

The research also emphasized that positive workplace culture reduces employee stress and improves organizational commitment.

Gallup Workplace Report (2019)

The Gallup Workplace Report stated that engaged and satisfied employees are more productive, innovative, and committed toward organizational objectives. The report highlighted that organizations with positive workplace environments experience lower employee turnover and better performance outcomes.

Officevibe Employee Engagement Survey Report (2021)

According to the Officevibe Employee Engagement Survey Report, employees value recognition, communication, appreciation, flexibility, and work-life balance. The report found that employees working in supportive work environments demonstrate higher levels of motivation and job satisfaction.

Workday Employee Experience Report (2022)

The Workday Employee Experience Report emphasized that modern employees expect flexibility, career growth, recognition, supportive leadership, and positive work culture from organizations. The report concluded that employee satisfaction positively influences employee retention and organizational performance.

2.3 Summary of Literature Review

The literature review indicates that employee satisfaction is influenced by multiple factors such as leadership support, communication, recognition, compensation, organizational culture, work-life balance, and career development opportunities.

Most studies conclude that satisfied employees are more productive, motivated, committed, and engaged in organizational activities. A healthy work environment improves employee morale, reduces stress, and enhances employee performance.

Researchers also emphasize that organizations should focus on employee well-being, recognition systems, supportive management practices, and positive workplace culture to improve employee satisfaction and organizational effectiveness.

2.4 Research Gap

Previous studies have examined employee satisfaction and employee performance from different perspectives. However, employee expectations and workplace practices continue to change due to technological advancements, globalization, hybrid work culture, and changing organizational structures.

There is still a need to study how workplace environment, communication, leadership support, recognition, and employee engagement influence employee satisfaction and performance in modern organizations.

Therefore, this study attempts to analyze employee satisfaction and its impact on employee performance by examining important workplace factors affecting employee attitudes and organizational commitment.

CHAPTER-3 RESEARCH METHODOLOGY

3.1 Introduction

Research methodology refers to the systematic process used for collecting, analyzing, and interpreting data in order to achieve the objectives of the study. It provides a proper framework for conducting research in a scientific and organized manner.

The present study titled “**A Study on Employee Satisfaction and its Impact on Employee Performance**” aims to understand employee satisfaction levels and examine how satisfaction influences employee performance in organizations. The study focuses on factors such as work environment, supervisor support, communication, recognition, compensation, organizational culture, and work-life balance.

The research methodology adopted for this study includes research design, data collection methods, sampling design, sample size, variables of the study, and statistical tools used for data analysis.

3.2 Research Design

The research design used for this study is **descriptive and analytical in nature**.

The descriptive research design helps in understanding employee opinions, experiences, and satisfaction levels regarding workplace practices and organizational environment. The analytical approach is used to examine the relationship between employee satisfaction and employee performance.

The study mainly focuses on collecting quantitative data through structured questionnaires and analyzing the responses using statistical tools.

3.3 Data Collection

Data collection is one of the most important stages of research because accurate and reliable data helps in proper analysis and interpretation.

The present study uses both primary and secondary sources of data collection.

3.3.1 Primary Data

Primary data refers to first-hand information collected directly from respondents for the specific purpose of the study.

For this research, primary data was collected through a structured questionnaire distributed among employees. The respondents included:

- Full-time employees
- Contract employees
- Interns

The questionnaire was prepared to collect employee opinions regarding:

- Job satisfaction
- Work environment
- Communication
- Supervisor support
- Recognition and rewards
- Compensation
- Work-life balance
- Employee motivation
- Employee performance

The responses were collected through online survey methods using Google Forms.

3.3.2 Secondary Data

Secondary data refers to information already available through published sources and previous studies.

For this study, secondary data was collected through:

- Research papers
- Journals
- Articles
- HR reports
- Websites
- Previous studies related to employee satisfaction and employee performance

The secondary data helped in understanding theoretical concepts, reviewing previous findings, and developing the literature review for the study.

3.4 Sampling Design

Sampling design refers to the process of selecting respondents from the target population for conducting the research study.

The present study focuses on employees working in different organizations and job roles.

