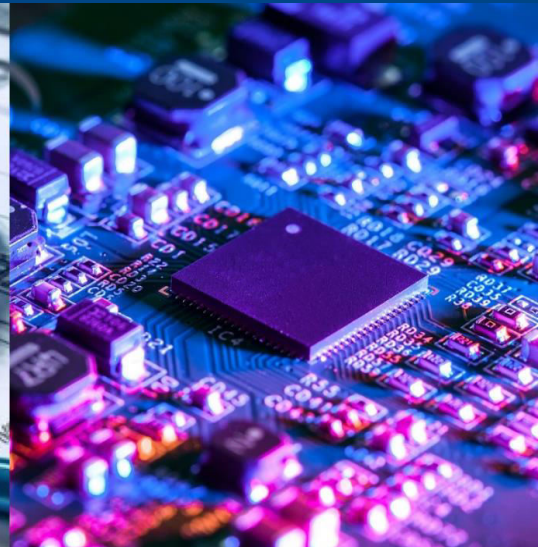
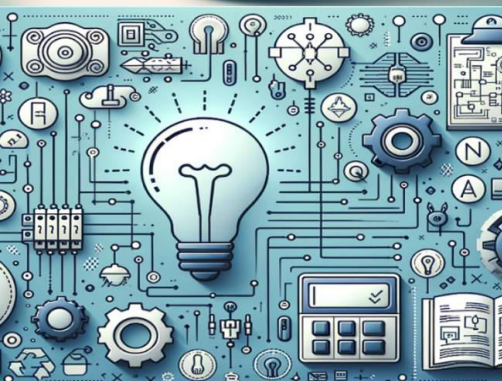




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A Study on the Relationship Between Employee Job Satisfaction and Organisational Performance

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ABSTRACT: Employee job satisfaction is a critical predictor of organisational success in the manufacturing industry. Employees who are satisfied with their jobs are likely to be motivated and productive, therefore contributing to organisational goals. This paper focuses on establishing the level of job satisfaction of employees and the relationship between job satisfaction and organisational performance. The study uses primary data collected from 96 respondents through a survey questionnaires.

The data analysis was done using Statistical Package for Social Sciences (SPSS). The results showed that employees had a high level of satisfaction with their jobs. The employees reported having positive relationships with their colleagues and appreciation for hard work and accomplishments. The organisation also recorded positive results on performance dimensions such as efficiency and customer service among others. The study established that there is a positive relationship between satisfaction with pay and rewards and overall job satisfaction. Besides, the research revealed that employees who report high levels of job satisfaction are also likely to be engaged and report high levels of satisfaction with their jobs.

The study recommends that organisations should invest more in improving communication with the employees, rewards and recognition policies, and training and development of the staff. Such strategies will ultimately lead to higher levels of satisfaction and productivity.

KEYWORDS: Job Satisfaction, Employee Satisfaction, Organisational Performance, Pay and RewardSs, Employee Engagement, Manufacturing Industry, SPSS.

I. INTRODUCTION

Employees are an important part of any organization. The organization will do well if the employees do their jobs properly. This is not about having good technology, machines and money. It is also about the people who work there. Employees help the organization be productive work well together and achieve its goals. So it is very important for organizations to know how their employees feel about their jobs and the place they work.

How happy employees are with their jobs is a part of how well they work with the organization. This means how they feel about their work the conditions they work in how much they are paid how they get along with their supervisors and coworkers if they are recognized for their work and if they have opportunities to learn and grow. When employees are happy with their jobs they are more likely to work get along with others and help the organization. On the hand if they are not happy they may not be motivated to work may not be committed to the organization and may not want to be involved.

These days organizations are paying attention to how happy their employees are. This is because things are changing at work and organizations need to keep their employees. Things like how much support employees get from management



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how well they communicate, how they get along with coworkers how much they are paid, if they have job security if they are recognized for their work and if they have opportunities to learn and grow can all affect how employees feel about their jobs. If organizations create a work environment they can understand what their employees need and make the workplace better.

This study is trying to understand how employees feel about their jobs and the place they work. It is looking at things like how they get along with their supervisors and coworkers if they are recognized for their work if they are happy with their jobs if they are committed to the organization and how well the organization does. The study is also using statistics to see how all these things are connected and if things that affect employees can predict how well the organization will do.

