

WORK SATISFACTION AND IT'S IMPACT ON EMPLOYEE WELL-BEING AND PRODUCTIVITY

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<https://doi.org/10.37602/IJSSMR.2026.9214>

ABSTRACT

Work satisfaction plays an important role in determining the well-being and productivity of employees within an organization. The present study aims to examine the level of work satisfaction among employees and its impact on their well-being and productivity. A descriptive research design was adopted for the study. Data were collected from 50 employees working in Cloudister Company, Tirupattur using a structured questionnaire. The collected data were analyzed using statistical tools such as quartile deviation, t-test, and Karl Pearson correlation with the help of SPSS software. The findings reveal that a majority of employees experience moderate to high levels of work satisfaction. It also indicates that employees with higher levels of satisfaction tend to demonstrate better psychological well-being and improved productivity at work. The study highlights the importance of supportive work environments, effective leadership, and organizational support in improving employee satisfaction and performance. The results suggest that organizations that prioritize employee well-being and job satisfaction can achieve higher productivity and better organizational outcomes.

Keywords: Work Satisfaction, Employee Wellbeing, Employee Productivity, Job Satisfaction, Work Environment, Employee Motivation, Organizational Support.

1.0 INTRODUCTION

Work satisfaction refers to the level of contentment employees feel toward their job, responsibilities, and work environment. It plays a vital role in shaping employees attitudes and behavior at the workplace. When employees are satisfied with their work, they are more motivated and committed to their tasks. A positive work environment, supportive management, and fair policies contribute greatly to job satisfaction. Employees who feel valued and recognized tend to experience lower levels of stress and anxiety. This improves their overall mental and emotional wellbeing. Work satisfaction also helps employees maintain a healthy work–life balance, which is important for long-term wellbeing. Satisfied employees usually show greater engagement and enthusiasm in their work activities. As a result, their productivity and efficiency increase significantly. Job satisfaction also reduces absenteeism and employee turnover in organizations. Employees who enjoy their work are more likely to collaborate effectively with their colleagues. Positive workplace relationships further strengthen employee morale and happiness. In addition, satisfied employees are more willing to develop new skills and improve their performance. They often show higher levels of creativity and innovation in solving problems. Organizations that promote work satisfaction usually achieve better quality

outcomes and higher performance. Supportive leadership and opportunities for growth also enhance employee satisfaction. When employees feel secure, respected, and appreciated, they work with greater dedication. This not only benefits the individual employee but also contributes to organizational success. Therefore, work satisfaction is an important factor in improving employee wellbeing and boosting productivity in the workplace

1.1 Review of literature

Several researchers have examined the various factors that affect employee performance and organizational outcomes, with particular emphasis on the role of work satisfaction. Edwin A. Locke (1976) asserted that job satisfaction is a positive emotional state resulting from the appraisal of one's job or job experiences. Work satisfaction plays an important role in influencing employees' attitudes, motivation, and overall performance within an organization. Researchers have demonstrated that organizational, psychological, and environmental factors significantly influence work satisfaction and employee well-being. For example, Reddy & Ramesh, (2020) The research paper titled "Employee Well-Being and Job Satisfaction among Employees in India" explores different factors influencing employee well-being. According to this research paper, work satisfaction, work-life balance, and organizational culture are important factors that affect employee well-being. Moreover, it is also highlighted that employees who are satisfied with their jobs tend to show higher levels of productivity. It is revealed that a positive work environment helps employees maintain both mental well-being and work performance. Similarly, Robert L. Kahn and Daniel Katz (1978) emphasized that supportive work environments and positive organizational structures contribute to employee satisfaction and mental well-being. The researchers noted that employees who experience higher levels of job satisfaction are more likely to maintain better emotional health and demonstrate greater commitment to their organizations. Research conducted Mehta & Patel, (2018) The study titled "Employee Satisfaction and Workplace Well-Being in India" examines the relationship between job satisfaction and employee health. According to this study, work satisfaction is an important factor in maintaining both physical and psychological well-being. The study has revealed that employees with higher satisfaction levels experience less burnout and fatigue. It further states that satisfied employees are more productive and committed to their work. The study concludes that work satisfaction is essential for improving both well-being and productivity. Furthermore, research conducted by Khan & Ali, (2021) The research study titled "Employee Satisfaction and Organizational Productivity: An Indian Perspective" focuses on the role of satisfaction in workplace outcomes. According to this study, employees who are satisfied with their jobs show higher levels of efficiency and commitment. The study also reveals that work satisfaction reduces turnover intention and improves mental well-being. Furthermore, it highlights that satisfied employees contribute positively to organizational growth. In conclusion, work satisfaction is a major factor influencing employee well-being and productivity. In recent times, organizations have increasingly recognized the importance of employee well-being in improving work outcomes. Research conducted by Cary L. Cooper and Ivan T. Robertson (2011) showed that organizations that prioritize employee well-being programs and supportive workplace practices experience higher employee satisfaction and improved productivity. Similarly, research by Sharon K. Parker (2014) demonstrated that positive work environments and meaningful job roles enhance employees' well-being, which in turn contributes to higher productivity and organizational effectiveness.