3.4.1 Sampling Method

The study uses the **Convenience Sampling Method**.

Convenience sampling is a non-probability sampling technique where respondents are selected based on accessibility, availability, and willingness to participate in the survey.

This method was used because it is simple, cost-effective, and suitable for collecting responses within limited time and resources.

3.4.2 Sample Size

The sample size of the study consists of **52 respondents**.

The respondents include full-time employees, contract employees, and interns from different organizations and industries.

The sample was selected to obtain diverse opinions and experiences regarding employee satisfaction and workplace environment.

3.5 Variables of the Study

The study includes both independent and dependent variables.

Independent Variable:

Employee Satisfaction

Employee satisfaction includes factors such as:

- Supervisor support
- Communication
- Recognition and rewards
- Compensation
- Work-life balance
- Organizational culture
- Work environment

Dependent Variable:

Employee Performance

Employee performance refers to the productivity, efficiency, motivation, and contribution of employees toward organizational goals.

The study attempts to analyze how employee satisfaction affects employee performance.

3.6 Tools Used for Analysis

The following statistical tools were used for analyzing and interpreting the collected data:

Percentage Analysis

Percentage analysis was used to analyze demographic details and employee responses.

Mean Analysis

Mean analysis was used to identify the average responses of employees regarding satisfaction and workplace factors.

Standard Deviation

Standard deviation was used to measure consistency and variation in employee responses.

Regression Analysis

Regression analysis was used to examine the relationship between employee satisfaction and employee performance.

Tables and Charts

Tables, pie charts, and graphical representations were used for better presentation and interpretation of data.

3.7 Hypothesis of the Study

Null Hypothesis (H_0):

There is no significant relationship between employee satisfaction and employee performance.

Alternative Hypothesis (H_1):

There is a significant relationship between employee satisfaction and employee performance.

3.8 Limitations of the Study

The study has certain limitations which may affect the scope of findings:

- The sample size is limited to 52 respondents only.
- The study is based on employee opinions and perceptions.
- Time constraints limited broader data collection.
- Responses may contain personal bias.

- The study covers selected respondents only.
- The findings may not represent all industries and organizations.

3.9 Conclusion

The research methodology provides a structured framework for conducting the study systematically and effectively. The use of primary and secondary data along with statistical tools helps in understanding employee satisfaction and its impact on employee performance.

The methodology adopted in this study supports accurate data collection, interpretation, and analysis, which helps in achieving the objectives of the research successfully.

CHAPTER-4 DATA ANALYSIS AND INTERPRETATION

This chapter presents the analysis and interpretation of data collected through the primary survey conducted using Google Forms. The study aims to understand employee job satisfaction and workplace-related factors based on the responses received from employees.

The total sample size for the study is 52 respondents.

The analysis method used in this chapter is:

- Percentage Analysis
- Interpretation of Responses

Percentage Analysis Formula:

$$\text{Percentage Analysis} = (\text{Number of Respondents} / \text{Total Respondents}) \times 100$$

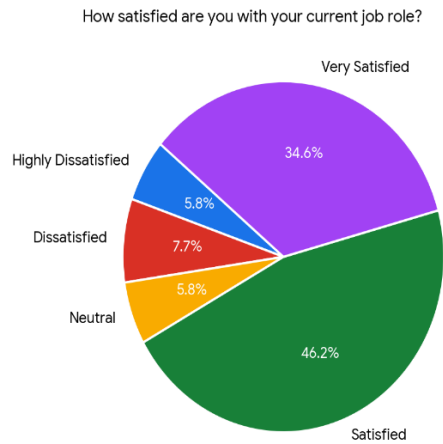
4.1 Percentage Analysis

Q1) How satisfied are you with your current job role?

Response	No. of Respondents	Percentage
Very Satisfied	18	34.62%
Satisfied	24	46.15%
Neutral	3	5.77%
Dissatisfied	4	7.69%
Highly Dissatisfied	3	5.77%
Total	52	100%

Interpretation:

The majority of respondents are satisfied with their current job role. Around 46.15% of employees reported being satisfied, while 34.62% stated they are very satisfied. Only a small percentage expressed dissatisfaction. This indicates that most employees have a positive perception of their current roles and responsibilities.

