

Impact of job satisfaction among employee's performance with reference to Satluj Jal Vidyut Nigam Ltd (SJVNL)

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ABSTRACT

Job satisfaction refers to an individual's sense of fulfillment and contentment in their occupation. It reflects how comfortable and satisfied they feel with their work. The concept of job satisfaction is relatively modern. In the past, career choices were often predetermined by family traditions, with individuals typically following in their parents' footsteps. Several factors contribute to job satisfaction. Compensation and benefits play a crucial role, as do working conditions and the fairness of promotion systems within an organization. Additionally, job satisfaction is influenced by factors such as leadership quality, workplace relationships, and the nature of the work itself. Aspects like task variety, level of engagement and challenge, and the clarity of job roles and responsibilities significantly impact how satisfied employees feel in their roles. Employee job satisfaction measures how positively or negatively an employee perceives their work. It reflects the degree to which an employee's expectations align with the benefits and experiences their job provides. Job satisfaction is an essential component of overall well-being, as the quality of an individual's work environment significantly influences their general happiness.

Keywords: Satisfaction , work , environment, performance

INTRODUCTION

Job satisfaction refers to an individual's emotional response to their job, encompassing both positive and negative feelings. It is considered a component of overall life satisfaction and reflects the degree of pleasure or contentment one experiences in their work. According to Locke (1976), it is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences."¹The concept of workplace happiness defies a single definition. Job satisfaction, often linked to happiness at work, is a subjective emotional state marked by feelings of pleasure. It stems from evaluating one's job, forming an emotional attachment to it, and developing attitudes toward it ¹Weiss (2007) defines job satisfaction as an attitude, emphasizing the need to distinguish between affect (emotions), beliefs, and behaviors in cognitive evaluation. From this perspective, individuals base job-related decisions on their emotions, beliefs, and behaviors.²

Employee job satisfaction plays a crucial role in an organization's success. Understanding how to retain employees by keeping them happy and empowered is essential for driving exceptional results. When employees are satisfied with their jobs, they are more motivated, which helps companies uphold standards and increase productivity. Job satisfaction is an emotional response to one's work environment, making it something that can only be inferred rather than directly observed. Another key factor in job satisfaction is whether the results of one's work

meet or exceed expectations. For instance, if employees believe they are performing better than their colleagues but receiving fewer incentives, they may develop negative attitudes toward their job. Conversely, when employees feel valued and fairly compensated, they are more likely to maintain a positive attitude toward their work.

FACTORS INFLUENCING EMPLOYEES JOB SATISFACTION

- ❖ **Compensation and Benefits:** Compensation plays a crucial role in employee satisfaction, as it reflects the rewards employees expect from their jobs. Fair and competitive salary packages contribute to satisfaction, especially when compared to industry standards. These factors are salaries or wages, bonuses and incentives (medical allowance, educational allowance, HRA, etc.)
- ❖ **Job Security:** Employees feel more secure when they have confidence in the stability of their jobs. Job security is influenced by performance, business success, and economic conditions. Mainly factors include transfer policies, reasonable and achievable targets and leave policies.
- ❖ **Working Conditions:** A safe, comfortable, and well-equipped workplace enhances motivation and productivity, while poor conditions can lead to stress and health concerns. Factors include that comfortable work environment, proper tools and equipment, Effective working methods, well-ventilated, clean office spaces with adequate lighting, air conditioning, and hygienic restrooms.
- ❖ **Relationship with Supervisors:** A positive working relationship with supervisors ensures professional guidance, constructive feedback, and support.
- ❖ **Promotion and Career Development:** Career growth opportunities play a vital role in employee satisfaction. Employees value fair promotion policies that offer increased pay, responsibilities, and status. Factors include that Opportunities for promotion, equal career growth regardless of gender and training programs.
- ❖ **Leadership Styles:** The leadership approach within an organization significantly affects employee satisfaction. Democratic leadership fosters respect, teamwork, and motivation, whereas authoritarian leadership can reduce satisfaction.
- ❖ **Work Groups:** Employees naturally seek social interaction in the workplace, and supportive work groups enhance job satisfaction. Isolation can negatively impact morale. Important aspects include those relationships with colleagues and sense of belonging and affiliation.

