



A STUDY ON JOB SATISFACTION OF EMPLOYEES WITH REFERENCE TO ECO PROTECTION ENGINEERS PRIVATE LIMITED

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Abstract

This study focuses on employee work satisfaction at Eco Protection Engineers Pvt. Ltd., a business that provides environmental engineering services, is the main objective of this study. A key factor in influencing employee performance, retention, and overall organizational success is job happiness. The study's goal was to find out how happy workers are in their current positions and what aspects of their jobs most affect them. A standardized questionnaire that addressed a number of topics, including the work environment, management and leadership style, pay and benefits, prospects for professional advancement, rewards and recognition, and work-life balance, was used to conduct the study. According to the replies gathered, there are still a number of issues, particularly with regard to recognition, career counseling, and workplace safety, even if the majority of employees are emotionally invested in their jobs and feel pleased to be a part of the organization. Numerous workers expressed an indifferent attitude regarding their level of job satisfaction, suggesting that engagement tactics need to be improved. The majority of respondents ranked work environment and work-life balance as the most important characteristics, followed by growth and compensation.

Keywords: Employee Work Satisfaction, Job Satisfaction, Employee Performance, Employee Retention, Work Environment, Leadership Style, Compensation and Benefits, Career Growth, Rewards and Recognition, Work-Life Balance, Employee Engagement, Workplace Safety, Environmental Engineering.

Introduction

Job satisfaction is an element which is used to evaluate satisfaction levels of the employees in the organization. It is used to analyze the employee performance in the workplace and there are various factors which are used to estimate the fulfillment level of the employees. Employers used to provide monetary or non monetary bonuses to their staff in order to satisfy them. Numerous aspects of the business are impacted by job satisfaction. It will be used for evaluation of employee performance and development for organizational improvement. Workplace morale, retention rates and productivity are all directly impacted by employee job satisfaction, which is crucial to any organization's success. Numerous elements impact it, including work environment, salary, job security, career growth opportunities and relationships with colleagues and management. This study aims to evaluate employee satisfaction at eco protection engineers private limited business that specializes in environmental engineering and sustainable solutions. Since companies in this industry depend on knowledgeable and driven workers to spur creativity and productivity, it is critical to comprehend their job satisfaction levels in order to ensure long-term stability and growth. The study focuses to ascertain whether workers are engaged, motivated, and feel appreciated at work. Additionally it also focuses on company's workplace rules including HR practices, benefits for employees, work-life balance and performance appraisal system to see how these affect job satisfaction. Finding gaps and areas of improvement in policies that would assist the company in putting better plans to improve worker morale, wellbeing and overall productivity. The result obtained from this study will not only assist eco protection engineer private limited in enhancing its workplace policies but also contribute to more extensive conversations on employee well-being in the environmental engineering sector where trained individuals are important for sustainable development. These findings can be used as a guide by other businesses seeking to develop a more driven, effective and contented workforce in the environmental engineering sector.

Review Of Literature

Candice Vander Weerd & LeaAnne DeRigne (2025) in their research article "The role of paid time off, flexible scheduling and job satisfaction in voluntary turnover" Employers today face challenges in retaining employees, but it is unclear from studies how particular tactics reduce voluntary departure. Clarifying the connection between paid time off and voluntary turnover is the aim of this study. We specifically take into account the interaction effect of flexible scheduling and the mediation influence of job satisfaction.

Irene M. Diaz & Ryan John De Lara (2025) in their research article "Factors Influencing Level of Job Satisfaction among Employees in Private Secondary Educational Institutions" This study outlined the variables affecting workers' job satisfaction in private secondary schools. The following contributing elements were taken into account: reward and promotion system, training demands, working hours, and pay structure. According to the report, workers are generally satisfied with their compensation plan. Both their work schedule and the instruction they received from their schools have greatly gratified them. Furthermore, they show a moderate level of satisfaction with their system of rewards and promotions.

Mohammad Hijrat Rahimi & Aminullah Shinwari (2025) in their research article "Impact of compensation packages on job satisfaction" The purpose of the study is to ascertain the degree to which remuneration packages impact worker job satisfaction while taking environmental unpredictability into account as a moderating factor. The results of this study show that employee work satisfaction is significantly impacted by remuneration packages. It demonstrates that a key factor in influencing an employee's degree of job satisfaction is how they view their pay, which includes salary, benefits, and incentives. The study also emphasizes how environmental uncertainty moderates the association between pay packages and work satisfaction.