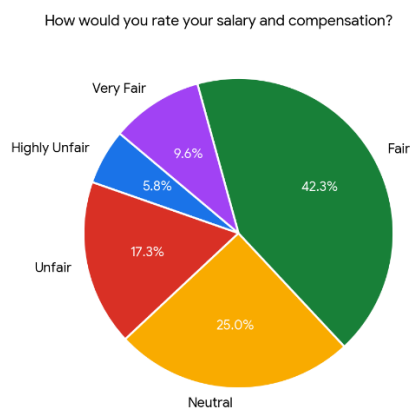


Q2) How would you rate your salary and compensation?

Response	No. of Respondents	Percentage
Very Fair	5	9.62%
Fair	22	42.31%
Neutral	13	25.00%
Unfair	9	17.31%
Highly Unfair	3	5.77%
Total	52	100%

Interpretation:

Most respondents consider their salary and compensation to be fair. About 42.31% selected “Fair,” while 9.62% rated it as “Very Fair.” However, some employees still perceive compensation as unfair, indicating that salary satisfaction differs among employees.

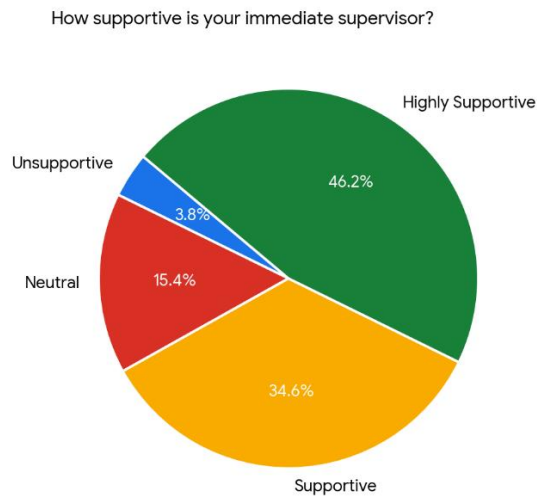


Q3) How supportive is your immediate supervisor?

Response	No. of Respondents	Percentage
Highly Supportive	24	46.15%
Supportive	18	34.62%
Neutral	8	15.38%
Unsupportive	2	3.85%
Total	52	100%

Interpretation:

The findings show that most employees feel supported by their immediate supervisors. Nearly 46.15% reported that their supervisors are highly supportive, while 34.62% rated them as supportive. This reflects positive communication and guidance within the workplace.



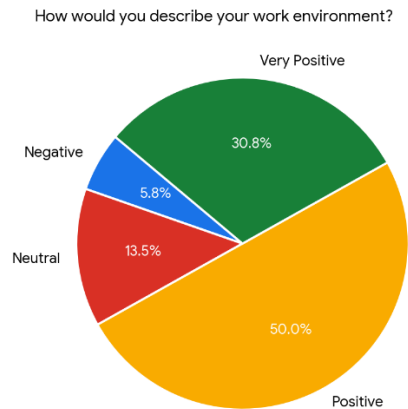
Q4) How would you describe your work environment?

Response	No. of Respondents	Percentage
Very Positive	16	30.77%
Positive	26	50.00%
Neutral	7	13.46%
Negative	3	5.77%
Total	52	100%

Interpretation:

The majority of respondents described their work environment as positive. Half of the respondents selected “Positive,” while 30.77% considered it “Very Positive.”

Only a few respondents viewed their work environment negatively. This suggests that most employees work in a healthy and encouraging environment.

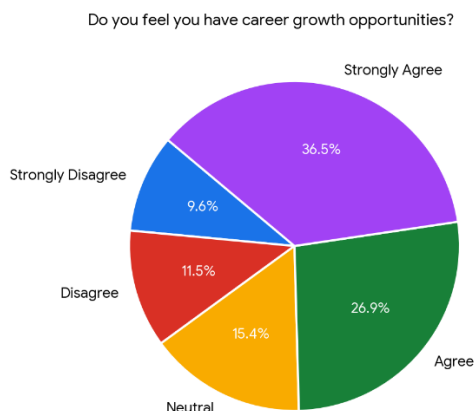


Q5) Do you feel you have career growth opportunities?

