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 Research Project

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CHAPTER-1 INTRODUCTION

1.1 Background of the Study

Employee job satisfaction at work is now one of the most critical elements in the management of modern organizations. Organizations are not only concerned with productivity and profit generation but also with ensuring that their employees feel satisfied in their work environments. Employees are regarded as the precious assets of any organization and play a significant role in its functioning and development.

The workplace is important in terms of creating favorable attitudes and behaviors among employees. A positive workplace is one that comprises favourable management, good communication, teamwork, recognition, safety, work-life balance, and learning. Organizations that have healthy workplaces often perform well because of employee engagement.

The Trend of globalization and advancement in technology, as well as evolving expectations of workers, has made organizations pay more attention to developing employee- friendly practices. Modern employees do not just want to be paid fairly but would also like to feel valued.

As globalization, technological advancements, and employees expectations increase, companies tend to adopt employee friendly policies and practices. Modern employees not only required compensation in the form of good salaries but also recognition, flexibility, career advancement, and emotional support.

The present research seeks to examine the role of work environment factors in influencing employee satisfaction, performance, and organizational commitment.

1.1.1 Definition of Job Satisfaction

Job satisfaction refers to the positive feelings employees have about their work and workplace. It shows how employees view their job duties, pay, relationships, chances for growth, and the company culture.

According to Edwin Locke, job satisfaction 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 boosts employee morale and commitment to the organization. In contrast, low satisfaction can cause 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

Employee satisfaction makes employees more motivated. They get more work done. They do their tasks well. Help the organization achieve its goals.

Better Employee Retention

When employees are happy with where they work they are more likely to stay with the organization for a time. This means the organization does not have to spend much time and money finding new employees.

Improved Employee Morale

When employees are satisfied with their jobs they feel more confident and enthusiastic. They really care about the organization. Do their jobs with a lot of commitment.

Reduced Absenteeism

Employees who work in an environment are less likely to miss work and are more involved in what the organization is doing. Employee satisfaction is important because it helps employees and organizations. Employee satisfaction is crucial, for the success of organizations and the well being of employees.

Better Organizational Reputation

Organizations with employees get a good reputation and attract great talent. They are seen as a place to work.

Strong Workplace Relationships

Employee satisfaction helps employees and management work better. It improves how they talk and cooperate with each other.

Thus employee satisfaction is key, to keeping an organization efficient and growing. It helps organizations achieve their goals. Employees satisfaction really matters.

1.1.3 Role of Work Environment in Employee Performance

The work environment plays a role in how employees feel and perform. A good work environment makes employees feel happy and supported which helps them do their jobs better.

The work environment is made up of non-physical things.

Physical Work Environment

This includes various aspects of the overall work environment such as workplace infrastructure, proper lighting, safety measures, cleanliness and hygiene, comfortable seating arrangements, ventilation, availability of necessary tools and resources required for work, and other facilities that help employees perform their tasks efficiently and comfortably.

Psychological Work Environment

A positive work environment refers to a workplace where employees feel comfortable, valued, respected, and motivated to perform their duties effectively. It includes factors such as organizational culture, communication, leadership support, teamwork, employee recognition, and work-life balance. A healthy work environment helps employees perform efficiently and contributes to the overall success of the organization.

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

- Encourages employee motivation and engagement by creating a sense of belonging and commitment toward organizational goals.
- Reduces workplace stress and creates a supportive atmosphere for employees.
- Improves employee confidence through effective communication and supportive leadership.
- Enhances teamwork and collaboration among employees, leading to better coordination and problem-solving.
- Increases productivity and efficiency as employees feel more satisfied and focused at work.
- Strengthens organizational commitment and employee loyalty toward the company.
- Promotes creativity and innovation by encouraging employees to share ideas freely.
- Improves job satisfaction and overall employee well-being.

Employees working in positive work environments generally feel valued and respected, which increases their willingness to contribute toward organizational objectives. Such environments also help in maintaining healthy relationships between employees and management, resulting in better performance and organizational growth.

In contrast, poor work environments may negatively affect employees and organizational performance. Lack of support, poor communication, unhealthy workplace culture, excessive pressure, and inadequate facilities can result in low morale, conflicts, dissatisfaction, stress, absenteeism, and reduced productivity. Over

time, this may also increase employee turnover and reduce organizational effectiveness.

1.1.4 Challenges in Maintaining Employee Satisfaction

Organizations have to deal with a lot of challenges when it comes to keeping employees happy. Employee satisfaction is something that changes all the time because of things like what's going on in the world what is happening in the industry and what is happening at work. These days it is really competitive in the business world so employees want more than a fair salary. They want to be recognized for what they do they want to be able to grow in their careers they want to have a balance between work and life and they want to work in a place where they feel good.

Some major challenges faced by organizations in maintaining employee satisfaction are as follows:

- **Work Pressure and Stress**

When employees have too much work to do and they have to get it done really fast it can be really stressful. If employees are under much stress they might not be happy with their jobs they might not get as much work done and it can hurt their minds and bodies.

- **Lack of Recognition**

Employees can get really discouraged if they do not get recognized for what they do. It is really important to say thank you to employees and to let them know that they are doing a job. This helps employees feel good about themselves and it helps them want to keep doing a job.

- **Poor Communication**

If the people in charge do not communicate well with employees it can cause a lot of problems. If employees do not know what is going on they can get confused. They might not be happy. It is really important for the people in charge to be honest with employees and to listen to what they have to say.