Stefanie Sundermeyer (2025) this research article "Working from home and job satisfaction over time" makes the theoretical case that, within the framework of the job demands-resources model, working from home improves job satisfaction in the short term since it gives you more freedom. But with time, it is anticipated that the benefits of working from home on job satisfaction would diminish as loneliness offsets the benefits of flexibility. . Consistent with the notion, the findings show that the longer employees work from home, the less of an impact working from home has on job satisfaction.

Rimsha Nadeem & Beenish Sarfaraz (2025) in their research article "Gender Differences in Job Satisfaction among Bankers in Karachi" The studies found that contented workers are typically more productive. Because it impacts the earnings and social standing of those who are marginalized or excluded in the labor market, undermines the socio-political system, wastes human resources, underutilizes skills, knowledge, and

manpower, and prevents access to the advantages of diverse expertise in a globalized economy, unequal opportunities in the workplace are viewed as a serious problem.

Ishola Semiat Afolashade & Audu M. Jimoh (2024) in their research article “Emotional Intelligence, Job Satisfaction. Reward System and Organizational Commitment among Workers” According to the study, employee commitment is significantly influenced by emotional intelligence, job satisfaction, and the pay structure. The results of the study demonstrated a substantial positive correlation between Ogun State employees' job dedication and their emotional intelligence, job happiness, and reward system.

Kumar D & Vasudevan H (2024) in their research article “ The mediating effect of job satisfaction in the relationship between wages, recognition, appreciation and promotion of employees” The purpose of the study is to ascertain how job happiness influences the relationship between employee performance and compensation, recognition, appreciation, and advancement for workers at a global semiconductor business in Melaka. By creating clear goals that management and staff can agree upon, the management by objectives strategy was put into place to enhance organizational performance. As a result, the management approach helps to raise employee performance, work happiness, pay, recognition, and appreciation.

Ram Paudel & Vinod Kunwar (2024) in their research paper “Work-Life Equilibrium: Key to Enhancing Employee Job Satisfaction” The purpose of the underlying study is to investigate the connection between job satisfaction among employees and work-life balance at a private travel agency. This is because studies have shown that people who have a high level of work-life balance were emotionally secure and held higher positions in their professions. The study used survey questionnaires and quantitative research methods to evaluate the work-life balance and job satisfaction of the employees. The research discovered that there is no discernible difference between the perspectives of men and women about their job happiness and work-life balance.

Aftab Hameed Memon & Shabir Hussain Khahro (2023) in their research article “Relationship between Job Satisfaction and Employee Performance in the Construction Industry of Pakistan” Workplace satisfaction is an organization's invisible success. Effective tools for supporting continuous organizational performance development and improvement in order to achieve strategic goals are job satisfaction and employee performance. Research indicates that when employees are content, they are more productive, which is highly advantageous for businesses. Increasing worker productivity to achieve company goals is one of the most important goals. Therefore, identifying the factors that affect worker performance and job satisfaction was the main goal of this study.

Kelemu Zelaleum Berhanu (2023) the study “Mediating role of job satisfaction on the relation between staff development and performance” The findings of this study experimentally demonstrated that in order to increase teachers' professional satisfaction and performance, a variety of staff development activities should be taken into consideration, and the state government should provide suitable incentives for them to acquire new skills that will enhance their abilities. By providing insights into the Ethiopian setting, this research also advances the theory and literature on teachers' performance, job satisfaction, and development.

Nur Ida Iriani & Muhamad Rifai (2023) their research article “Leadership Style, Compensation and Competence Influence on Employee Performance through Job Satisfaction” The study does demonstrate that leadership style and salary do have an impact. Additionally, the results of indirect tests demonstrate that job satisfaction has little bearing on employee performance, competence, or leadership style. Micro, Small, and Medium-Sized Enterprises (MSMEs) must therefore focus on factors that can enhance employee work performance in order to maximize corporate goals. These factors include leadership style, compensation, and staff capabilities.

Bamy Emely & Md Asadul Islam (2022) in their research article “Work- Life Balance, Job Satisfaction and Job Performance of SME’s Employees” The study looks at the impact of work-life balance on employees' performance in SMEs, as well as the moderating influence of supervisor behaviors that assist families and the mediating function of job satisfaction. For the relationship between work-life balance and job performance, we have created a conceptually mediated- moderated model. Our empirical results also showed that the association between work-life balance and job performance is partially mediated by job satisfaction.