IMPACT OF JOB SATISFACTION ON EMPLOYEES PERFORMANCE

- ❖ **Satisfaction and Productivity:** The idea that "happy workers are productive workers" is a myth. Instead, research suggests that "productive workers are more likely to be happy." Satisfied employees tend to be more productive, and organizations with a higher percentage of satisfied employees often see increased overall productivity.

- ❖ **Satisfaction and Absenteeism:** Satisfied employees are less likely to take avoidable absence where dissatisfied employees are more prone to missing work. A positive work environment helps reduce absenteeism.
- ❖ **Satisfaction and Turnover:** Employees who are satisfied with their jobs are less likely to leave the organization. Companies that prioritize job satisfaction can retain high-performing employees while reducing turnover and the costs associated with hiring and training new staff.
- ❖ **Satisfaction and Workplace Deviance:** Dissatisfied employees are more likely to engage in counterproductive workplace behaviors, such as unionization attempts, substance abuse, theft, excessive socializing, and chronic tardiness. In contrast, satisfied employees are less likely to exhibit such deviant behavior.
- ❖ **Satisfaction and Organizational Citizenship Behavior (OCB):** Employees who feel fairly treated and trust their organization are more likely to go beyond their regular job responsibilities. They willingly engage in positive, voluntary behaviors that benefit the organization and colleagues.
- ❖ **Satisfaction and Customer Satisfaction:** Employees who are satisfied with their jobs provide better customer service. They tend to be more friendly, responsive, and engaged, which enhances customer satisfaction and fosters long-term customer relationships. Additionally, dissatisfied customers can negatively impact employee morale, leading to decreased job satisfaction.³

THEORITICAL REVIEW

P .Wanous and E.E. Lawler (1972)⁴ describe job satisfaction as the sum of an employee's satisfaction across all facets of a job. **C.R. Reilly (1991)**⁵ defines it as a worker's overall feeling about their job or general attitude toward work, shaped by their perception of the job. **J.K Melvin (1993)**⁶ emphasizes the critical role of an organization's environmental design in shaping worker satisfaction and promoting high job participation. The study include Impact on Job Satisfaction to enhances employee morale, reduces stress, and increases motivation .**Spector (1997)**⁷ defines job satisfaction as an individual's feelings about their job and various aspects of their work. **Luthans, (1998)**⁸iscussed that satisfied employees are not always the most efficient. Several moderating variables influence this relationship, with incentives being one of the most significant. Employees tend to be happier when they perceive their incentives as fair, which can lead to increased effort and improved performance. it often leads to improvements at the departmental and organizational levels. **Ellickson and Logsdon (2002)**⁹ support this view, describing job satisfaction as the extent to which employees enjoy their work. **George, 2008)**¹⁰ studied that Job satisfaction encompasses an individual's feelings and beliefs about their employment, ranging from extreme happiness to deep dissatisfaction. Employees form attitudes toward various aspects of their jobs, which in turn influence their overall satisfaction **Singh and Jain (2013)**¹¹ Employee job satisfaction has a significant impact on business outcomes. A company's morale is reflected in the attitudes of its employees. Happy and engaged employees play a crucial role in customer service and sales, as they interact with consumers regularly. Workplace satisfaction is largely influenced by the work environment. A

positive atmosphere and favorable working conditions enhance job satisfaction, which, in turn, improves employee productivity, profitability, customer satisfaction, and retention. **Andriani, R. et al. (2023)**¹² demonstrated through an empirical examination that there is a significant positive relationship between the working environment and employee job satisfaction in the hotel industry. **Nugroho, S.H. and Bandon, A. (2023)**¹³ found that employee benefits—such as workers’ compensation insurance and pensions—also have a positive impact on job satisfaction. Therefore, it can be concluded that both salary and additional benefits can serve as motivational elements to enhance employee job satisfaction and engagement.