What this study finds can help organizations understand what makes employees happy. The results can help management make the workplace better improve relationships, recognition and rewards and make employees more involved. The study can also provide information for researchers who are looking at how happy employees are, how to manage human resources and how organizations can do better.

II. REVIEW OF LITERATURE

Previous research shows that employee job satisfaction is influenced by a range of workplace factors, including compensation, recognition, leadership, work environment, career opportunities and organisational culture. The literature also suggests that employees who are satisfied with their jobs are more likely to show commitment and involvement at work. At the same time, the strength of these relationships can vary depending on the organisation and the context in which employees work.

1. Pratama and Padmakusumah (2026): Conducted a study that involved examining the past literature on the determinants of employee job satisfaction. This study established that compensation and rewards, leadership, career development, work-life balance, and organizational culture are integral to employee job satisfaction. The authors recommended further studies on the subject considering the evolving and digital nature of modern organizations.

2. Amiri, Matias and Pimentel (2026): Performed a similar study with a different angle which involved analyzing employee well-being and job satisfaction within Industry 5.0. The three found out that prioritizing well-being and job satisfaction leads to organizational sustainability and fosters innovation in the workplace.

3. Sigurðardóttir and Gylfason (2026): examined the relationship between employee satisfaction and perceived organisational performance across 23 organisations. The study reported that organisations with higher employee satisfaction also showed stronger perceived performance, particularly in adaptability and customer orientation.

4. Panda et al. (2025): conducted a meta-analysis covering 113 empirical studies and more than 38,000 employees. The findings showed a statistically significant moderate positive relationship between job satisfaction and employee performance.

5. Sunardi and Awaliah (2025): examined the role of motivation and job satisfaction in employee performance. Their findings suggest that both factors can contribute positively to employee performance and organisational outcomes.

6. Shehu and Manchanda (2024): reviewed empirical studies on job satisfaction and organisational performance. Compensation, recognition, communication and meaningful work were identified as important factors associated with job satisfaction and organisational performance.

7. Gazi et al. (2024): reported a positive association between job satisfaction and employee performance, suggesting that employees who are more satisfied with their jobs may perform better.

8. Alshurideh et al. (2023): examined employee engagement, job satisfaction and organisational performance. The findings indicated that organisations with engaged and satisfied employees tended to show better productivity and team performance.

9. Biedma Ferrer and Medina Garrido (2023): studied family-friendly human resource management practices and found that work-life balance practices were associated with higher job satisfaction, lower stress and turnover, and better employee performance.

10. Khan et al. (2022): examined organisational culture, job satisfaction and employee performance. The findings indicated that a supportive organisational culture can improve employee satisfaction, reduce turnover and contribute to organisational performance.



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Taken together, the reviewed studies show that job satisfaction is closely connected with several aspects of the workplace, particularly compensation, recognition, management support, relationships, work-life balance and career development. Many studies also report a positive association between job satisfaction and employee or organisational performance. The present study builds on this literature by examining these relationships among employees at Murali Engineering Works.

III. THEORETICAL FRAMEWORK

The study is guided by Herzberg's Two-Factor Theory. The theory distinguishes between motivational factors, such as achievement, recognition and personal growth, and hygiene factors, such as salary, supervision and working conditions. Motivational factors can encourage satisfaction, while adequate hygiene factors can help prevent dissatisfaction.

In the context of the present study, management attitude, co-worker relationships and pay or rewards are considered relevant workplace factors, while employee job satisfaction represents an important employee outcome. Organisational performance is considered the broader organisational outcome examined in the study.

IV. OBJECTIVES OF THE STUDY

4.1 General Objective

The main objective of the study is to establish a relationship between employee job satisfaction and organisational performance at Murali Engineering Works. The study will also establish the link between job satisfaction and various compensation factors including work environment, career development, and supervision.

4.2 Specific Objectives

- To examine the impact of the work environment on employees job satisfaction.
- To assess the influence of compensation and benefits on job satisfaction.
- To evaluate the effect of career growth and training opportunities on job satisfaction.
- To analyse the role of supervisor support and recognition in improving job satisfaction.
- To determine the impact of job satisfaction on organisational performance.

V. RESEARCH METHODOLOGY

5.1 Research Design

A quantitative research design was chosen for this study to gather and analyse the information from the participants systematically. This approach is appropriate for this study since it can help understand the employee's perception towards the items measured by the survey. In addition, it can identify the connection between the null and alternative hypothesis and measure the degree of the relationship between variables. To achieve the research objectives, a quantitative research design was selected. The data were gathered using a questionnaire, and the data were analysed using descriptive statistics and Pearson's correlation.