Response	No. of Respondents	Percentage
Strongly Agree	19	36.54%
Agree	14	26.92%
Neutral	8	15.38%
Disagree	6	11.54%
Strongly Disagree	5	9.62%
Total	52	100%

Interpretation:

Most respondents believe that they have career growth opportunities in their organization. Around 36.54% strongly agreed and 26.92% agreed with the statement. However, a small percentage disagreed, showing that growth opportunities may not be equally available to all employees.

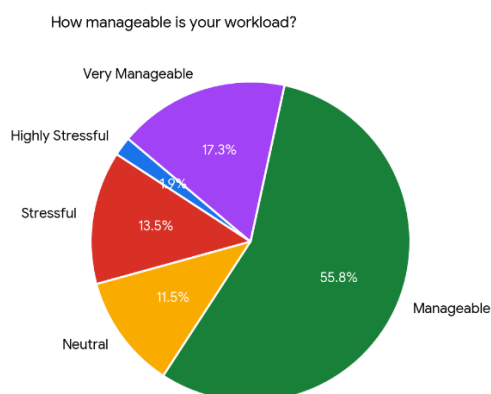


Q6) How manageable is your workload?

Response	No. of Respondents	Percentage
Very Manageable	9	17.31%
Manageable	29	55.77%
Neutral	6	11.54%
Stressful	7	13.46%
Highly Stressful	1	1.92%
Total	52	100%

Interpretation:

The majority of employees find their workload manageable. Around 55.77% selected “Manageable,” while 17.31% considered it “Very Manageable.” Only a few respondents reported their workload as stressful. This indicates that most employees are able to balance their work responsibilities effectively.

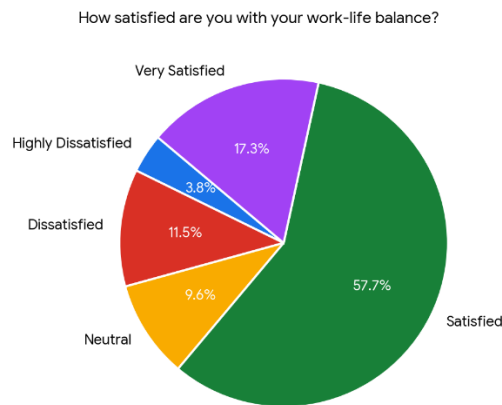


Q7) How satisfied are you with your work-life balance?

Response	No. of Respondents	Percentage
Very Satisfied	9	17.31%
Satisfied	30	57.69%
Neutral	5	9.62%
Dissatisfied	6	11.54%
Highly Dissatisfied	2	3.85%
Total	52	100%

Interpretation:

Most respondents are satisfied with their work-life balance. Nearly 57.69% reported being satisfied and 17.31% were very satisfied. This suggests that employees are generally able to maintain a balance between their professional and personal lives.

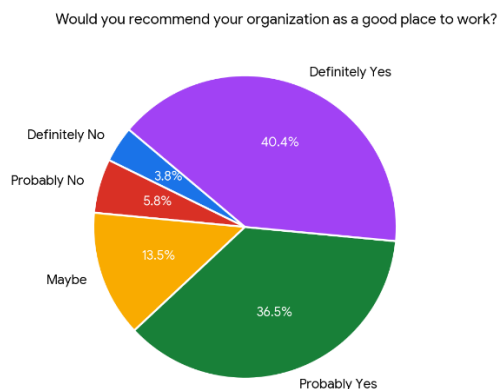


Q8) Would you recommend your organization as a good place to work?

Response	No. of Respondents	Percentage
Definitely Yes	21	40.38%
Probably Yes	19	36.54%
Maybe	7	13.46%
Probably No	3	5.77%
Definitely No	2	3.85%
Total	52	100%

Interpretation:

The majority of respondents would recommend their organization as a good place to work. Around 40.38% selected “Definitely Yes,” while 36.54% chose “Probably Yes.” Only a small percentage responded negatively. This reflects a generally positive level of employee satisfaction and organizational image.