2.1 OBJECTIVE OF THE STUDY

- ❖ To identify the factors that influence employee job satisfaction.
- ❖ To examine the impact of job satisfaction on employee performance.
- ❖ To determine the factors that enhance employee satisfaction level

HYPOTHESIS OF THE STUDY

- ❖ **Null Hypothesis (H₀₁):** There is no significant relationship between job satisfaction and the gender of respondents.
- ❖ **Null Hypothesis (H₀₂):** There is no significant relationship between job performance and the age of respondents.

RESEARCH METHODOLOGY

For this study, both primary and secondary data have been used. Secondary data sources include research articles, journals, books, website.

SAMPLING METHODOLOGY

This study aims to examine factors affecting employees job satisfaction and performance . The sampling unit consists employees of Satluj Jal Vidyut Nigam Ltd Shimla HP. A representative sample of 85 employees was selected using random sampling method.

ANALYSIS AND FINDINGS

1.1 Work as per qualification and skills of employees

Table 1.1

Responses	No. of Respondents	Percentage %
Strongly Agree	38	44.7 %
Agree	30	35.2%
Neutral	3	3.5%
Dagree	9	10.5%
Strongly Disagree	5	5.8%
Total	85	100

Source of Data : Primary Data

1.1 Bar Diagram

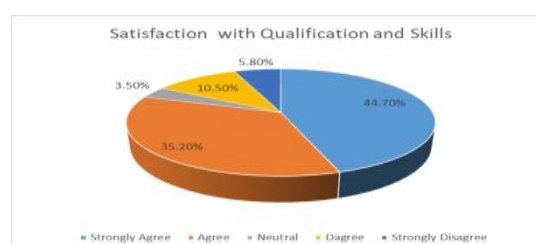


Table 1.1 presents respondents' feedback work according qualification and skills. The data reveals that 79.9% of respondents agree stated work according qualification and skills and only 3.3 % neutral response.

1.2 Organization provide opportunities to the skills and abilities.

Table 1.2

Responses	No. of Respondents	Percentage %
Strongly Agree	41	48.8%
Agree	16	18.8%
Neutral	3	3.5%
Disagree	15	17.6%
Strongly Disagree	10	11.7%
Total	85	100

1.2 Bar Diagram

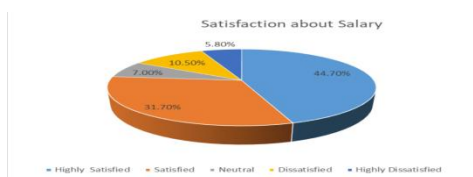


Source of Data : Primary Data

Table 1.2 presents respondents' feedback that organization provide opportunities to the skills and abilities of employees. The data reveals that 67.6% of respondents agree that organization provide opportunities to the skills and abilities of employee and only 3.5 % neutral response .

1.3 Satisfaction level with Salary

Table 1.3



Pie Chart 1.3

Responses	No. of Respondents	Percentage %
Highly Satisfied	38	44.7%
Satisfied	27	31.7%
Neutral	6	7.0%
Dissatisfied	9	10.5%
Highly Dissatisfied	5	5.8%
Total	85	100

Source of Data : Primary Data

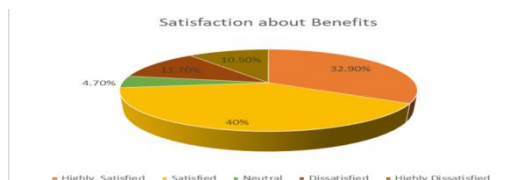
Table 1.3 presents respondents' feedback that Satisfaction level with Salary .The data reveals that 76.4% of respondents agree that organization provide better salary to employee and only 7.0 % neutral response .