- **Limited Career Growth Opportunities**

Employees want to be able to learn things get better at their jobs and move up in the company. If they cannot do these things they might get bored. They might want to leave the company to find a better job.

- **Work-Life Imbalance**

If employees have to work much and they do not have time for their lives it can be really bad for them. If employees do not have a balance between work and life they might get stressed out they might get burned out and they might not be happy with their jobs.

• Inadequate Compensation

Employees want to be paid for what they do. If they do not think they are being paid fairly they might get unhappy. They might want to leave the company to find a better job.

• Toxic Work Culture

If the work environment is not good it can be really bad for employees. If there is much competition if people are mean to each other if some people are treated unfairly and if people are not supported it can be a really bad place to work. If the work culture is toxic employees might not be happy they might not work well together. They might want to leave the company.

Organizations have to keep an eye on what employees need they have to listen to what employees have to say and they have to make sure that they are doing everything they can to make employees happy. It is really important to create a work environment that's healthy and supportive so that employees can do their best work and so that the organization can be successful. Employee satisfaction is really important for employee performance and, for the success of the organization. Organizations must make sure that they are taking care of employee satisfaction.

1.2 Research Problem

Employees are really unhappy at work these days. This is a problem for companies. There are reasons for this unhappiness, including too much stress, changing ideas about what employees want, new technology and a lot of competition. Employees want to be paid but they also want their bosses to be supportive they want to be recognized for their work they want to be able to move up in their careers they want to have a good balance between work and life and they want to work in a place with a positive atmosphere. When these things do not happen employees get unhappy. This can hurt both the employee and the company.

A lot of companies have problems like morale employees who do not care people not showing up to work lack of motivation getting less work done and employees quitting. These problems make it hard for companies to work well keep employees and reach their long-term goals. When employees are unhappy it can also hurt how well teams work together how people communicate and how happy everyone is at work.

The work environment is really important. Things like how people communicate how supportive bosses are, whether employees are recognized for their work how much they are paid what the company culture is like what the workplace is like and whether people can balance work and life all affect how happy employees are. When the work environment is good employees work better. Care more about what the company is trying to do.. When the work environment is bad it can cause stress, conflicts, unhappiness and less work gets done.

The problem is that a lot of companies do not really understand what makes their employees happy or unhappy. They do not know what to do to make their employees lives better or to help them work better.

So this study is trying to figure out how happy employees are with their jobs and how the work environment affects this happiness. It is also trying to find out what things have the impact, on how happy employees are and how well they work. Employee job satisfaction and the work environment are the things being studied. The goal is to understand what makes employees happy and what makes them work well and to identify the important factors that affect employee satisfaction levels and employee performance within the organization specifically employee job satisfaction and the work environment.

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:

- The main goal of this study is to look at the things that affect how happy employees are with their jobs at work.
- We want to see how the place where people work affects how well they do their jobs how much they get done and how motivated they are to do a job.
- We are going to check if the people in charge like supervisors help make employees happier with their jobs.
- We need to figure out if talking to employees and recognizing what they do makes them happier and more interested in their work.
- We are trying to find out what the company does and what rules the resources people have that help make employees feel better about their jobs and want to work harder.
- We want to see if the place where people work is related to how happy they're with their jobs, at the company.

1.5 Scope of the Study

The study is about understanding what makes employees happy at work and how the workplace affects their attitudes, motivation, behavior and performance. Employee satisfaction is very important for organizations today because it affects how work they get done how long employees stay how engaged they are, how well they work together and how successful the organization is. This study tries to figure out how different things at work contribute to employee satisfaction and performance.

The study includes employees from industries, job levels and roles. We collected responses from employees in companies, big multinational companies, startups and other sectors to get a variety of opinions and experiences about workplace practices and job satisfaction. Employees from professional backgrounds help us understand what employees expect from work and what they experience.

The study mainly covers important workplace factors such as:

- Support from supervisors and how they lead
- How communication works within the organization
- How employees are recognized and rewarded
- How satisfied employees are with their pay
- Balancing work and personal life
- The Environment of the workplace
- What Engages employees
- Relationships at work and teamwork
- Respect, equality and fairness at the organization
- Overall satisfaction, with the job and workplace

The study is limited to understanding what employees think and feel about their workplace and job satisfaction. It does not focus on how organizations perform technically financially or operationally. The research is based on data collected through questionnaires and surveys. The findings reflect the views of the selected respondents.

The findings of the study can help organizations, HR professionals and management understand what employees want and need. It can also help organizations develop policies that're good for employees improve communication strengthen workplace culture increase employee engagement and make the organization more effective and productive.

CHAPTER-2 LITERATURE REVIEW

2.1 Introduction

The literature review is a part of doing research. This is where you look at what other people have found out about employee satisfaction and employee performance. You read research papers, books, journals and articles to see what they say. This helps you understand the basics of what you're studying. You can also find out what things are important when it comes to how employees behave what motivates them and how well they do their jobs. The literature review really helps you get a sense of what's already known about employee satisfaction and employee performance.

Employee satisfaction is really important for how employees work and if the organization does well. Lots of organizations care about employee satisfaction because when employees are happy they do their jobs better stay with the organization and help the organization achieve its goals.