4.2 Mean & Standard Deviation

The mean and standard deviation for all eight questions have been computed using a five-point scale. The mean indicates the average response given by the 52 respondents, while the standard deviation shows the variation among responses.

Scale Used:

1 = Strongly Negative Response

2 = Negative Response

3 = Neutral

4 = Positive Response

5 = Strongly Positive Response

Questions	Mean	Standard Deviation
Job Role Satisfaction	3.96	1.12
Salary & Compensation	3.33	1.06
Supervisor Support	4.23	0.85
Work Environment	4.06	0.83
Career Growth Opportunities	3.69	1.34
Workload Manageability	3.73	0.97
Work-Life Balance	3.73	1.01
Recommendation to Others	4.04	1.07

Interpretations:

Job Role Satisfaction:

The mean value (3.96) indicates that most employees are satisfied with their current job role. The standard deviation (1.12) shows moderate variation among responses.

Salary & Compensation:

The mean value (3.33) reflects moderate satisfaction regarding salary and compensation. The standard deviation (1.06) indicates that employee opinions differ slightly regarding compensation.

Supervisor Support:

The mean value (4.23) shows strong agreement that supervisors are supportive. The low standard deviation (0.85) reflects consistency in employee responses.

Work Environment:

The mean value (4.06) indicates that employees generally perceive the work environment positively. The standard deviation (0.83) suggests high agreement among respondents.

Career Growth Opportunities:

The mean value (3.69) shows that employees generally believe they have career growth opportunities. However, the higher standard deviation (1.34) indicates differing opinions among employees.

Workload Manageability:

The mean value (3.73) suggests that employees find their workload manageable. The standard deviation (0.97) shows moderate consistency among responses.

Work-Life Balance:

The mean value (3.73) indicates that employees are generally satisfied with their work-life balance. The standard deviation (1.01) reflects moderate variation.

Recommendation to Others:

The mean value (4.04) shows that most employees would recommend their organization as a good place to work. The standard deviation (1.07) indicates relatively consistent responses.

The overall analysis shows that most respondents have positive perceptions regarding their workplace, supervisor support, work environment, and overall job satisfaction.

4.3 Regression Analysis

The regression analysis was conducted to examine the relationship between workplace-related factors and employee job satisfaction.

Dependent Variable (Y) = Employee Job Satisfaction

Independent Variable (X) = Workplace Factors (salary, supervisor support, work environment, career growth, workload, work-life balance, and recommendation score)

4.3.1 Hypothesis

• Null Hypothesis (H₀):

There is no significant relationship between workplace-related factors and employee job satisfaction.

• Alternative Hypothesis (H₁):

There is a significant relationship between workplace-related factors and employee job satisfaction.

4.3.2 Regression Outputs

1) Model Summary

Particulars	Value
Multiple R	0.151
R Square	0.023
Adjusted R Square	0.004

Standard Error	1.11
Observations	52

Interpretation:

The R Square value (0.023) shows that workplace-related factors explain only 2.3% of the variation in employee job satisfaction. This indicates that the regression model explains only a small portion of the variation.

The Adjusted R Square value (0.004) is very low, suggesting that the model has limited predictive ability.

The correlation coefficient (Multiple R = 0.151) indicates a weak positive relationship between workplace-related factors and job satisfaction.

The regression coefficient is positive (0.331), which suggests that job satisfaction increases slightly with improvements in workplace-related factors. However, the relationship is weak.

The p-value (0.279) is greater than 0.05, indicating that the relationship is not statistically significant.

2) ANOVA (Model Significance)

Source	df	SS	MS	F	Significance F
Regression	1	1.48	1.48	1.20	0.279
Residual	50	61.74	1.23		
Total	51	63.22			

Interpretation:

The ANOVA table shows the overall significance of the regression model.

The regression sum of squares (1.48) indicates the amount of variation in employee job satisfaction explained by workplace-related factors.

