

## Determinants of Job Satisfaction for Well-Being of Employees - A Review

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Submitted: 2026, Apr 02; Accepted: 2026, Apr 23; Published: 2026, May 05

**Citation:** Madhura, B. (2026). Determinants of Job Satisfaction for Well-Being of Employees - A Review. *Arch of Pub Aff Inst Manag*, 1(2), 01-08.

### Abstract

**Background:** The amount of writing and study on behavior in organizations has increased exponentially during the past few decades. Organizational behavior is no longer just a behavioral approach to management as a consequence of this. It's not a basic mash-up of subjects from different disciplines either. Reviews on job satisfaction is quite essential to improve organizational effectiveness as it has evolved into a distinct discipline, possessing a shared philosophical foundation, a variety of distinctive methods, and shared points of distinction.

**Methods:** The objective is to study the organization's openness to ideas, views, and changes. Examine job satisfaction levels on productivity of employees. Paper remains purely in descriptive and explores theoretical reviews on benefits, importance, motivational models and strategies to improve job satisfaction levels among employees in changing human resource trends and policies in organizations.

**Results:** New amenities taken up by organizations towards well-being of employees in terms of improving job satisfaction discussed in vivid manner. Employee happiness leads to a high increase in productivity; besides, unhappiness on the part of employees does not give fruitful results to the company

**Conclusions:** Research reviews on job satisfaction helps readers, policy makers, administrators to understand varying needs and expectations of employees in high demand technology environment. ease in a fractured global order.

**Keywords:** Employees, Factors, Job Satisfaction, Theories

### 1. Introduction

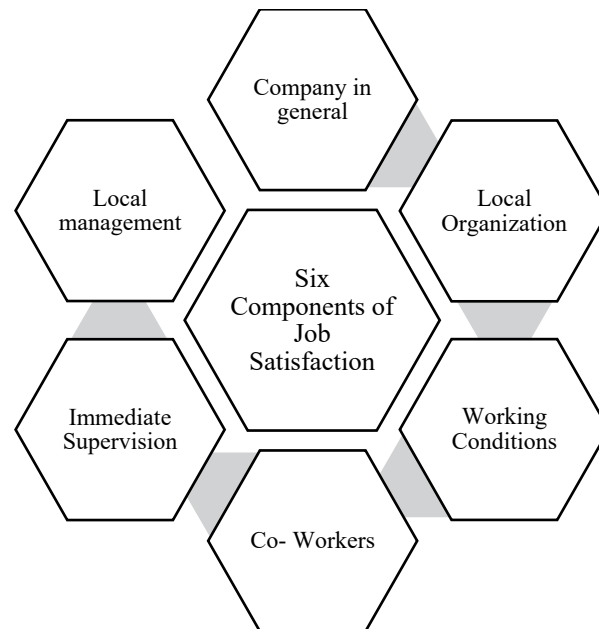
Positive fragrance spreads in the organization when employees feel happy towards their work and organization. Measuring the job satisfaction of an employee is a qualitative perception that often changes, perhaps varies from time to time, with changing needs of the employees. It may often not be possible to satisfy the desires and demands of the employees, yet organizations make uniform policies to safeguard the employee's job rights and duties. However, the topic of job satisfaction seems to be traditional, yet it's burning for researchers to do research. Going back to the earlier period in 1990, when companies recognized the importance of human potential, the well-being of employees was taken as a high priority. Several corporate companies have developed new HR policies benefiting the workforce, as they have realized employees

are the key assets to the growth of the organization. Why does job satisfaction matter to employers? Yes, indeed, rather than to employees, it's more relevant to employers' present days. Due to global competition, companies' pressure to take a competitive advantage and to become global leaders needed a high potential and skilled qualitative workforce. Perhaps employees' happiness is the first thing top-notch organizations value; satisfied employees will act as loyal employees and brand ambassadors of the companies. Employees need to have Job autonomy at workplace in controlling all the aspects of task and job roles.

