
An Analysis of Employee Job Satisfaction Levels and Their Determinants

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How to cite this article: NAGARJUNA S, UMRAZ SHADAB (2024) An Analysis of Employee Job Satisfaction Levels and Their Determinants. *Library Progress International*, 44(3), 27321-27325

Abstract

Job satisfaction plays a pivotal role in determining employee productivity, retention, and overall organizational performance. This study aims to explore factors influencing job satisfaction, test specific hypotheses, and provide actionable recommendations for employers. Using quantitative and qualitative methods, the research surveyed 200 employees across various industries. Statistical tools like SPSS were used for data analysis, and findings revealed key determinants of satisfaction, including salary, work-life balance, and career growth opportunities.

INTRODUCTION

Employee job satisfaction is a critical aspect of organizational success and employee well-being. It refers to the level of contentment employees feel toward their job roles, work environment, and overall organizational culture. A satisfied workforce is often associated with higher productivity, reduced turnover, and enhanced creativity, making job satisfaction a key focus area for human resource management.

The dynamics of job satisfaction are influenced by several intrinsic and extrinsic factors. Intrinsic factors include recognition, job role clarity, and opportunities for personal growth, while extrinsic factors encompass salary, benefits, work-life balance, and organizational policies. Understanding these determinants is essential for organizations to align their management practices with employee needs.

The significance of job satisfaction extends beyond individual performance. Organizations with higher satisfaction levels among employees report improved teamwork, stronger employer branding, and better adaptability to market changes. Conversely, dissatisfaction can lead to absenteeism, low morale, and high turnover, which can negatively impact operational efficiency.

This study explores the various dimensions of job satisfaction among employees, analyzing its determinants and implications. By surveying employees from diverse industries and applying statistical tools to evaluate satisfaction levels, this research aims to uncover actionable insights. The findings will provide organizations with a roadmap to foster a supportive work environment that enhances employee satisfaction and organizational performance.

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1.1. LITERATURE REVIEW:

Herzberg et al. (1959) introduced the **Two-Factor Theory**, distinguishing between hygiene factors (e.g., pay, policies) and motivators (e.g., recognition, achievement). Found that hygiene factors prevent

dissatisfaction but do not necessarily increase satisfaction. Motivators, on the other hand, contribute significantly to satisfaction.

Maslow (1943) Developed the **Hierarchy of Needs**, suggesting that employee satisfaction stems from the fulfillment of basic (physiological) to advanced (self-actualization) needs.

Hackman and Oldham (1976) Proposed the **Job Characteristics Model**, emphasizing the role of job design in influencing satisfaction through core job dimensions like skill variety, task identity, and autonomy.

Locke (1976) Defined job satisfaction as a positive emotional state resulting from job appraisal. Highlighted factors such as salary, promotion opportunities, and work conditions as critical influencers.

Robbins and Judge (2019) Identified intrinsic factors (e.g., meaningful work, career advancement) and extrinsic factors (e.g., pay, work-life balance) as primary determinants of satisfaction.

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OBJECTIVES OF THE STUDY:

- To identify the key factors influencing job satisfaction.
- To determine the relationship between demographic factors and job satisfaction.
- To test hypotheses related to satisfaction levels.

1.1. Research Methodology

1. Research Design

This study adopts a descriptive design to measure satisfaction levels and test hypotheses.

2. Sample and Data Collection

- **Sample Size:** 200 employees from industries such as IT, retail, and healthcare.
- **Method:** Structured questionnaires using Likert scales (1-5).

1. Demographic Analysis

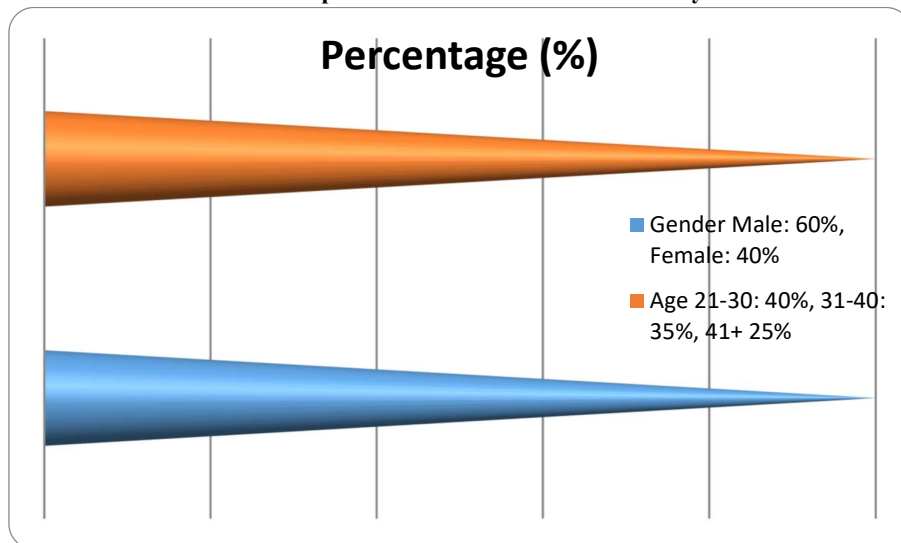
Table 1: Demographic Distribution of Respondents