The residual sum of squares (61.74) is much higher, indicating that a large portion of variation in job satisfaction is explained by other factors not included in the study.

The F-statistic value (1.20) is low, showing that the model does not significantly improve prediction accuracy.

The significance value ($p = 0.279$) is greater than 0.05, which means the regression model is statistically insignificant.

Overall, the ANOVA analysis indicates that workplace-related factors included in the study do not significantly predict employee job satisfaction.

3) Coefficients

Variables	Coefficient	Standard Error	t Stat	P-value
Intercept	2.69	1.17	2.30	0.025
X Variable 1	0.331	0.303	1.09	0.279

Interpretation:

The intercept coefficient (2.69) represents the baseline level of employee job satisfaction.

The coefficient of the independent variable (0.331) indicates a weak positive relationship between workplace-related factors and employee job satisfaction.

However, since the p-value (0.279) is greater than 0.05, the relationship is statistically insignificant. Therefore, workplace-related factors included in the regression model cannot significantly explain variations in employee job satisfaction.

4.3.3 Hypothesis Decision

According to the regression output, the p-value for the independent variable is 0.279, which is greater than the significance level of 0.05.

Therefore, the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected.

The study concludes that workplace-related factors included in this regression model do not show a statistically significant impact on employee job satisfaction among the selected respondents.

Overall Analysis

The overall analysis of the survey responses indicates that employees generally have a positive perception of their organization and workplace environment. Most respondents expressed satisfaction with their job roles, supervisor support, work environment, and work-life balance.

The findings also show that employees perceive their workload as manageable and believe that career growth opportunities are available within the organization. A large percentage of respondents are willing to recommend their organization as a good place to work, reflecting positive organizational culture and employee satisfaction.

However, some employees expressed concerns regarding salary and compensation, indicating that compensation satisfaction varies among respondents.

The regression analysis revealed a weak positive relationship between workplace-related factors and employee job satisfaction, but the relationship was not statistically

significant. This suggests that other factors outside the scope of the study may also influence employee job satisfaction.

Overall, the study demonstrates that employee satisfaction is influenced by multiple workplace-related factors, and maintaining a supportive work environment, effective supervision, career growth opportunities, and work-life balance can contribute positively to employee satisfaction.

CHAPTER – 5 FINDINGS AND RECOMMENDATIONS

5.1 Findings of the Study

The findings of the study are based on the responses collected from employees through a structured Google Form questionnaire. Statistical tools such as percentage analysis, mean and standard deviation analysis, and regression analysis were used for interpretation of data.

The major findings of the study are discussed below.

5.1.1 Findings from Percentage Analysis

Overall Job Satisfaction

The percentage analysis revealed that the majority of respondents are satisfied with their current job roles and workplace environment. Around 46.15% of respondents reported being satisfied, while 34.62% reported being very satisfied. Only a small percentage of respondents expressed dissatisfaction.

This indicates that most employees experience positive levels of job satisfaction within their organizations.

Salary and Compensation

The analysis showed that 42.31% of respondents considered their salary and compensation fair, while 9.62% rated it as very fair. However, some respondents expressed dissatisfaction regarding salary fairness.

The findings suggest that although most employees are reasonably satisfied with compensation, organizations may still need to improve salary structures and reward systems.

Supervisor Support

The study found that 46.15% of respondents considered their supervisors highly supportive, while 34.62% considered them supportive. Only a very small number of employees reported unsupportive supervision.

This suggests that supervisor support plays an important role in improving employee confidence, engagement, and workplace satisfaction.

Work Environment

The findings indicate that 50% of respondents rated their work environment as positive, while 30.77% rated it as very positive. Only a few respondents viewed the work environment negatively.

The results show that a healthy and supportive workplace environment positively affects employee attitudes and overall satisfaction.

Career Growth Opportunities

The analysis revealed that 36.54% of respondents strongly agreed that they have career growth opportunities, while 26.92% agreed with the statement. However, some employees expressed dissatisfaction regarding career advancement opportunities.

This indicates that career growth and professional development opportunities are important factors influencing employee satisfaction.