This part talks about the research that people have done on employee satisfaction what the work environment is, like the culture of the organization what motivates employees the kind of leadership they have how people communicate and how all these things affect employee performance.

2.2 Review of Literature

Herzberg (1959) – Two Factor Theory

Frederick Herzberg came up with the Two-Factor Theory of Motivation. This theory explains what makes employees happy or unhappy at work. Frederick Herzberg said that things like doing a job getting praise being in charge and moving up in a company make employees happy.

On the hand things, like getting paid following company rules having a boss and working in a nice place just help prevent employees from being unhappy. The Two-Factor Theory of Motivation says that companies should pay attention to both the things that make employees happy and the things that prevent them from being unhappy. This will help make employees happier and do a job.

Maslow (1943) – Hierarchy of Needs Theory

Abraham Maslow came up with the Hierarchy of Needs Theory. This theory explains what people need in five levels. These levels are needs, safety needs, social needs esteem needs and self-actualization needs.

According to Abraham Maslow, people who work become happy and motivated when their basic needs and psychological needs are met. When Abraham Maslow Hierarchy of Needs Theory is applied organizations that give people what they need, like security and respect make people happy. They also give people a sense of belonging and a chance to grow. This makes people like their job. Do it better. Organizations that do this have employees and they work better.

Locke (1976) – Job Satisfaction Theory

Edwin Locke said that job satisfaction is a feeling that comes from an employees thoughts about their job experiences.

Job satisfaction happens when employees feel that their expectations about salary, work conditions, recognition and career growth are met.

The study shows that job satisfaction really impacts how motivated employees are, how work they get done and how committed they are to their organization.

It also shows that when employees are satisfied, with their job they are more likely to be motivated, productive and committed to their organization.

Job satisfaction affects employee motivation, productivity and organizational commitment a lot.

Vroom (1964) – Expectancy Theory

Victor Vroom came up with the Expectancy Theory. This theory says that employees get motivated when they think that what they do will lead to results and they will get something in return.

The Expectancy Theory also says that how happy employees are with their job and how well they do it depends on things like rewards, recognition, incentives and chances to move up in their career that the organization gives them. Victor Vrooms Expectancy Theory is about what makes employees work harder and be more satisfied, with their job.

Anitha (2014) – Employee Engagement and Performance

Anitha did a study on how engaged employees how it affects their work. She found out that where you work, who leads you working with others talking openly and getting recognized all make a difference, in how engaged and happy employees feel.

The study said that companies should make sure managers are supportive and the workplace is healthy. This helps employees do their work.

Saks (2006) – Employee Engagement

Saks looked at what makes employees engaged and how it affects them. He found that when companies support their employees communicate well recognize their work and have relationships between supervisors and employees it makes employees more engaged and happy.

The study showed that happy employees really care about what the company wants to achieve and do a job at work.

Employees who are satisfied with their jobs are more committed to helping the company achieve its goals.

They also perform better. Are more productive at the workplace.

Employee engagement is key, to a company success and employee satisfaction is very important..

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

Mahmood and Bashir looked at how organizational culture affects employee job satisfaction. They found that when a company has a culture, good communication, teamwork and strong leadership employees are much happier and perform better.

This is because such a culture helps employees feel valued and supported.

The study also showed that when workplace culture is positive employees feel less stressed and are more committed to their organization and to doing a job.

It is clear that a positive culture is key, to an productive workforce and Mahmood and Bashirs research supports this saying 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 commitment..

Gallup Workplace Report (2019)

The Gallup Workplace Report said that employees who are happy and like their jobs do work come up with new ideas and really care about what the company wants to do. This report also said that companies, with work environments have fewer employees leaving and do a better job overall.

Office vibe Employee Engagement Survey Report (2021)

According to the Office vibe Employee Engagement Survey Report employees think recognition is important. They also value communication and appreciation. They want flexibility and a good work-life balance.

The report says that when employees work in an environment they are more motivated. They are also happier, with their jobs. The report shows that supportive work environments lead to job satisfaction. Employees who feel supported at work are more engaged.

Workday Employee Experience Report (2022)

The Workday Employee Experience Report says that people who work today want to have flexibility the chance to grow in their career and to be recognized for what they do. They also want leaders who support them and a work environment that is positive. The report found out that when people who work are happy **they are more likely to stay with the company** and **the** company does better. The Workday Employee Experience Report shows that employee satisfaction is really important, for the Workday Employee Experience because it helps with employee retention and the performance of the organization, which's the company.

2.3 Summary of Literature Review

The literature review shows that employee satisfaction **is** affected by things like support from leaders talking to each other getting noticed for what you do getting paid fairly the culture of the organization having time for your life and work and chances to learn and get better at your job.

Employee satisfaction is really important because when people are happy at work they do their jobs better they want to work they care about the company and they like being part of the team.

When a company is a place to work it makes people feel good they are not as stressed and they do a better job.

People who study this stuff say that companies should make sure their employees are doing well that they have systems to say thank you to employees that the people, in charge are helpful and that the workplace is a place so that employees are happy and the company does well.

2.4 Research Gap

People have looked at how happy employeesre how well they do their jobs in different ways. But what employees want and how workplaces operate is always changing because of technology the world getting smaller people working from home and the office and companies being organized in different ways.

We still need to learn more about how the place where people work how they talk to each other the people in charge being recognized for what they do and how much they care about their job affects how happy they are and how well they do their job in todays companies.