5.2 Data Source

The study relied on primary data collected directly from employees through a structured questionnaire administered using Google Forms. The questionnaire covered demographic information as well as employees' perceptions of management, co-worker relationships, pay and rewards, job satisfaction, employee satisfaction and organisational performance.

5.3 Sample Size

The study included 96 employees who completed the survey. The respondents represented different categories of gender, age, monthly income and educational qualification. All 96 valid responses were included in the analysis.

5.4 Questionnaire Design

The questionnaire was divided into two sections. Section A collected demographic information, including gender, age, monthly income and educational qualification. Section B focused on employees' workplace experiences and organisational practices. It covered management and co-worker relationships, rewards and recognition, job satisfaction,



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employee satisfaction and organisational performance. Responses were recorded on a five-point Likert scale ranging from 'Strongly Agree' to 'Strongly Disagree'.

5.5 Methods of Data Collection

The purpose of the study was explained to the employees before the questionnaire was administered, and participation was voluntary. A total of 96 responses were received. The completed questionnaires were checked for completeness and the data were subsequently analysed using IBM SPSS Statistics.

5.6 Tools for Data Analysis

- Percentage analysis was used to describe the demographic characteristics of the respondents.
- Descriptive statistics were used to summarise the responses to the study variables.
- Pearson correlation analysis was used to examine relationships among the variables.
- Cronbach's alpha was used to assess the internal consistency of the questionnaire items.

5.7 Hypotheses of the Study

The hypotheses were developed from the study objectives and were examined using the reported Pearson correlation results.

- H1: Management attitude is significantly related to employee job satisfaction.
- H2: Compensation and rewards are significantly related to employee job satisfaction.
- H3: Co-worker relationships are significantly related to employee job satisfaction.
- H4: Employee job satisfaction is significantly related to employee satisfaction.
- H5: The selected employee-related variables are significantly related to organisational performance.

VI. RESULTS AND DISCUSSION

6.1 Demographic Profile of Respondents

A total of 96 employees participated in the study. The largest share of the 96 respondents were aged 25-34 and comprised 28.1% of the total number. This was followed by the 45-54 years age bracket, which made up 20.8% of the sample. In terms of gender, 51% of the respondents identified as male, while 49% were female. This demonstrates that the distribution was almost equal between the two genders. In relation to monthly income, most respondents (28.1%) earned between ₹50,000 and ₹75,000. A fifth (20.8%) of the participants reported earning between ₹75,000 and ₹1,00,000. Concerning the level of education, 31.3% of the respondents were postgraduates, compared to 29.2% of diploma holders and 29.2% of undergraduates. It is evident that all the demographics were adequately covered and would help in determining employee satisfaction levels and organizational performance.

6.2 Correlation Analysis

Pearson correlation analysis was used to examine the relationships among management attitude (MA), co-worker relationships (C), pay and rewards (PR), job satisfaction (JS), employee satisfaction (ES) and organisational performance (P). The analysis was based on 96 valid responses.

		MA	C	PR	JS	ES	P
MA	Pearson Correlation	1	.651**	.561**	.352**	.385**	.342**
	Sig. (2-tailed)		0	0	0	0	0.001
	N	96	96	96	96	96	96
C	Pearson Correlation	.651**	1	.539**	.422**	.424**	.487**
	Sig. (2-tailed)	0		0	0	0	0
	N	96	96	96	96	96	96



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PR	Pearson Correlation	.561**	.539**	1	.453**	.628**	.489**
	Sig. (2-tailed)	0	0		0	0	0
	N	96	96	96	96	96	96
JS	Pearson Correlation	.352**	.422**	.453**	1	.623**	.579**
	Sig. (2-tailed)	0	0	0		0	0
	N	96	96	96	96	96	96
ES	Pearson Correlation	.385**	.424**	.628**	.623**	1	.619**
	Sig. (2-tailed)	0	0	0	0		0
	N	96	96	96	96	96	96
P	Pearson Correlation	.342**	.487**	.489**	.579**	.619**	1
	Sig. (2-tailed)	0.001	0	0	0	0	
	N	96	96	96	96	96	96

Source: Primary data.