2.0 METHODOLOGY

Aim: To examine work satisfaction and its impact on employee well-being and productivity.

Objectives:

1. To examine the socio-demographic profile of the employees.
2. To identify the level of work satisfaction among employees.
3. To examine the level of employee well-being in the workplace.
4. To determine how work satisfaction affects employee productivity.
5. To understand how job satisfaction improves employees well being and productivity.

Hypotheses:

1. There is no significant difference between the gender of the respondents and the various dimensions of work satisfaction, employee wellbeing, and employee productivity.
2. The age of the respondents has no significant relationship with work satisfaction, employee wellbeing, and employee productivity.
3. There is a significant relationship between work satisfaction and its impact on employee wellbeing and employee productivity.

3.0 RESEARCH DESIGN

The descriptive research design was adopted to examine and understand the current level of work satisfaction among employees. The main purpose of this design is to systematically gather data in order to characterize the key factors related to work satisfaction and its impact on employee well-being and productivity. This research design helps in describing the existing conditions within the organization without manipulating any variables. The methodology facilitates the understanding of patterns, behavior, and relationships among work satisfaction, employee well-being, and productivity by highlighting the perceptions and experiences of employees.

3.1 Universe & Sampling:

The study was conducted at one of the IT Sectors in Tirupathur District. For this research, 50 employees representing a portion of the workforce, were selected as the sample. The participants were chosen using a simple random sampling technique, where each employee had an equal chance of being included. Random numbers were generated to ensure that the selection process was unbiased and representative of the organization.

3.2 Tools for Data Collection:

The primary data for the study was collected through the questionnaire method. The questionnaire consisted of close-ended questions that measured the various dimensions of the work satisfaction and its impact on employee well-being and productivity, such as:

1. Work Satisfaction
2. Employee well-being

3. Employee Productivity

The responses were measured using a Likert scale to analyse the opinions and perceptions of the respondents.

3.3 Analysis and Interpretation:

Various statistical analysis were computed using SPSS V.21, to understand the work satisfaction and its impact on employee well-being and productivity, this includes quartile deviations, 't' -Test and Karl Pearson's Correlation. The findings are presented below:

Dimensions	Work Satisfaction and its impact on Employee Wellbeing and Employee Productivity					
	Low		Moderate		High	
	Freq.	(%)	Freq.	(%)	Freq.	(%)
Overall Work Satisfaction	4	8.0	30	60.0	16	32.0
Overall Employee Wellbeing	13	26.0	16	32.0	21	42.0
Overall Employee Productivity	10	20.0	13	26.0	27	54.0

It is evident that two-third of the respondents reported a certain level of overall work satisfaction (60.0%), while nearly one-third (32.0%) reported a higher degree of satisfaction and only a small proportion (8.0%) reported lower satisfaction. In terms of employee well-being, a two-third of the respondents (42.0%) experienced better well-being, whereas about one-fourth (26.0%) experienced comparatively lower well-being. Similarly, more than half of the respondents (54.0%) demonstrated stronger productivity, while one-fifth (20.0%) showed relatively lower productivity.

Table 2: 't'- Test based on the gender of the respondent and the various dimensions pertaining to Work Satisfaction

Variable	Mean	Std. Deviation	Std. Error Mean	Df	Statistical Inference
Work Satisfaction					
Male	2.07	0.521	.095	48	't'=0.010

Female	2.50	0.607	.136	36.473	P<0.05 Significant
Employee Wellbeing					
Male	1.87	0.776	.142	48	‘t’=0.001 P<0.05 Significant
Female	2.60	0.681	.152	44.374	
Employee Productivity					
Male	2.03	0.809	.148	48	‘t’=0.000 P<0.05 Significant
Female	2.80	0.523	.117	47.979	

From the table presented above, it is clear that there is a significant difference between male and female respondents with regard to overall work satisfaction, as the p-value (0.010) is less than 0.05. It indicates that male and female employees differ in their perception of work satisfaction.

It is also evident that there is a significant difference between gender and employee well-being, as the p-value (0.001) is less than 0.05, showing that male and female respondents experience different levels of well-being in the workplace. Similarly, there is a significant difference between gender and employee productivity, as the p-value (0.000) is less than 0.05, indicating that gender has a significant influence on employee productivity levels.

H₀: There is no significant difference between the gender of the respondents and work satisfaction, employee well-being, and employee productivity.

H₁: There is a significant difference between the gender of the respondents and work satisfaction, employee well-being, and employee productivity.

Table 3: Correlation between the age of the respondent and the various dimensions pertaining of Work Satisfaction and its impact on Employee Wellbeing and Employee Productivity

Variable	Correlation	Statistical Inference
Work Satisfaction	0.015	P<0.05 Significant
Employee Wellbeing	0.218	P>0.05 Not Significant
Employee Productivity	0.006	P>0.05 Not Significant

**Correlation is significant at the 0.01 level (2-tailed)

From the above results of the correlation analysis, it is evident that the correlation values between work satisfaction and the variables such as employee well-being and employee productivity are relatively low.