Often people confuse the terms employee satisfaction and job satisfaction. Beer clears the doubt, stating employee satisfaction can also be regarded as job satisfaction, and both are similar

in terms of work climate, colleagues, job tasks, and finally organization. Vroom states job satisfaction stands as an affection of employee job [1]. Nonetheless, employees have a mixture of both positive and negative feelings. Different opinions will be exhibited by employees towards superiors, subordinates, and the work environment. Employees decision to quit an organization merely depends upon employment satisfaction. Hackman and Oldham mentioned five factors driving employee job satisfaction are feedback, importance of task, task distinctiveness, independence, and skill variety [2]. Employees believe and prefer to work remotely to burn out job stress and have flexible work-life balance. In fact, after the pandemic, employers are providing flexible work policies to all the workforce diversity. To retain talented employees, companies invest in career development activities and personalized benefits too. Perhaps employees hope to receive a lot of opportunities, but most of them lack vision in setting career goals, unlike proper coaching provided by managers. Employees become more productive as they retain for a long time in an organization. Employee engagement and job satisfaction are quite different; employee engagement brings out emotional commitment among employees while job satisfaction reflects upon normative commitment.

Job satisfaction also reflects to what extent an employee is involved in his or her job mentally. Success in employee satisfaction also refers to job involvement. Employees want self-respect, rewards, job security, skill development, superior-subordinate relationships, stable organizations, recognition and appreciation of employees' social responsibility, and employee attitudes. Gifting an employee on time during celebrations or special occasions means a lot of happiness to employees. Knowing earlier the needs and giving value to employees on priority companies plan multiple strategies to engage employees. The work force of an organization feels high satisfaction when recognized in public that monetary rewards, for example, make my trip an Indian-based online travel company award "Einstein title" award for each employee as a token of appreciation. Bullock states job satisfaction as satisfaction and dissatisfaction experiences related to the job at work [3]. Morse describes job satisfaction as the needs of employees in certain situations [4]. Satisfaction is an outcome of an employee's perception towards fulfilling his needs; perception could be either positive or negative towards work life and in person. Well, perhaps Payne and Pugh stated the differentiation between place of work and job satisfaction [5].outlined the six components of job satisfaction as presented in Figure I [6].



Source: (Worthy, 1950)

**Figure 1:** Six Components of Job Satisfaction

**2. Review of Literature**

Navneet Kaur and Lakhwinder Singh Kang inspected job satisfaction of employees working in information technology (IT) sector during the COVID-19 pandemic in India [7]. Several factors such as flexi breaks, working from home, freelancing the work, rotation of work, and job sharing have been explored. Varikunta examined the employee job satisfaction levels into three categories:

career advancement, suitable working conditions, and promotions. Swarnalatha and Sureshkrishna revealed revealed important linking among empowerment, teamwork, compensation, and management leadership [8]. Impact of management practices on employee satisfaction, which can ultimately contribute to organizational success. John stated job satisfaction levels differ among males and females in the IT industry [9]. Besides, Nair and Aashirvad

identified the demographic variables and their impact along with job satisfaction levels across various careers in India [10]. Higher job satisfaction levels were found among employees working in public limited companies as compared to those employees working in the private limited companies. Employees in private companies feel high stress levels and compete for promotions. Mohammed investigate the levels of employee satisfaction while employed remotely during pandemic, drawing comparisons between India and the United States [11]. It examines various factors influencing employee contentment in the work-from-home setup, including work-life balance, job autonomy, communication with colleagues and supervisors, technological support, and impact of distant work on productivity then mental well-being Sundarapandiyana Natarajan assessing employee job satisfaction at Zyant Technology India Pvt Ltd in Mumbai [12]. Through comprehensive surveys and analysis, the study uncovered several key findings. Nonetheless, areas for improvement were also identified, particularly in terms of enhancing work-life balance and providing more paths for skill development and training. Companies focus on developing core competencies among employees with regard to leadership, interpersonal skills, customer orientation, creativity, innovation, and teambuilding that enhance employees job satisfaction levels.

Relationships with seniors and colleagues, regular meetings, and the development of professional contacts are the vital elements that impact employee job satisfaction. Further salaries, work nature,

opportunities to grow, and support from colleagues, seniors, and supervisors are aspects employees consider. Hussin explored dimensions of job satisfaction: salary hikes and promotions have an optimistic influence on improving work performance [13]. Employee relations also have an impact on creating a positive work climate. If workplace conflicts are more frequent, it distracts employee performance mentally to focus on work. Good employee relations need to be built upon among themselves by respecting individual differences, confronting conflicts, being committed to group goals, and showing concern towards fellow employees in a friendly way. Counseling an employee at the right time helps in resolving conflicts in an easy manner. Besides, allowing employees to work in team's increases work productivity in a competitive economy. Perhaps for this purpose great emphasis is laid down on team-building activities in organizations [14]. When employees are wholeheartedly committed towards achieving anything, they will have strong synergy that impacts their job satisfaction levels.