The correlation coefficients range from 0.342 to 0.651, indicating positive relationships among all the study variables. All reported relationships are statistically significant at the 0.01 level. The strongest relationship is between management attitude and co-worker relationships ($r = 0.651$, $p < 0.001$). Pay and rewards also show a strong positive relationship with employee satisfaction ($r = 0.628$, $p < 0.001$), while job satisfaction has a strong positive relationship with employee satisfaction ($r = 0.623$, $p < 0.001$).

Management attitude has positive relationships with pay and rewards ($r = 0.561$, $p < 0.001$), job satisfaction ($r = 0.352$, $p < 0.001$), employee satisfaction ($r = 0.385$, $p < 0.001$) and organisational performance ($r = 0.342$, $p < 0.001$). Co-worker relationships are positively related to pay and rewards ($r = 0.539$, $p < 0.001$), job satisfaction ($r = 0.422$, $p < 0.001$), employee satisfaction ($r = 0.424$, $p < 0.001$) and organisational performance ($r = 0.487$, $p < 0.001$).

Pay and rewards are positively related to job satisfaction ($r = 0.453$, $p < 0.001$), employee satisfaction ($r = 0.628$, $p < 0.001$) and organisational performance ($r = 0.489$, $p < 0.001$). Job satisfaction is positively related to employee satisfaction ($r = 0.623$, $p < 0.001$) and organisational performance ($r = 0.579$, $p < 0.001$). Employee satisfaction has the strongest relationship with organisational performance among the variables examined ($r = 0.619$, $p < 0.001$). Overall, the results indicate significant positive relationships among all the study variables.

6.3 Findings

1. Gender: The respondents had an equal percentage of males (51%) and females (49%).
2. Income: The highest percentage (28.1%) of the respondents earned between ₹50,000 and ₹75,000 monthly.
3. Education: The highest percentage of respondents (31.3%) were postgraduates, followed by 29.2% for diploma and 29.2% for undergraduates.
4. Reliability: The overall reliability of the questionnaire was 85.4%.
5. Management: The study established that management has a significant positive relationship with organisational performance (GSC= $r = 0.342$; $p < p < 0.001$).
6. Co-worker Relationships: The analysis revealed that co-worker relationships had a positive relationship with organisational performance (GSC= $r = 0.487$; $p < p < 0.001$).
7. Pay and Rewards: The study also established that pay and rewards had a significant positive relationship with organisational performance (GSC= $r = 0.489$; $p < p < 0.001$).



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8. Job Satisfaction: On the other hand, the survey established that job satisfaction has a significant positive relationship with organisational performance ($GSC=r = 0.579$; $p < 0.001$).
9. Employee Satisfaction and Engagement: Moreover, the analysis established that employee satisfaction and engagement had the highest positive relationship with organisational performance ($GSC=r = 0.619$; $p < 0.001$).

VII. SUGGESTIONS

1. Improve Management Support: Encourage open communication and participation of the employees in decision-making.
2. Promote Teamwork: Foster cooperation and positive relationships between employees.
3. Review Rewards: Review and update salaries, incentives and benefits.
4. Recognise Employees: Provide monetary and non-monetary rewards.
5. Provide Training: Provide skills building and other training opportunities.
6. Ensure Job Security: Ensure a safe working environment.
7. Increase Engagement: Consult and involve the employees in the decision making process.
8. Monitor Satisfaction: Monitor employee satisfaction through employee surveys.
9. Improve Work Environment: Ensure a proper work environment and welfare for the employees.
10. Support Retention: Take appropriate actions to address employee concerns; thereby reducing absenteeism and turnover.

VIII. CONCLUSION

The study on “The Impact of Employee Job Satisfaction on Organisational Performance at Murali Engineering Works, Chennai” explored the association between employee-related factors and organisational performance, based on responses obtained from 96 participants.

The results indicate that employees had a generally positive perception of the organisation. Job satisfaction demonstrated a significant positive relationship with organisational performance ($r = 0.579$), whereas employee satisfaction and engagement exhibited the strongest relationship ($r = 0.619$), followed by management, co-worker relationships, and pay and rewards.

Consequently, the study concludes that employee satisfaction and related workplace factors are positively associated with organisational performance. Hence, providing fair rewards, pleasant working conditions, recognition, career opportunities and employee engagement can help to enhance organisational effectiveness.

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