Among the variables analyzed, the p-value for one variable (0.015) is less than 0.05, indicating a statistically significant relationship. However, the p-values for the other variables (0.218 and 0.073) are greater than 0.05, which implies that those correlations are not statistically significant. This indicates that only a limited relationship exists between work satisfaction and certain dimensions, while other relationships remain weak or insignificant. Therefore, the relationship observed between the variables is partially significant and mostly numerical in nature.

H₀: There is no significant relationship between work satisfaction and employee well-being and productivity.

H₁: There is a significant relationship between work satisfaction and employee well-being and productivity.

Result: Since the p-value of one variable (0.015) is less than 0.05, the null hypothesis (H₀) is rejected for that variable, indicating a significant relationship. However, for the other variables (0.218 and 0.073), the p-values are greater than 0.05, therefore the null hypothesis (H₀) is accepted for those variables and the alternative hypothesis (H₁) is rejected. Hence, it can be concluded that work satisfaction shows a significant relationship with certain aspects of employee outcomes, while other relationships remain statistically insignificant.

4.0 MAJOR FINDINGS

The findings of the study on Work Satisfaction and its Impact on Employee Wellbeing and Employee Productivity revealed that the one-third of the respondents showed the overall work satisfaction (60%) while less than one-third (32%) of the respondents showed the work satisfaction, indicating that employees generally experience a reasonable level of satisfaction in their jobs. Further, the study revealed that about two-fifths (42%) of the respondents experienced better employee well-being, while nearly one-third (32%) showed an average level, indicating that a considerable proportion of employees maintain a positive state of well-being at the workplace. In addition, more than half (54%) of the respondents demonstrated better employee productivity, whereas about one-fourth (26%) showed an average level, suggesting that work satisfaction contributes positively to employee performance and efficiency in the organization. The t-test analysis based on gender revealed that there was a significant difference between male and female respondents with regard to work satisfaction ($P < 0.05$), employee wellbeing ($P < 0.05$), and employee productivity ($P < 0.05$), indicating that gender plays a significant role in influencing these variables. Further, the correlation analysis revealed that work satisfaction has a significant relationship with employee wellbeing ($P < 0.05$), indicating that higher work satisfaction leads to better wellbeing among employees. However, the study also revealed that employee wellbeing and employee productivity do not show a significant relationship ($P > 0.05$), suggesting that productivity may also depend on other organizational or individual factors.

4.1 Suggestions

From the results obtained in the study, several suggestions can be made to improve work satisfaction among employees, which in turn can enhance employee wellbeing and productivity in the organization. Since the majority of the respondents showed a moderate to high level of work satisfaction, organizations should focus on strengthening positive workplace practices. Management should ensure a supportive work environment where employees feel valued, respected and motivated. Providing opportunities for career development, training programs and skill enhancement can further improve employee satisfaction and confidence. Organizations should also pay greater attention to employee wellbeing by promoting work-life balance, reducing excessive workload and offering health and wellness programs. Creating open communication between employees and management will help employees express their ideas and concerns freely, which can increase their sense of belonging within the organization. In addition, since productivity is closely related to employee satisfaction and wellbeing, organizations should implement fair performance appraisal systems, recognition programs and incentives for good performance. Such initiatives can motivate employees to perform better and contribute effectively to organizational goals. By focusing on these aspects, organizations can improve employee satisfaction, enhance wellbeing and ultimately increase overall productivity.

5.0 CONCLUSION

The present study aims to investigate work satisfaction and its impact on employee wellbeing and employee productivity. According to the findings, employees showed a moderate to high level of work satisfaction in their organization. A majority of the respondents indicated a moderate level of overall work satisfaction, while a considerable number of employees reported a high level of satisfaction. This indicates that employees generally experience a satisfactory working environment in their organization. The study also revealed that a significant number of employees showed a high level of employee wellbeing, indicating that a supportive work environment contributes positively to the physical and psychological condition of employees. In addition, the findings showed that a majority of respondents reported a high level of employee productivity, suggesting that satisfied employees tend to perform better and contribute effectively to organizational goals. The statistical analysis using the t-test revealed that there is a significant difference between male and female respondents with regard to work satisfaction, employee wellbeing, and employee productivity. This indicates that gender plays an important role in influencing these factors in the workplace. Further, the correlation analysis revealed that work satisfaction has a significant relationship with employee wellbeing, indicating that higher satisfaction levels improve the overall wellbeing of employees. However, employee wellbeing and employee productivity did not show a strong significant relationship, suggesting that productivity may also depend on other organizational factors such as motivation, leadership and work environment. Based on the above analysis, the study concludes that improving work satisfaction through supportive management, healthy work environment and recognition of employee efforts can enhance employee wellbeing and contribute to better productivity within the organization.

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