So this study is trying to figure out how happy employees are and how that affects their work by looking at the things at work that influence how employees feel and how committed they are to their company, **employee satisfaction and its impact, on employee performance.**

CHAPTER-3 RESEARCH METHODOLOGY

3.1 Introduction

Research is a process that is done in a careful and organized way. This process is used to collect information look at the information and then understand what it means. The goal is to get the information needed for the study.

The current study is called "A Study on Employee Satisfaction and its Impact on Employee Performance". This study wants to know how happy employees are with their jobs and how this happiness affects their work. The study looks at things like the place where people work the support they get from their supervisors how information is shared if people are recognized for their work how much they are paid, the culture of the organization. If people have a good balance between work and home life.

The way this study was done includes how the research was planned how the information was collected how the people for the study were chosen how many people were, in the study what was being studied and what tools were used to look at the information.

3.2 Research Design

The research design we used for this study is pretty simple. It is descriptive and analytical. This means we have a plan for how we collect, analyze and understand the data that helps us answer our research question.

We use research design to understand what employees think and feel about their workplace. This includes things like what they like. Do not like about their job, the company culture and the work environment. It helps us describe what is going on in companies and find out what makes employees happy or unhappy with their jobs.

We also use research to see how employee satisfaction affects how well they do their jobs. We want to know how things like communication, leadership, rewards, pay and balance between work and life outside of work affect how motivated and engaged employees are.

For this study we mainly asked employees questions using a questionnaire. We gave these questionnaires to employees in types of companies and industries. Then we used tools to analyze the answers so we could understand what they mean and make some conclusions, about what makes employees happy and what companies can do to make their workplaces better.

3.3 Data Collection

Getting information is a big part of doing research. This is because we need information that's correct and trustworthy to do a good job of understanding what it means.

The study we are doing now uses two kinds of information: the kind we collect ourselves and the kind we get from people who have already collected it.

3.3.1 Primary Data

Primary data is information that we get straight from the people we ask. We collect this information for our study.

For our research we got data by giving people a set of questions to answer. We gave these questions to the employees. The people who answered our questions were:

- Full-time employees
- Contract employees
- Interns

We wanted to know what employees think about some things so we asked them questions, about :

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

We used Google Forms to collect what the employees said. We did this online.

3.3.2 Secondary Data

Secondary data is information that already exists and can be found in 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 me understand the theoretical concepts better. It also helped in reviewing what previous studies found. This data was useful in creating the literature review for the study, on employee satisfaction and employee performance.

The study used data to get a better understanding of employee satisfaction. Employee performance was also analyzed using data from various sources.

3.4 Sampling Design

Sampling design is about choosing people to take part in a research study. It helps researchers get information from a group of people who represent a bigger group. A good sampling design makes sure the information collected is trustworthy and helpful.

The study looks at employees in companies, industries and jobs. The people taking part include employees from companies, big international companies, startups and other sectors. This helps get opinions and experiences about employee satisfaction and the workplace.

The study uses a method called sampling. This means people are chosen because they are available and willing to take part. The employees chosen are from age groups have different education levels, work experience and jobs. This helps get views on employee job satisfaction and performance.

The information, from these employees is used to understand how the workplace affects employee satisfaction. It also helps find out what affects how employees feel their motivation and how well they work.

3.4.1 Sampling Method

The study uses the Convenience Sampling Method to pick the people who will answer the questions. This method is used because it is easy to find people who're willing to answer the questions. The people who are selected are those who're easy to reach and happy to give their answers.

This method is used for this study because it is simple and does not cost a lot of money. It is also good for getting answers when time and money are limited. The researcher can get information fast from people who work in companies, industries and jobs.

The people who are chosen to answer the questions work in companies, big organizations, new companies and other areas. What they say helps us understand what employees think how happy they are with their jobs what their workplaces are like and what makes them work hard and feel good about their jobs.

3.4.2 Sample Size

The sample size for this study is 52 people. These people were chosen from companies and jobs so we could get lots of different opinions about being happy at work and what the workplace is like.

We thought the people we picked were good for the study because they could tell us what they really think about their workplace. We used what these people told us to see how things like the workplace affect if people are happy with their job and to figure out what things make people do a job and be more involved at work. The sample size of the study is important because it helps us understand what the sample size of the study really means for employee job satisfaction and the workplace environment. The sample size of the study gives us an idea, about the workplace and what the sample size of the study can tell us about how people feel about their jobs.

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 is about how employees do their jobs. It is about how work they can do and how good they are at doing it. Employee performance is also about how motivated employees what they do to help the company meet its goals.

The study is trying to figure out how happy employees are, with their jobs and how that affects employee performance.

3.6 Tools Used for Analysis

The following statistical tools were used for analyzing, interpreting and presenting the collected data in a meaningful manner:

Percentage Analysis

We used percentage analysis to look at demographic details like age, gender, work experience and what employees said in the questionnaire. This method helped us understand how many people gave responses.

Mean Analysis

We used mean analysis to figure out the average of what employees said about job satisfaction, workplace environment, motivation, communication and other things about the organization. It helped us understand what employees think and how happy they are.

Standard Deviation

We used deviation to see how consistent the responses from employees were. This statistical tool helped us see how much the responses were different from the average.