## 2.1 Job Satisfaction Theories:

### 2.1.1 Maslow's Needs Hierarchy

The desire to excel oneself is a growing need of any employee. The career, job, and role played by an employee in the organization are crucial. In this context, human behavior and attitudes are measured by Maslow's needs theory. Fulfilling the needs of employees has a direct impact on satisfaction levels [15]. Figure 2 represents the Maslow needs theory at each level from bottom to top.



Source: Maslow's needs theory (1954)

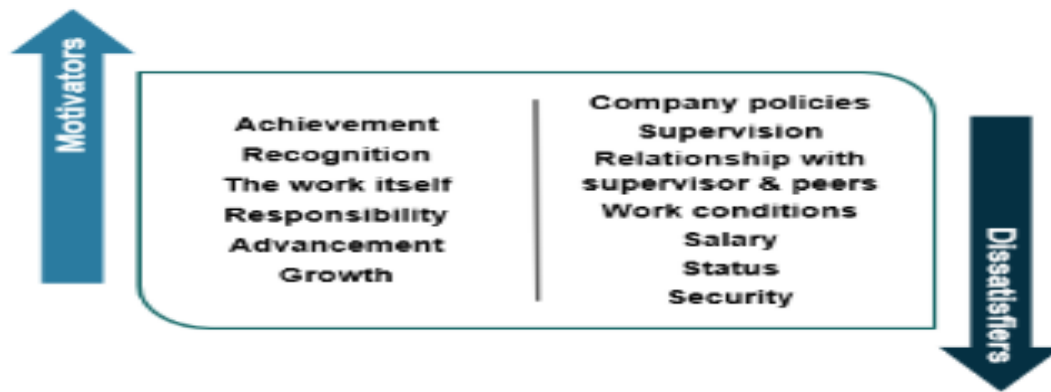
**Figure 2:** Maslow's Theory

Physiological needs of employees at work place are proper rest rooms, flexi time, and canteen facilities. Safety needs include emotional stability and a risk-less job for employees. Ergonomics need to be applied in office settings to ensure safety while working with tools and equipment. Love and belongingness, ensuring employees are part of the organization, and balancing an equilibrium between life and work increase the happiness and satisfaction of an employee. Esteem needs represent appreciation

and recognition of employees [16]. Finally, self-actualization indicates an employee has reached the maximum potential level to reach peak positions in the organization.

### 2.1.2 Herzberg's Two Factor Theory

Figure 3 depicts the factors producing job happiness (motivators) are different from those causing job discontent (dissatisfies—also referred to as hygiene factors).



Source: Herzberg's theory (1959)

Figure 3: Herzberg's Two Factor Theory

### 2.1.3 McClelland's Motivation Theory

**Key Concept:** Individuals display a mix of three motivational demands, namely accomplishment, power, and affiliation; certain workers are strongly biased toward one or more of these requirements.

- Success. strives for achievement. wishes for further work progression and feedback.
- Strength. wants to be in charge and for their ideas to win out. Completes tasks in order to have an effect.
- Connection. wants to be a coach and teacher. respects communication. Dedicated to achieving collective objectives.

## 3. Methods

### 3.1 Factors that Determine Job Satisfaction Levels:

- Company's Care for its Employees: It is crucial to consistently communicate care to employees through various channels like newsletters, incentives, and informal recognition. For instance, many companies, such as Google and Starbucks, exhibit successful stories of employees' happiness and motivational stories to inspire employees. Job Satisfaction's Capital Services Pvt. Ltd. allows managers to focus on teams' mental health conditions in order to make employees proactively render the contributions to company goal attainment.
- Free Space to Engage Employees at Workplace: When employees are involved in their jobs, reaching work deadlines, meeting goals, and hectic schedules of work, they often neglect their passions and interests to do. The workplace can either be a social place or it can be a physical place. Few companies provide the work space where employees can get engaged in relaxing to themselves by reading a favorite book, chatting with a group of old friends, enjoying swimming, playing sports in the company's clubs, eating favorite dishes for lunch, and so on. This enables employees not only to refresh their minds but perhaps increases job satisfaction too.
- Time Gap for Promotions: The corporate sector moves ahead faster leaving things little far behind, prior the employees shift or jump to another organization, the HR department need to promote them, as its well-known the loss of one employee cost