1.4 Satisfaction with benefits

Table 1.4

Responses	No. of Respondents	Percentage %
Highly Satisfied	28	32.9%
Satisfied	34	40%
Neutral	4	4.7%
Dissatisfied	10	11.7%
Highly Dissatisfied	9	10.5%
Total	85	100

Pie Chart 1.4



Source of Data : Primary Data

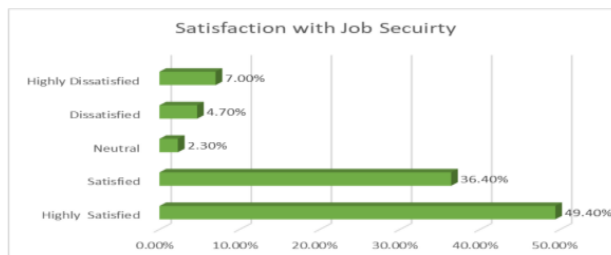
Table 1.4 presents respondents' feedback that Satisfaction level with organisation benefits to employee .The data reveals that 72.9% of respondents agree that organization provide better benefits to its employee and only 4.7 % neutral response .

1.5. Satisfaction level of job security

Table.1.5

Responses	No. of Respondents	Percentage %
Highly Satisfied	42	49.4%
Satisfied	31	36.4%
Neutral	2	2.3%
Dissatisfied	4	4.7%
Highly Dissatisfied	6	7.0%
Total	85	100

1.5 Bar Diagram



Source of Data : Primary Data

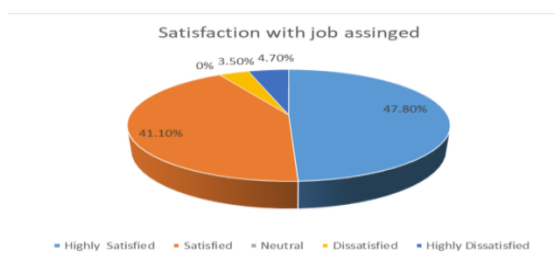
Table 1.5 presents respondents' feedback that Satisfaction level with organisation benefits to employee job security. The data reveals that 72.9% of respondents agree that organization provide better benefits to its employee and only 4.7 % neutral response.

1.6 Job Assigned

Table 1.6

Responses	No. of Respondents	Percentage %
Highly Satisfied	40	47.8%
Satisfied	35	41.1%
Neutral	0	0%
Dissatisfied	3	3.5%
Highly Dissatisfied	4	4.7%
Total	85	100

Pie Chart 1.6



Source of Data : Primary Data

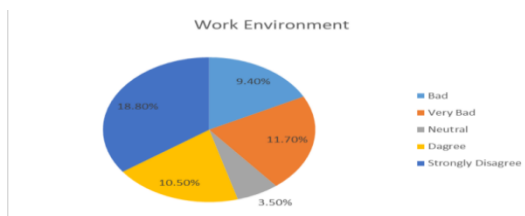
Table 1.6 presents respondents' feedback that Satisfaction level with job assigned by organisation to employee. The data reveals that 88.9% of respondents satisfied with job assigned by organisation.

1.7 Working Environment

Table 1.7

Responses	No. of Respondents	Percentage %
Very Good	34	40 %
Good	30	35.2 %
Neutral	3	3.5%
Bad	8	9.4 %
Very Bad	10	11.7%
Total	85	100

Pie Chart 1.7



Source of Data : Primary Data

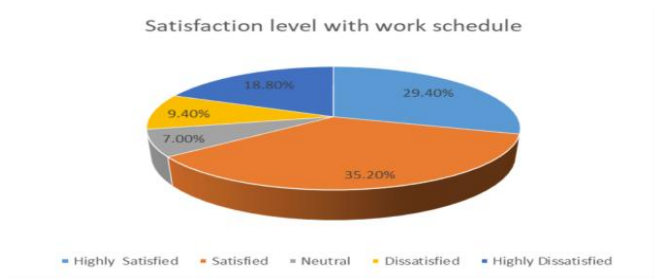
Table 1.7 presents respondents' feedback that Satisfaction level with work environment in organisation. The data reveals that 75.2% of respondents satisfied with work environment and only 3.5 % neutral response.