Regression Analysis

We used regression analysis to see how employee satisfaction affects employee performance. It helped us see how things, like the workplace affect how well employees do their jobs how motivated they are and how well they perform overall.

Tables and Charts

We used tables, pie charts, bar graphs and other pictures to present the data in a way that is easy to understand. These visual tools helped us show what we found out in a clear way.

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

This study has some limitations that can affect what we found out and how far we could go with the research:

- The sample size is limited to 52 respondents only.
- The study is based on what employees think and feel and what they have been through.
- Time constraints limited broader data collection.
- Some people might have given us answers that're biased or based on their own opinions.
- The study covers selected respondents only.
- The findings might not be true for all types of jobs or companies or groups of employees.

With these limitations the study still gives us some good ideas about how happy employees are, with their jobs and how the workplace affects how well they do their jobs.

3.9 Conclusion

The research methodology is a plan that helps do the study in a way. This plan uses two kinds of information: information that we get directly from people and information that we get from things that already exist. We also use math tools to understand how happy people are, with their jobs and how that affects their work.

The way we do things in this study helps us get the information understand it and look at it closely which helps us do what we set out to do with the research.

CHAPTER-4 DATA ANALYSIS AND INTERPRETATION

This chapter presents the data we collected from a survey done using Google Forms. Our goal is to find out what makes employees happy at work and what factors affect their job. We got responses from employees and used numbers, tables and charts to understand the data better. The data analysis helps us see what the numbers mean and how they relate to employee job satisfaction. We use statistical tools to make sense of the data. The results are presented in a way that's easy to understand using tables and charts. This helps us interpret the data and draw conclusions, about what employees think about their jobs.

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:

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

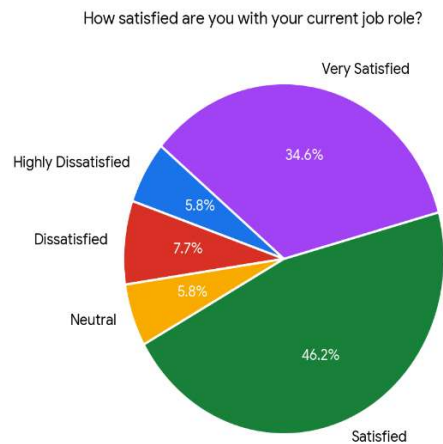
4.1 Percentage Analysis

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:

Most people are happy with their job. About 46.15% of employees said they are satisfied with their job. Another 34.62% of employees said they are very happy, with their job. Not many people said they do not like their job. This means that most employees think their job role is good and they like what they have to do in their job role.

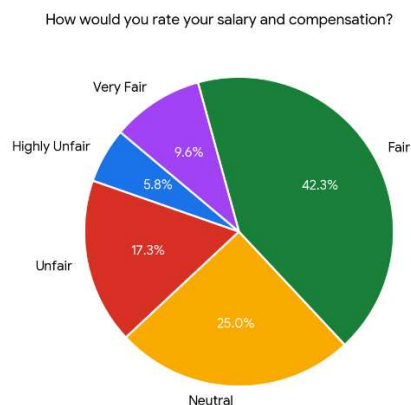


Q2) How would you rate your salary and compensation?

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:

People think their salary and compensation is fair. A lot of them 42.31 percent think it is fair. Some people, 9.62 percent think their salary and compensation is very fair.. Some employees do not think their salary and compensation is fair. This means that salary and compensation satisfaction is different for employees. Salary and compensation is a deal, for employees.



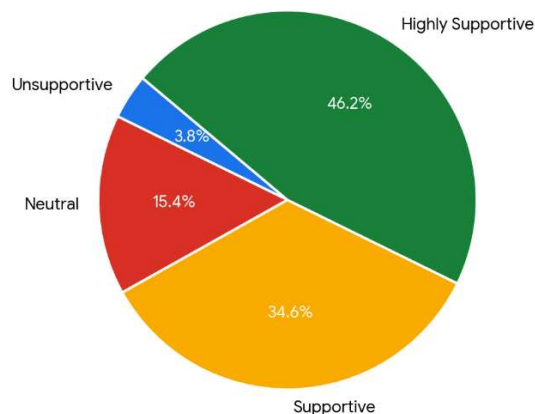
Q3) How supportive is your immediate supervisor?

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 that their immediate supervisors are really looking out for them. About 46.15% of the employees said that their supervisors are very helpful and 34.62% of the employees said that their supervisors are helpful. This means that the supervisors and employees at the workplace are talking to each other and working together in a way. The employees, like the way their supervisors communicate with them and give them guidance at the workplace.

How supportive is your immediate supervisor?

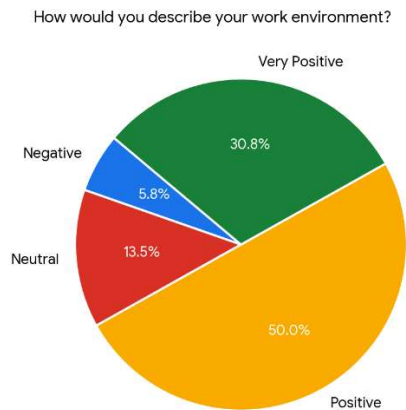


Q4) How would you describe your work environment?

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 said their work environment is positive. Half of them chose "Positive". 30.77% Of respondents thought it was "Very Positive." A few respondents had a bad view of their work environment. Most employees seem to work in an encouraging environment where they feel positive. Work environment is very important, for employees.