six times the cost of hiring a new employee. Time taken by the company to promote an employee should not be lengthy; on an average, at least five percent of the employees need to be promoted every two years. Employees are psychologically affected when the subject matter is all about promotion. Due to the stress and burnout, companies give specific training to support and provide new avenues for career enhancement, in terms of higher degrees and training in new technologies, such that employees will be on track to compete with the competition as well as to face the challenges of internal promotions. Every organization ensures that the HR department will announce the promotional policies to employees twice in a year to enable them to prepare themselves to excel at their performance heights. Perhaps the organizations clearly indicate KPI's (key performance indicators) very clearly at the beginning of the year.

- Peer Groups: One of the tools used by many organizations to assess employee performance is feedback. Criticism feedback affects the behavior and attitude of employees. To overcome such shocks, companies do appoint peer groups and counselors to have face-to-face, one-to-many or sometimes one-to-one discussions about employee feedback. An ear to hear employee problems will lessen their burden and get them back on work again. Regular HR interactions with employees remove the anxieties, wrong information, misleading facts, dissatisfaction and gossips.
- Parallel Feedback: Regular feedback of employee performance enables to clarify the standards of performance metrics. Employees healthy discussions with managers and seniors at the departmental levels enhance productivity. Following modern approaches to appraisal systems, such as the 360-degree method, allows an unbiased rating system in the organization. Feedback reports should not fade out the employee's motivation. It is doubly important for the organization to actively address and act upon the feedback they receive to show employees that their input truly matters. Companies need to replace the concept of hearing with a listening culture. Paying an ear to listen to what employees

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say about personal and professional issues is important to discuss and dissolve. ITC (Indian Tobacco Company) always encourages two-way communication with employees.

- **Work-life Balance:** Businesses should strive to cultivate a healthy and productive work environment, one that values employee well-being as much as productivity. Maintaining a positive work-life balance is crucial to achieving this goal. According to the 2019 Workplace Happiness Report from Udemy, thirty-seven percent of professionals find work-life balance essential to finding fulfillment in their jobs. Flexi-time, the provision of facilities for freelancers or gig-workers, the ability to work three or five days a week, webinars for employees, and health campaigns all contribute to an increase in employee satisfaction levels. Companies arrange a few programs, such as telecommuting, tele counselling, online self-help, and Chabot tools, to dissolve any queries of employees' families in a quick mode of time.
- **Relationship With Reporting Heads:** Maintaining cordial relations with superiors, discussing work-related issues, being responsible for the task allotted and completed within stipulated time creates a healthy atmosphere between employees and seniors. On the other hand, if misunderstanding or disrespect takes place among them, if the place of work becomes a war place, it not only effects the employee and seniors, but overall it impacts all employee's relations in the organization. Therefore, it is important that both superior and subordinates together need to achieve the goals of the department. Counseling needs to be provided not only to employees but to superiors too, to handle the work-related issues.
- **Organizational Culture:** Policies towards culture, code of conduct, and communication at the workplace foster a peaceful atmosphere, especially where there is a diversity of employees. Employees expect uniform rules and practices fair treatment in organizations. (Lyman, 2012). Each one-to-one is an effective program employed by Deloitte, where employees will be called up for informal meetings once a week.
- **Employee's Creativity Skills:** The outcome of productive work results when employees exhibit creativity skills and foster innovation in organizations. Besides the required support and encouragement that need to be given to employees by allowing them to participate in learning and development activities, continuous employee engagement brings the desired satisfaction levels to both employees and the organization.
- **Safety and Security of Job:** Employees feel secure when their jobs are permanent, yet on the other side, maintaining consistency in performance levels also poses the biggest challenge with regard to job safety. With growing competition, increased automation, and new technologies, employees feel insecure mentally and psychologically. Good organizations design training courses for personnel to enhance skills, knowledge, abilities, removing mental stress of employees and assuring them security about jobs.