1.8 Work Schedule

Table 1.8

Responses	No. of Respondents	Percentage %
Highly Satisfied	25	29.4%
Satisfied	30	35.2%
Neutral	6	7.0%
Dissatisfied	8	9.4%
Highly Dissatisfied	16	18.8%
Total	85	100

Pie Chart 1.8



Source of Data : Primary Data

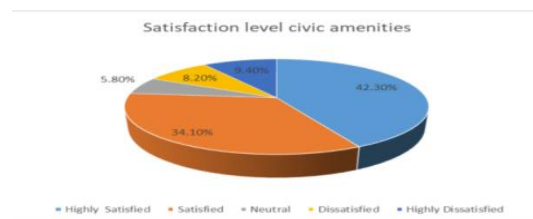
Table 1.8 presents respondents' feedback that Satisfaction level with work schedule in organisation. The data reveals that 64.6% of respondents satisfied with work schedule and only 7 % neutral response.

1.9. Civic Amenities available in the organization.

Table 1.9

Responses	No. of Respondents	Percentage %
Highly Satisfied	36	42.3%
Satisfied	29	34.1%
Neutral	5	5.8%
Dissatisfied	7	8.2%
Highly Dissatisfied	8	9.4%
Total	85	100

Pie Chart 1.9



Source of Data : Primary Data

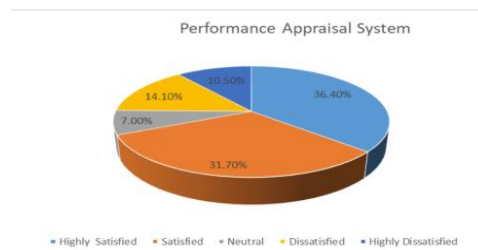
Table 1.9 presents respondents' feedback that satisfaction level with civic amenities provide by the organisation. The data reveals that 76.4% of respondents satisfied with civic amenities and only 5.8 % neutral response

1.10 Performance Appraisal System

Table 1.10

Responses	No. of Respondents	Percentage %
Highly Satisfied	31	36.4%
Satisfied	27	31.7%
Neutral	6	7.0%
Dissatisfied	12	14.1%
Highly Dissatisfied	9	10.5%
Total	85	100

Pie Chart 1.10



Source of Data : Primary Data

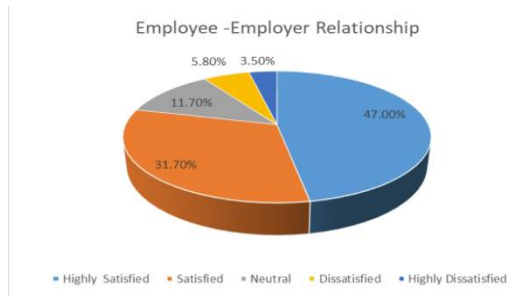
Table 1.10 presents respondents' feedback that satisfaction level with performance appraisal system. The data reveals that 68.1% of respondents satisfied with performance appraisal system and only 7 % neutral response

1.11 Employee-Employer Relationship

Table 1.11

Responses	No. of Respondents	Percentage %
Highly Satisfied	40	47.0%
Satisfied	27	31.7%
Neutral	10	11.7%
Dissatisfied	5	5.8%
Highly Dissatisfied	3	3.5%
Total	85	100

Pie Chart.1.11



Source of Data : Primary Data

Table 1.11 presents respondents' feedback that satisfaction level with employee-employer relationship. The data reveals that 78.7% of respondents satisfied with employee-employer relationship and only 11.7 % neutral response

1.12 Stress at work place

Table 1.12

Responses	No. of Respondents	Percentage %
Highly Satisfied	15	17.6%
Satisfied	10	11.7%
Neutral	4	4.7%
Dissatisfied	31	36.4%
Highly Dissatisfied	25	29.4%
Total	85	100

Pie Chart1.12



Source of Data : Primary Data

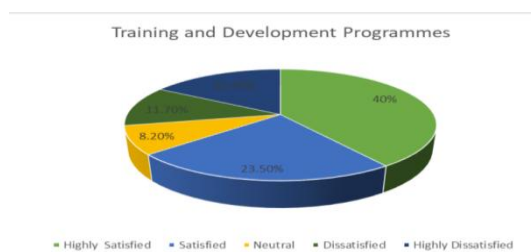
Table 1.12 presents respondents' feedback that satisfaction level with stress. The data reveals that 29.4% of respondents satisfied with stress and only 11.7 % neutral response