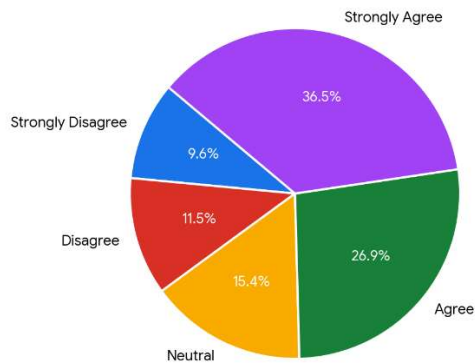
**Q5) Do you feel you have career growth opportunities?**

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 people think they can grow in their careers in their company. Around 36.54% of them are very sure about it. Another 26.92% also think they have chances to grow. However a small number of people do not agree, which means growth chances are not the same for all employees. They feel that career growth opportunities are not shared equally. Most respondents believe in their organizations ability to help them grow. The data shows a mix of opinions on career growth. Some people are confident about their future, in the company.

Do you feel you have career growth opportunities?



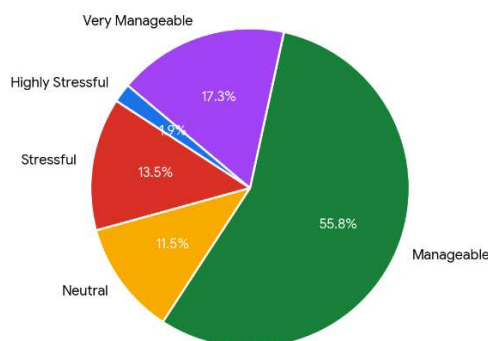
Q6) How manageable is your workload?

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:

Most employees think their workload is okay to handle. 55.77% Said it is "Manageable" and 17.31% said it is "Very Manageable". Not many people said their workload is stressful. This shows that most employees can handle their work responsibilities fine. Employees can balance their work. It is not too much, for them.

How manageable is your workload?



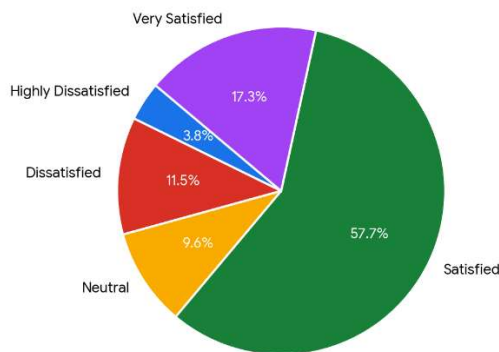
Q7) How satisfied are you with your work-life balance?

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. A lot of respondents 57.69% to be exact said they are satisfied. Also 17.31% of them were very satisfied. This tells us that employees are usually able to balance work and personal life well.

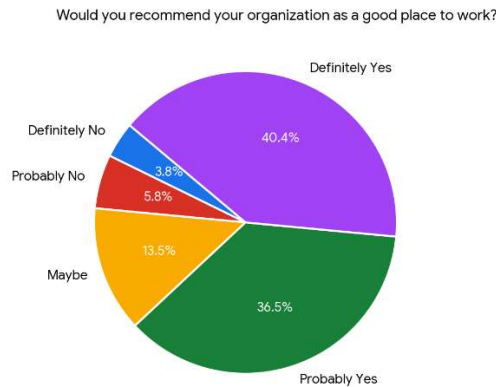
How satisfied are you with your work-life balance?

**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:

Most people would say their organization is a place to work. 40.38 Percent said "Definitely Yes" and 36.54 percent said "Probably Yes". Not many people said no. This shows that employees are pretty happy with their organization and think it is a place. Employee satisfaction, with the organization is good. The organization image is also good.



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 answer is what most people said when we asked the 52 people these questions. while the standard deviation shows how different people responses were.

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 is 3.96 which means that most employees are happy with their job. The standard deviation is 1.12 shows that peoples answers are a bit different, from each other.

Salary & Compensation:

The mean value is 3.33 which means that most people are fairly happy with what they're paid. The standard deviation is 1.06 shows that people do not all think the way, about their pay but they are not extremely different either.

Supervisor Support:

The average score of 4.23 shows that employees really like the support they get from their supervisors. This score is very consistent because the standard deviation is 0.85 which means that almost everyone agrees on this.

Work Environment:

Employees generally think that their workplace is a place to be with an average score of 4.06. The standard deviation of 0.83 shows that most people have opinions about the work environment.

Career Growth Opportunities:

The average score of 3.69 shows that employees believe they have opportunities to grow in their careers. However the standard deviation of 1.34 is a bit higher which means that people have opinions about this.

Workload Manageability:

Employees think that their workload is manageable with a score of 3.73. The standard deviation of 0.97 shows that people generally agree on this but not as much as they do on some things.

Work-Life Balance:

The average score of 3.73 shows that employees are generally happy with the balance between their work and personal life. The standard deviation of 1.01 shows that people have different opinions about this.

Recommendation to Others:

The average score of 4.04 shows that most employees would recommend their workplace to others. The standard deviation of 1.07 shows that people generally agree on this. There are some differences in opinion.