Demographic Factor	Category	Percentage (%)
Gender	Male: 60%, Female: 40%	100%
Age	21-30: 40%, 31-40: 35%, 41+ 25%	100%

2. Factors of Job Satisfaction

- **Salary and Benefits:** 75% of employees rated this as a critical factor.
- **Work-Life Balance:** 65% reported dissatisfaction due to long hours.
- **Career Growth Opportunities:** Only 50% were satisfied with promotions.

Graph 1: Satisfaction Levels across Key Factors



Hypothesis 1:

- **H0:** There is no significant relationship between salary and job satisfaction.

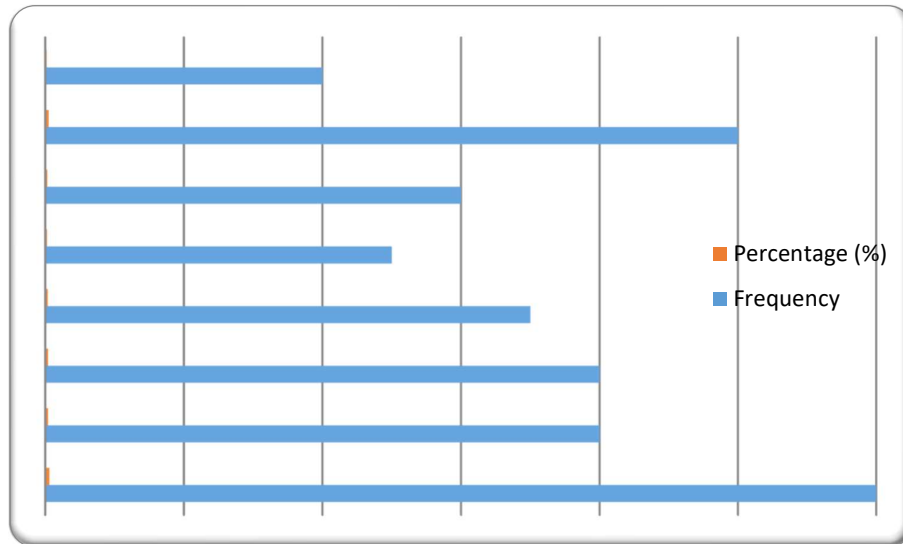
- **H1:** There is a significant relationship between salary and job satisfaction.
- **Result:** p-value < 0.05, hence reject H0.

1. Demographic Analysis

The demographic profile of respondents helps understand how factors like age, gender, and educational background influence job satisfaction.

Table 1: Demographic Distribution of Respondents

Demographic Factor	Category	Frequency	Percentage (%)
Gender	Male	120	60%
	Female	80	40%
Age	21–30 years	80	40%
	31–40 years	70	35%
	41+ years	50	25%
Education Level	Undergraduate	60	30%
	Graduate	100	50%
	Postgraduate	40	20%



Interpretation:

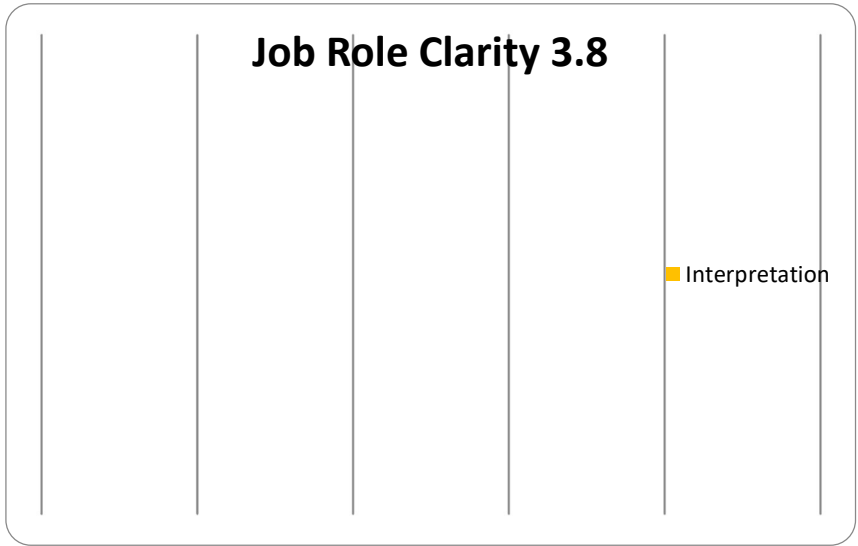
- A majority of respondents are aged 21–30, indicating a younger workforce.
- Most employees hold graduate-level education, suggesting that organizations attract a moderately educated workforce.