1.13. Training and development Programs

Table.1.13

Responses	No. of Respondents	Percentage %
Highly Satisfied	34	40%
Satisfied	20	23.5%
Neutral	7	8.2%
Dissatisfied	10	11.7%
Highly Dissatisfied	14	16.4%
Total	85	100

Pie Chart 1.13



Source of Data : Primary Data

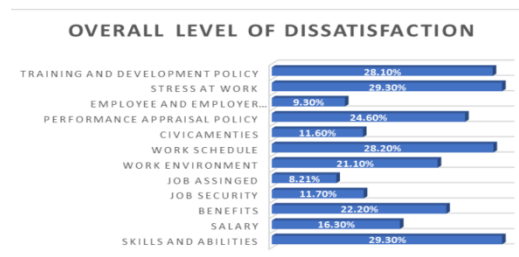
Table 1.13 presents respondents' feedback that satisfaction level with training and development programme. The data reveals that 63.5% of respondents satisfied with training and development programme and only 11.7 % neutral response

1.14 Overall level of dissatisfaction

Table.1.14

S.N	Particulars	Percentage %
1	Skills and Abilities	29.3%
2	Salary	16.3%
3	Benefits	22.2%
4	Job Security	11.7%
5	Job Assinged	8.21%
6	Work Environment	21.1%
7	Work Schedule	28.2%
8	CivicAmenties	11.6%
9	Performance Appraisal Policy	24.6%
10	Employee and Employer Relationship	9.3%
11	Stress at Work	29.3%
12	Training and Development Policy	28.1%

Pie Chart1.14



Source of Data : Primary Data

Table 1.14 presents respondents' feedback that dissatisfaction level with skills and abilities 29.3%, salary 16.3%, benefits 22.3%, job security 11.7%, jobs assigned 8.21%, work environment 21.1%, work schedule 28.2%, civic amenities 11.6%, performance appraisal system 24.6%, employee -employer relationship 9.3%, stress at work 29.3% and training development policy 28.1%.

CONCLUSION

Job satisfaction plays a vital role in shaping an individual's overall life satisfaction. It reflects the level of contentment an employee feels toward their job, encompassing both the nature of the work and the benefits it provides. In today's dynamic professional landscape, job satisfaction is increasingly recognized as a key factor influencing employee well-being, productivity, and workplace morale. Positive attitudes toward work often correlate with higher engagement and performance, while organizational reputation and public perception also contribute to how satisfied employees feel. This study aims to assess job satisfaction among employees of Satluj Jal Vidyut Nigam (SJVN) Ltd. using a random sampling approach. Feedback was gathered from a diverse group of staff members to gain a well-rounded understanding of the organizational climate and employee sentiments.

RECOMMENDATIONS

- ❖ **Improve Working Environment:** The current physical working conditions within the organization are not satisfactory. Therefore, it is essential for the organization to take proactive measures to enhance the physical work environment to ensure employee comfort, safety, and productivity.
- ❖ **Adapt Training Programs to Change:** The organization should implement dynamic and adaptive training and development programs that help employees effectively cope with ongoing changes in the workplace, industry standards, and technological advancements.
- ❖ **Enhance Employee Benefits:** The organization should consider providing more comprehensive benefits to employees, such as health insurance, wellness programs, performance-based bonuses, paid time off and childcare support. Enhanced benefits not

only improve job satisfaction but also contribute to employee retention and organizational loyalty

- ❖ **Optimize Work Schedules:** Introduce flexible and employee-friendly work schedules to accommodate individual needs and improve work-life balance. Options such as staggered shifts, compressed workweeks, and remote or hybrid models can enhance productivity and reduce burnout
- ❖ **Manage Workplace Stress:** Develop initiatives to reduce job-related stress through mental health support, workload management, counseling services, and regular stress-relief activities such as yoga sessions, team outings, or wellness programs.
- ❖ **Transparent Performance Appraisal System:** Introduce a structured, unbiased, and transparent performance appraisal system to evaluate employee contributions objectively. Regular performance reviews should include constructive feedback, goal setting, and personalized development plans to foster continuous improvement and recognition.

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