The overall analysis shows that employees generally think their workplace is a place to be. They like their supervisors and the environment they work in. They are happy with their jobs overall. The people they work with make them feel good. Supervisor Support and Work Environment are two things that employees really like and Career Growth Opportunities and Work-Life Balance are also important to them. Most people have feelings about their workplace and this is what makes them satisfied, with their jobs. They like their workplace. They like their supervisors, which is what makes their job a good one.

4.3 Regression Analysis

Regression analysis was performed to investigate the relationship between work-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 relation between Workplace related factors and Employee Job satisfaction.

- **Alternative Hypothesis (H₁):**

There is a significant relationship of workplace related factors with 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 is 0.023. This means that things about the workplace only explain 2.3 percent of why employees satisfied with their jobs. So the model we used to figure this out accounts for a small part of why employees feel the way they do.

The Adjusted R Square value is really low at 0.004. This means the model is not very good at predicting how happy employees will be with their jobs.

The correlation coefficient is 0.151. This shows that there is a relationship between the workplace and how satisfied employees are with their jobs. The R Square value and the correlation coefficient both tell us about the relationship between the workplace and job satisfaction.

The regression coefficient is 0.331. This means that when things about the workplace get better employees are a bit happier with their jobs. The relationship between the workplace and job satisfaction is not very strong.

The p value is 0.279. This is than 0.05. The R Square value and the p value are important. They tell us that the relationship between the workplace and job satisfaction is not statistically significant. The workplace related factors and job satisfaction are related. Not, in a way that is 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 tells us if the regression model is significant overall. The regression sum of squares is 1.48, which means it shows how much the workplace factors affect employee job satisfaction.

The residual sum of squares is 61.74, which's a lot more so it means there are other factors that affect employee job satisfaction that we did not look at in this study.

The F-statistic value is 1.20, which's low so it means the model is not really helping us predict employee job satisfaction more accurately.

The significance value is than 0.05 it is 0.279 so the regression model is not statistically significant.

The ANOVA analysis results show that the workplace factors we looked at are not really good, at predicting employee job satisfaction. In conclusion the regression model and the workplace factors are not significant.

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 is 2.69. This shows the level of job satisfaction among employees. The coefficient of the variable is 0.331. This means that workplace factors have a positive effect on job satisfaction. However the p-value is 0.279. Since it is than 0.05, the effect of workplace factors on job satisfaction is not significant. Workplace factors in the model do not really explain why some employees are more satisfied with their jobs, than others.

4.3.3 Hypothesis Decision

When we look at the results we see that the p-value for the variable is 0.279. This number is bigger than 0.05, which's the level of significance we are using. So we have to accept the hypothesis, which is H_0 and we have to reject the other hypothesis, which is H_1 .

The study says that the things that happen at work, which we included in our model do not really affect how happy employees are with their jobs at least not, for the people we talked to in this study.

Overall Analysis

The overall analysis of the survey responses show that employees think their organization and workplace are pretty good. Most people are happy with their jobs their bosses, the place they work how people talk to each other and how they can balance work and life. Employees also say they feel at ease and get the support they need at work which helps them want to do a job and do it well.

The results also say that people think they have an amount of work to do and believe they can move up and learn new things in their organization. A lot of people would tell others that their organization is a place to work which means people like it there are engaged and happy with their jobs.

Some people are not happy with how much they get paid which means that not everyone is satisfied with their pay. This shows that even though people like their workplace they still think pay is something that needs to be improved.

When we looked closer at the numbers we found that things like the workplace and employee satisfaction are related, but not in a strong way. This means that there are probably things that affect how happy people are at work besides just the workplace.

So the study shows that employee satisfaction is affected by things, at work. If we want to make people happier and make the organization better we should make sure people feel supported have leaders get recognized for what they do have chances to move up and can balance work and life. This can really help make people happier and the organization more effective.

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 Google Form questionnaire. Statistical tools, like percentage analysis, mean and standard deviation analysis and regression analysis helped to make sense of the data. These tools included percentage analysis. The mean and standard deviation analysis were also used. Regression analysis was another tool used for interpretation of data. The data was interpreted using these tools.

The major findings of the study are discussed below.

5.1.1 Findings from Percentage Analysis

Overall Job Satisfaction

The job satisfaction survey showed that most people are happy with their jobs and where they work. About 46.15% of people said they are satisfied and 34.62% said they are very satisfied with their jobs. Not many people said they are unhappy with their jobs. This means that most employees feel good, about their jobs and like working for their companies.

Salary and Compensation

The survey results showed that 42.31% of people thought their salary and compensation were fair. Also 9.62% of people rated it as fair. Some people were not happy with how fair their salary was.

The results also showed that most employees are okay, with their compensation. Companies might still need to make their salary structures and reward systems better.

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 results of the study show that 50% of the people who answered the questions said they really like the place they work. 30% of them said they really like the work environment. Not many people said they do not like where they work.

It seems that when the work environment is supportive place it makes the employees happy and they like their jobs more. The work environment really affects how employees feel about their work. If they are happy, with their jobs.

Career Growth Opportunities

It was found out that 36.54% of the respondents strongly agreed with the opportunity for their career growth, whereas 26.92% agreed with the same. But at the same time, some employees showed their dissatisfaction towards opportunities of career advancement.

It suggests that there is a significance of opportunities of career growth among factors influencing the job satisfaction of employees.

Workload Manageability

From the results, we can conclude that 55.77% of the people found their load as being manageable, and 17.31% found their load to be very manageable. The percentage of those with high work-related stress is quite low.