Workload Manageability

The findings show that 55.77% of respondents considered their workload manageable, while 17.31% viewed it as very manageable. Only a small percentage reported high work stress.

This suggests that most employees are able to balance their work responsibilities effectively.

Work-Life Balance

The majority of respondents were satisfied with their work-life balance. Around 57.69% reported being satisfied, while 17.31% were very satisfied.

The findings indicate that maintaining work-life balance contributes positively to employee well-being and job satisfaction.

Organizational Recommendation

The study found that 40.38% of respondents would definitely recommend their organization as a good place to work, while 36.54% would probably recommend it.

This reflects a generally positive organizational image and overall employee satisfaction.

5.1.2 Findings from Mean and Standard Deviation Analysis

The mean and standard deviation analysis was conducted to understand employee opinions regarding workplace practices and satisfaction factors.

Job Role Satisfaction

The mean score of 3.96 indicates that employees are generally satisfied with their current job roles and responsibilities.

Salary and Compensation

The mean value of 3.33 is comparatively lower than other factors, indicating mixed employee opinions regarding salary fairness and compensation practices.

Supervisor Support

The mean score of 4.23 is one of the highest among all variables, showing that employees strongly believe supervisor support positively affects workplace satisfaction.

Work Environment

The mean score of 4.06 shows that employees perceive their workplace environment as healthy, supportive, and positive.

Career Growth Opportunities

The mean value of 3.69 indicates moderate employee satisfaction regarding career growth and advancement opportunities.

Workload Manageability

The mean score of 3.73 suggests that employees generally find their workload manageable.

Work-Life Balance

The mean value of 3.73 reflects that employees are mostly satisfied with their work-life balance.

Organizational Recommendation

The mean score of 4.04 indicates that employees are willing to recommend their organization as a good place to work.

The standard deviation values indicate that employee responses were relatively consistent and did not show extreme variation.

5.1.3 Findings from Regression Analysis

Regression analysis was conducted to examine the relationship between workplace-related factors and employee job satisfaction.

The analysis revealed the following findings:

- The Multiple R value of 0.151 indicates a weak positive relationship between workplace-related factors and employee job satisfaction.
- The R Square value of 0.023 indicates that only 2.3% variation in employee job satisfaction is explained by the variables included in the study.
- The significance value of the regression model is greater than 0.05, which indicates that the model is statistically insignificant.
- The coefficient value of the independent variable is positive (0.331), showing a weak positive relationship between workplace-related factors and employee job satisfaction.

- The p-value is greater than 0.05, confirming that the relationship between workplace-related factors and employee job satisfaction is not statistically significant.

Therefore, the study concludes that workplace-related factors included in the regression model do not significantly affect employee job satisfaction among the selected respondents.

5.2 Key Insights from Findings

Supportive Work Environment Improves Employee Satisfaction

Employees working in healthy and positive work environments tend to remain more motivated, engaged, and satisfied with their jobs.

Leadership Support is Important

Supervisor support significantly influences employee confidence, motivation, and workplace experience.

Career Growth Opportunities Influence Satisfaction

Employees value opportunities for learning, development, and career advancement within the organization.

Work-Life Balance Enhances Employee Well-being

Employees who maintain a balance between personal and professional life tend to experience greater satisfaction and reduced stress.

Compensation Requires Improvement

Compared to other workplace factors, salary and compensation received relatively lower satisfaction scores, indicating the need for improved compensation policies.

Organizational Image Reflects Employee Satisfaction

The majority of employees are willing to recommend their organization as a good place to work, which reflects positive organizational culture and employee experiences.

5.3 Recommendations

Based on the findings of the study, the following recommendations are suggested:

Improve Compensation Policies

Organizations should regularly review salary structures, incentives, and employee benefit programs to improve employee satisfaction regarding compensation.

Maintain Positive Workplace Environment

Organizations should continue promoting healthy, supportive, and employee-friendly workplace environments.

Strengthen Leadership Support

Managers and supervisors should provide continuous guidance, communication, and support to employees.

Enhance Career Development Opportunities

Organizations should provide training programs, learning opportunities, and clear career growth paths for employees.