### 3.2 Importance of Job Satisfaction:

- **Workforce Satisfaction:** Service-oriented organizations main focus towards customer satisfaction as a prime function. Zomato, Swiggy naming a few organizations also do understand that higher employee satisfaction leads to higher customer satisfaction. Counseling the employees and helping them out to overcome the errors and mistakes will influence their confidence levels and satisfaction in learning the things. Organizations that know the importance of human capital well know how to treat the employees [17]. Nurturing their behavior and attitude helps in achieving customer satisfaction too.
- **Turnover Rate:** The reasons behind the employees leaving the organization do not really mean due to low salary or benefits; it is necessary and vital to understand the factors why employees leaving voluntary. Few companies will strictly follow the conduct of exit interviews to know the actual reasons why an employee prefers to leave. No matter if it's a fresh hire, senior and potentially skilled and qualified employees' companies will not lose. Peer counseling enables the company to find the causes, and the company may suggest improving the employee situation; such enhancements give employees the strength to exert more effort when they feel they are part of the organization. On the other hand, maintaining a satisfied workforce reduces the likelihood of turnover.
- **Increase in the Chances of Referrals:** Nothing beats employee referrals when it comes to recruitment. According to a Jobvite report, these referrals account for a mere seven percent of all applications but a staggering 40% of all successful hires. Employees satisfaction are much inclined towards recommending friends as comparatively with dissatisfied employees. Apart from monetary benefits, working conditions do matter when a new employee is referred. Equal employment opportunity provides chances for maintaining workforce diversity in organization. There should not be any gender biased, old age differences and stereotypes based on caste, religion while recruiting employees through referrals.
- **Happiness Connected to Productivity:** Organizational climate has an essential impact upon motivating employees to give out the best in achieving the objectives of the organization. Employee happiness leads to a high increase in productivity; besides, unhappiness on the part of employees does not give fruitful results to the company either in terms of sales or production. Prioritizing the requirements necessary for employees and identification of the root causes of the problems faced by employees helps the HR department to bring out the new welfare policies and schemes. Zero absenteeism to work can be ensured when an employee's wellbeing is taken care of by the company. Frequent sickness, attacks of chronic diseases, and poor hygienic conditions at work could be a few reasons for a decline in productivity levels.
- **Cost and Benefit Analysis:** Today the role of HR analytics is crucial in analyzing the cost and benefit related to employees. HR metrics are keenly used to measure the cost per hire,

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recruitment, return on investment of employees, and employee satisfaction. Companies focus now on data and figures to assess the performance and returns. Employee's data plays a vital role in tracking and taking any important strategic decisions by top management; in this context, predictive and prescriptive analytics have been gaining importance to assess the employee's data.