This means that the employees can manage their loads appropriately.

Work-Life Balance

Most participants were satisfied with their work-life balance. Approximately 57.69% of the participants were satisfied, while 17.31% were very satisfied.

These results show that having good work-life balance has a positive effect on employee wellbeing and job satisfaction.

Organizational Recommendation

It was discovered that 40.38% of those surveyed would definitely recommend their firm as a good company to work for, while 36.54% would probably recommend their firm. This is an indication of a positive perception of the organization, among others.

5.1.2 Findings from Mean and Standard Deviation Analysis

Mean and standard deviation analysis was carried out in an attempt to evaluate employees' satisfaction and perception on different aspects of workplace practices.

Job Role Satisfaction

The mean of 3.96 demonstrates that employees are satisfied with the work they do.

Salary and Compensation

A comparatively low mean of 3.33 implies that employees are divided in their views on whether their salaries and compensations are justified.

Supervisor Support

The highest mean of 4.23 points to the fact that employees feel positive about the role of the supervisors and support of supervisors in increasing job satisfaction.

Work Environment

The score of 4.06 is really good. It means that employees think their workplace is a healthy place to be. The workplace environment is supportive. It is a positive place to work. Employees like the workplace environment because it is healthy and supportive and also very positive.

Career Growth Opportunities

The average value of 3.69 suggests that there is a moderate level of satisfaction among employees concerning career development prospects.

Workload Manageability

It can be seen that the work carried out by employees seems feasible, as the average value is 3.73.

Work-Life Balance

The average value of 3.73 suggests that the respondents are largely satisfied with their work-life balance.

Organizational Recommendation

The mean score of 4.04 it seems that the employees are likely to recommend their organization as an ideal workplace for others.

As observed from the standard deviations, it seems that the employees' responses were quite similar and uniform.

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 what we found out from the study here are some suggestions:

Improve Compensation Policies

We think organizations should often check salaries, bonuses and benefits to make employees happier with their pay.

Maintain Positive Workplace Environment

Organizations should keep making workplaces healthy, supportive and friendly for employees.

Strengthen Leadership Support

Managers and supervisors should keep guiding talking to and supporting employees.

Enhance Career Development Opportunities

Organizations should offer training learning chances and clear paths for career growth.

Promote Work-Life Balance

Organizations should have work rules and manage workloads well to reduce stress and improve well-being.

Encourage Employee Feedback

Organizations should ask employees for feedback to find out concerns and improve the workplace.

Improve Employee Engagement

Organizations should get employees involved encourage teamwork and have talks to improve engagement and commitment.

Focus on Employee Well-being

Organizations should have wellness programs help with stress and supportive HR policies.

5.4 Limitations of the Study

The study has some limitations that can affect what we learned from it:

- The study is based on responses collected from only 52 respondents.
- Responses are based on What people say is based on what employees think and feel.
- Time constraints limited broader data collection.
- This study is about employees from an organization.
- Some of what people say may be influenced by their personal opinions and biases, about the organizations and the employees.
- When we looked at the number we did not find anything that was statistically important.
- The study mostly looks at a thing that can affect how happy people are at work.

With these limitations the study gives us some good ideas about what makes people happy at work and what is important, in the workplace environment.

5.5 Conclusion

Based on the results of the research, employees really like their jobs, the place they work and their bosses who are very supportive. They also like the amount of work they have to do how people communicate with each other and the balance between work and life outside of work. This tells us that when people have an environment at work they are happier with their jobs and do their work better. Many people are happy with the way their company does things and the culture of their workplace.

From what we learned in this study we can see that things like leaders being recognized for what we do chances to learn and move up talking to each other and having time for work and personal life are very important for people to like their jobs. When people feel like their company cares about them and appreciates what they do they are more likely to keep trying and do good work.

People in this study said they can handle the work they have to do. They have chances to learn new things and get better at their jobs.. Some people said that how much money they make is a big part of whether they like their job or not.

It is interesting to note that this study did not find a connection between things that happen at work and how happy people are with their jobs. So there might be things that make people happy or unhappy with their jobs like personal things or other things, about their company.

CHAPTER-6 CONCLUSION

6.1 Conclusion

The study "A Study on Employee Satisfaction and its Impact on Employee Performance" was done to see how happy employees are with their jobs and how different things at work affect how well they do their jobs and how motivated they feel. The study looked at things like the workplace bosses being supportive talking to each other getting recognized and rewarded pay, balancing work and life and the company culture. Employees, contract workers and interns from organizations filled out questionnaires. Most employees are happy with their jobs. Where they work.

They like it when their bosses are supportive they can talk to each other easily they work as a team and the company culture is good. Employee feel more motivated and productive when they get help are recognized and appreciated by the organization.

The study found that employees are very happy with their bosses and the work environment. However they are not as happy with pay and recognition. This means organizations should work on making rewards and appreciation. The study showed that when employees are happy they do work. Happy employees do their jobs better care about their work and help the organization succeed. The study says organizations should make sure the workplace is supportive talk to employees well recognize employees pay fairly and help employees balance work and life. This will make employees happier. Help the organization. Employee satisfaction is key to productivity, employee engagement, retention and long-term organizational success. Employee satisfaction helps employees and the organization. Organizations should focus on employee satisfaction. Employee satisfaction is good, for everyone.