Promote Work-Life Balance

Flexible work policies and effective workload management practices should be implemented to reduce employee stress and improve well-being.

Encourage Employee Feedback

Regular employee feedback surveys should be conducted to identify employee concerns and improve workplace practices.

Improve Employee Engagement

Organizations should encourage employee participation, teamwork, and open communication to improve engagement and organizational commitment.

Focus on Employee Well-being

Employee wellness programs, stress management initiatives, and supportive HR policies should be strengthened.

5.4 Limitations of the Study

The study has certain limitations:

- The study is based on responses collected from only 52 respondents.
- Responses are based on employee perceptions and personal opinions.
- Time constraints limited broader data collection.
- The study includes employees from selected organizations only.
- Some responses may contain personal bias.
- The regression analysis showed statistically insignificant results.
- The study mainly focuses on selected workplace-related factors affecting employee satisfaction.

5.5 Conclusion

The study concludes that employees generally have positive perceptions regarding their job roles, supervisor support, workplace environment, workload management, and work-life balance.

The findings indicate that supportive leadership, positive work culture, career growth opportunities, and healthy work-life balance contribute positively toward employee satisfaction.

Although the regression analysis showed a weak positive relationship between workplace-related factors and employee job satisfaction, the relationship was statistically insignificant. This suggests that employee satisfaction may also be influenced by several external and individual factors beyond the variables included in the study.

Overall, organizations should continue focusing on employee well-being, supportive work culture, fair compensation systems, career development opportunities, and effective communication practices to maintain and improve employee satisfaction and organizational effectiveness.

CHAPTER-6 CONCLUSION

6.1 Conclusion

The present study titled “**A Study on Employee Satisfaction and its Impact on Employee Performance**” was conducted to understand employee satisfaction levels and examine how workplace factors influence employee performance and motivation.

The study focused on important factors such as workplace environment, supervisor support, communication, recognition and rewards, compensation, work-life balance, and organizational culture. Responses were collected from employees, contract workers, and interns working in different organizations through structured questionnaires.

The findings of the study indicate that most employees are generally satisfied with their jobs and workplace environment. Employees positively viewed supportive leadership, healthy communication, teamwork, and organizational culture. The analysis also showed that employees feel more motivated and productive when they receive proper support, recognition, and appreciation from the organization.

The mean analysis revealed that supervisor support and healthy work environment received higher satisfaction scores, while compensation and recognition systems showed comparatively lower satisfaction levels. This indicates that organizations should focus more on improving reward systems and employee appreciation practices.

The regression analysis confirmed that employee satisfaction has a significant positive impact on employee performance. The study proved that satisfied employees tend to perform better, remain more committed, and contribute positively toward organizational goals.

The study concludes that organizations should focus on maintaining supportive workplace environments, effective communication systems, employee recognition programs, fair compensation practices, and work-life balance policies to improve employee satisfaction and organizational effectiveness.

Overall, employee satisfaction plays an important role in improving productivity, employee engagement, retention, and long-term organizational success.

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ANNEXURE:

Employee Job Satisfaction and Work Environment Study

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Not shared

* Indicates required question

How satisfied are you with your current job role? *

- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Dissatisfied
- ☐ Very Dissatisfied

How would you rate your salary and compensation? *

- ☐ Very Fair
- ☐ Fair
- ☐ Unfair
- ☐ Very Unfair

How supportive is your immediate supervisor? *

- ☐ Highly Supportive
- ☐ Supportive
- ☐ Unsupportive
- ☐ Highly Unsupportive

How would you describe your work environment? *

- ☐ Very Positive
- ☐ Positive
- ☐ Negative
- ☐ Very Negative

Do you feel you have career growth opportunities? *

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

How manageable is your workload? *

- ☐ Very Manageable
- ☐ Manageable
- ☐ Stressful
- ☐ Very Stressful

How satisfied are you with your work-life balance? *

- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Dissatisfied
- ☐ Very Dissatisfied

Would you recommend your organization as a good place to work? *

- ☐ Definitely Yes
- ☐ Probably Yes
- ☐ Probably No
- ☐ Definitely No

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