### 3.3 Strategies to Improve Employee Satisfaction

- **Research What Employees Want:** Identifying the requirements of the employees helps the organization in the provision of the facilities in terms of changing a few HR policies towards the workforce accordingly with the changing employee laws. The perception of employees their expectations and insights give scope to bring out new programs in order to burnout the work stress at work. Beside employees feel happy and maintain equilibrium between work and life. Companies like Publicis Sapient celebrate 21st May as rest day every year, allowing employees to spend time with family.
- **Employees Self-Respect:** Employees should be allowed free to communicate about their problems prevailing in the workplace, perhaps as it disturbs them mentally, hindering concentration on job tasks. Organizations allow most employees to work in teams; at the same time, companies need to recognize and give equal treatment to all members of a team. developing team spirit among all. The current trends indicate that employees can no longer be viewed as a product. To manage effectively the human resources, we need to motivate them in the right direction, develop morals, and ensure job satisfaction at higher levels.
- **Employee Rewards:** Most critical part an employee's express dissatisfaction is towards rewards, pay, and monetary benefits. When pay is not equitable or there is an absence of pay for performance, often employees feel distress and get demotivated to continue the services in the organization. Companies adopt new policies, such as revisions of pay every two years. Pay for performance is mandatory, such that employees focus on achieving the targets to receive incentives and a salary hike. Appreciation, recognition, being part of celebration of team success, and one's own achievement are all forms of intrinsic rewards, besides promotion, salary hikes, and other fringe benefits that form extrinsic rewards.
- **Job Security:** high seniority, high salary, old age. When employees feel their skillsets are obsolete, fear arises due to uncertainty of the job in the future in the existing organizations. Consequently, when organizations provide security and assurance, employees' performance will increase with more commitment. Welfare programs and provident fund facilities aid the employees after retirement too.
- **Skill Development:** Career advancement is very important to employees to grow professionally. At the outset, with growing competition, companies provide specific training in emerging technologies to build skills and confidence among employees. Utilization of human resources to maximum level and retaining talent highly depends on the companies. In the current scenario, satisfied employees stay longer duration in the organization. Career design workshops are organized for employees to have career choice preferences at Dr Reddy Labs Pharma Company.
- **Superior-Subordinate Relationship:** Employees feel satisfied when there are cordial relations, mutual understanding, and a give-and-take policy between superiors and subordinates. Keeping aside the ego levels, companies employ a few strategies to improve the relations among employees: arrangements of lunch, dinner parties, get-togethers, potluck parties, celebrations of festivals, birthday parties, and monthly awards to employees to motivate and encourage. The time spent with co-workers at the workplace is more rather than spending with families and friends, as such employees dedicate more time at the organization.
- **Stable Organizations:** The ability of the organization to pay for employees, ensuring financial stability, ensures the security of doing the job. As employees do jobs to meet financial needs, it's quite difficult and more challenging when an organization does not pay salary on time or when the company is in financial crisis. A lot of dissatisfaction and stress leads employees to be demotivated to work and undergo depression.
- **Recognition and Appreciation:** Employee of the Year, Bravo Award, and Golden Falcon Award are presented to employees who serve customers best by FedEx. Employees consider FedEx to be one of the best employee-friendly companies to work for; celebrations of small successes lead to a high level of satisfaction. Yet on the other side, employee loyalty increases, along with the monetary benefits; the association they feel with the company name and brand image also increases happiness among employees.
- **Employees Social Responsibility:** Stick to routine regular work, breakdown of glass ceiling, happens when employees go out of work, field trips with fun and joy, visiting old-age homes, rural regions, understanding common people problems. Donating funds to needy out of the salary, perk, and incentives received. A sense of pride and happiness employees feel is more than salary.
- **Employee Attitudes:** The moral of the company, as usual, is replicated by the employees' behaviors, especially the happy and satisfied marketing executives, who reach the customers in a delighted way and represent the company in a cordial way. The perks—small thank you for the piece of work done, applause, bonus, gifts, appreciation, and recognition—will raise the contentment of employees apart from compensation. Nonmonetary awards do play a crucial role in motivating employees. While executives are frustrated by their operational conditions, personal conflicts, job role conflicts, work pressure, lack of authority, lack of puzzling work, and other issues, lower-level employees are frustrated by low wages, poor working conditions, unfavorable terms and conditions of employment, prejudiced treatment by supervisors, and similar occurrences.

- **Brainstorming:** Irrespective of experience of employees, all categories of employees are invited and welcome to participate and be involved in brainstorming sessions to evolve in generating new ideas. A sense of belongingness arises when employees are involved in the decision-making process and when opinions and views are valued. Employees at FedEx receive suggestion awards for giving valuable suggestions to the company.
- **Employee's Free Zone Space:** Employees often have chit chats; healthy gossips; going around the canteen sometimes relaxes their mind when there is a small break or flexi time available; playing favourite sport; a smoke zone; gym facilities create a peaceful atmosphere for employees to grow and develop professionally [18]. Individuals spend a considerable amount of time in the work environment and expect that portion of their lives to be more or less pleasant, delightful, satisfying, and rewarding. Shell company talk show programs deal with employees and psychologists to discuss matters pertaining to caring for children and parents. Employees' health is significantly impacted by job stress and dissatisfaction, as evidenced by decreased overall happiness, increased drinking and smoking, gaining excess weight, etc. Anger would also lead to joint pain, heart problems, etc. In light of current managerial issues, frustration may also result from a lack of recognition, monotonous job, strained relationships with colleagues, unhygienic conditions, depression, professional stress, multiple job roles, boredom, exhaustion, timely demands, instability, security, etc. High pay, better benefits, difficult work, etc. are major concerns for employees nowadays.