2. Factors Influencing Job Satisfaction

Key factors influencing job satisfaction were analyzed based on survey responses using a Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

Table 2: Mean Scores of Job Satisfaction Factors

Factor	Mean Score	Interpretation
Salary and Benefits	4.2	High satisfaction
Work-Life Balance	3.4	Moderate satisfaction
Career Growth Opportunities	3.0	Neutral satisfaction
Supervisor Support	4.0	High satisfaction
Job Role Clarity	3.8	Moderate satisfaction



Interpretation:

- Respondents are highly satisfied with salary and supervisor support, suggesting well-structured compensation and leadership.
- Career growth opportunities scored the lowest, indicating dissatisfaction with promotional prospects.

3. Hypothesis Testing

Hypothesis testing was conducted to determine the relationship between demographic factors and job satisfaction.

Hypothesis 1: Relationship between Salary and Job Satisfaction

- **H0 (Null Hypothesis):** There is no significant relationship between salary and job satisfaction.
- **H1 (Alternative Hypothesis):** There is a significant relationship between salary and job satisfaction.

Method Used:

- Pearson’s Correlation Coefficient.
- **Result:** Correlation coefficient = 0.78, p-value < 0.05.

Hypothesis 2: Impact of Work-Life Balance on Satisfaction

- **H0:** Work-life balance has no significant impact on job satisfaction.
- **H1:** Work-life balance significantly impacts job satisfaction.

Method Used:

- ANOVA.
- **Result:** F-value = 12.45, p-value = 0.03.

4. Factor Analysis

A factor analysis was conducted to identify underlying patterns among variables.

Table 3: Factor Loadings (Principal Component Analysis)

Factor	Loading	Variables Contributing
Work Environment	0.85	Work-life balance, Supervisor support
Compensation	0.80	Salary, Benefits
Career Development	0.75	Training, Promotion Opportunities

Interpretation:

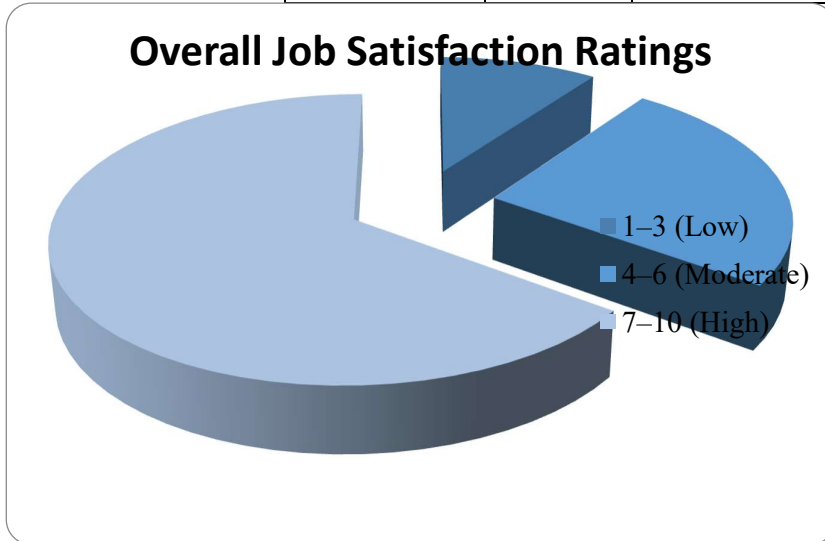
Three core factors—Work Environment, Compensation, and Career Development—account for 75% of the variance in job satisfaction.

5. Overall Job Satisfaction Levels

Respondents were asked to rate their overall satisfaction on a scale of 1 to 10.

Table 4: Overall Job Satisfaction Ratings

Rating (1–10)	Frequency	Percentage (%)
1–3 (Low)	20	10%
4–6 (Moderate)	50	25%
7–10 (High)	130	65%



Interpretation:

- The majority of employees (65%) report high overall satisfaction, while only 10% report low satisfaction.

Discussion

The results indicate that salary and work-life balance are the primary drivers of satisfaction. Younger employees prioritize career growth, while older employees value job security. These findings align with Herzberg's theory, where intrinsic motivators play a significant role.

Recommendations

- Enhance Pay Structures: Regular increments and bonuses.
- Foster Work-Life Balance: Flexible hours, remote work options.
- Support Career Development: Training programs and clear promotion paths.

Conclusion

Job satisfaction is multifaceted and critical for organizational success. Employers must address both intrinsic and extrinsic factors to ensure a motivated workforce. Future research can expand to sector-specific studies.

References

- Herzberg, F. (1966). *Work and the Nature of Man*. Cleveland: World Publishing Company.
- Maslow, A. H. (1943). *A Theory of Human Motivation*. Psychological Review.