#### 4. Results of Job Satisfaction Towards Employee Well-Being

- **Employee Retention:** Contented employees wish to continue. Reducing staff turnover requires high levels of employee satisfaction. It is crucial now more than ever to prioritize people, particularly in the post-pandemic workforce [19]. People who are content with their position and employer feel that their personal and professional lives are in sync, look forward to going to work, and have no motivation to quit.
- **Attracting Talent:** Millennials and Generation Z place a premium on employee happiness. Talent acquisition and employee retention are inextricably linked. Companies seek employees who are passionate about working for them and those who just want to be a part of the team. Prospective employees may want to join your team for a variety of reasons, and a high priority is working circumstances.
- **Brand Image:** Customers want to support and be a part of people-focused businesses. Workers complain about their jobs to one another; therefore, your workforce has the power to both create or break your business. It is unacceptable for anyone to support or work for a company that has a toxic culture or burnt-out staff. More than ever, news can spread swiftly, both good and bad, and words have great power.
- **Engagement:** Content employees are glad to help the company

expand. Increasing worker engagement is a necessary component in fostering employee satisfaction. Individuals that are satisfied are eager to complete their responsibilities in a meaningful way, whereas dissatisfied individuals are less motivated. The employees consequently show greater interest in the business itself as stated differently.

- **Productivity:** Higher performance is a result of job satisfaction. There is a direct link between workers' performance and how they feel about their job, as discussed about employee happiness and activity. In addition to increasing engagement, job satisfaction also helps to improve employee productivity by promoting a better work-life balance, among other things.
- **Worker Well-Being:** A crucial factor in reducing burnout and absence. Because well-being, a healthy work environment, and happiness at work are all correlated with employee satisfaction, it also reduces the likelihood of burnout. Thus, absenteeism also declines. Recall that one of the primary factors influencing a contented workforce is the relationship between the employee and the boss. Having a safe space to air complaints also aids in averting situations from escalating and negatively impacting the health of your employees. SAP conducts psychological safety workshops to help employees in distress.
- **Employee Centricity as a Fundamental Element of Corporate Culture:** The culture of the workplace is greatly influenced by your input as an employee, manager, or member of the HR department. A company's overall perception can be influenced by the way its employees feel about themselves as part of it, which can have a positive or bad snowball effect. A contented and joyful staff gives off positive vibes and makes the office feel better. On the other hand, discontented employees might undermine one another, including recent recruits.

#### 5. Discussion

Statistics on work satisfaction paint a rather mixed picture. The majority of employees are content with their current workplace; thus, there is often an upward trajectory. However, there are also glaring issues. Of the nearly 2,000 U.S. employees surveyed by the Conference Board, fifty-four percent say they are happy. In the last twenty years, this is the highest that we have observed. Improved commutes, the physical surroundings, job stability, coworkers, and the nature of the work itself are all contributing factors. A startling eighty-four percent of millennials are presently working at their "dream job," according to an Udemy poll of more than 1,000 full-time American workers. Of baby boomers, fifty-four percent concur [20]. All things considered, millennials are content with the schedule flexibility, remote work options, and company investments in their professional growth. When considering employee happiness, the company's mission is important. According to Udemy, sixty-two percent of workers across a variety of generations would put up with a wage decrease if their potential employer shared their ideals. There is a clear disparity between men and women's work happiness in these two assessments. E-Board report: female employees are more affected

by work-life balance, communication, and coworkers. However, males are more likely to be satisfied when working as financial drivers [21]. The work satisfaction figures were biased toward men, according to an Udemmy poll. Satisfaction with flexible scheduling, remote work, and staff development spending varied by at least ten percentage points.

## 6. Conclusion

Employees of the current generation expect to do a variety of tasks, breaking down monotonous jobs, with a lower burden on them. To an extent, job satisfaction levels differ from employee to employee; behavior, attitude, nature of job, personality traits, leadership styles they exhibit, and flow of communication do also impact. For a few employees, satisfaction enables them to perform well, while others performance on the job or task leads to satisfaction. Companies adopt employee engagement practices to increase job satisfaction levels and employee commitment. However, job satisfaction directly influences two key functions of Human resource, namely recruitment versus retention of employees. Assessment of previous employee feedback on company workforce policies also enables the organization to develop new workforce modules to retain the existing skilled employees to achieve sustainability goals in business. Harmonious superiors-subordinate relations give a sense of social relationship, and accomplishment of work result. Employees have a sense of fair treatment when the company gives them an opportunity to express grievances and represent case concisely rather than setting the problems haphazardly. Contracted jobs can be combined, no longer units of execution. Job descriptions are redesigned with a view to enrich the job roles suitable to job descriptions, while sustaining higher-order human needs. Improving the facilities for human resources enhances development can afford stability to a greater extent. Substitute work agendas, including work at home, flexible working hours, reduced workweek, and job-sharing employment, may be introduced for the suitability and well-being of employees.

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