Emi Suwarni & Maidiana Astuti Handayan (2022) in their research paper “The Effect of Job Satisfaction and organizational commitment on turnover intention with person organization fit as moderator variable” This research attempts to investigate and evaluate how organizational commitment and work satisfaction affect employees' intentions to leave, using person-organization fit as a moderating variable. The results indicate

that person-organization fit is not able to Organizational commitment to turnover intention can be moderated by Person Organization Fit, although work satisfaction can moderate turnover intention.

Ismail Hajiali & Muhammad Mukhlis Surfi (2022) in their research article “Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance” In this study, the effects of work motivation, leadership style, and competence on job satisfaction were examined, along with the effects of these factors on performance, the influence of job satisfaction on performance, and the influence of work motivation, leadership style, and competence on performance through job satisfaction.

Ali & Anwar G (2021) the paper titled “An Empirical Study of Employees Motivation and its Influence Job Satisfaction” Analyzing employee satisfaction and motivation at work is the goal of this thesis. It also addresses how employee satisfaction is impacted by culture. This thesis' theoretical framework encompasses ideas like motivation, job satisfaction, and disparities in rewards. The interaction and communication between management and employees is one of the organization's greatest assets.

Ehsan Namaziandost (2021) the paper titled “A Study of Job Satisfaction and Its Effect on the Performance of Employees Working in Private Sector Organizations Peshawar” the study that satisfied employees were better in performance as compared to dissatisfied employees, thus contributing significant role in the uplifting of their organizations. As there are unstable economic and political conditions of Peshawar, it is therefore necessary for every organization to make their employees motivated and satisfied towards high performance by adopting different techniques and methods.

Kalpina Kumari & Jawad Abbas (2021) the study “Examining the Role of Motivation and Reward in Employees’ Job Performance through Mediating Effect of Job Satisfaction” This study reflects how job satisfaction influences motivation, rewards, and job performance. Senior management of manufacturing and service companies can benefit greatly from the current

research's insights on how to improve employee work satisfaction and performance by implementing various incentive and motivation strategies across a range of firm sizes.

Setyo Riyanto & Novita Herlisha (2021) in their research article “Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement” Active employee engagement is necessary for businesses to attain and enhance performance by fostering motivation and ensuring job happiness. The purpose of this study is to examine how job happiness and motivation affect performance, using employee engagement as a mediating factor.

Peter Heimerl & Marco Haid (2020) in their research paper “Factors Influencing Job Satisfaction in Hospitality Industry” In many areas of the Alpine region, the hospitality sector clearly faces challenges in attracting and retaining skilled personnel. Therefore, job satisfaction is becoming more and more crucial for the labor market's sustainable growth as well as for the future development of areas and destinations. In order to better understand, this study looks at the elements that affect job satisfaction.

Puspita Rinny & Charles Bohlen Purba (2020) in their research article “The Influence Of Compensation, Job Promotion, And Job Satisfaction On Employee Performance” In this study, the effects of pay, career advancement, and job satisfaction on the performance of teaching staff at Mercu Buana University will be examined and analyzed. The findings demonstrated that pay, career advancements, and job happiness all significantly impacted performance at the same time. There is no effect of partial compensation on performance.

Ricardo S. Biason (2020) the paper titled “The Effect of Job Satisfaction on Employee Retention” The academic concepts of job happiness and employee retention have garnered significant attention in recent years from the domains of management, social psychology, and practical operations. The current study thus aims to investigate the connection between employee retention and work satisfaction.

Objectives Of The Study

Primary Objective

To study the job satisfaction of employees with reference to Eco Protection Engineers Private Limited.

Secondary Objectives

- To evaluate the opinion of employees at Eco protection engineers private limited regarding the company's current regulation, culture and management style.
- To examine the major factors that influences job satisfaction of the employees.
- To evaluate employees' perceptions of workplace safety, fairness, and respect.

- To examine the effects of leadership styles, communication and supervisor support on worker satisfaction and morale.
- To investigate how daily enjoyment of work correlates with overall employee satisfaction and loyalty.

Research Methodology

Research Design

This study focuses on knowing the existing levels of satisfaction, the reasons that affect them, and the connections between different organizational elements. This study uses a descriptive research approach with the goal of methodically learning more about Eco Protection Engineers Pvt. Ltd employee job satisfaction ratings. The selection of descriptive research is based on its ability to discover, analyze, and interpret current situations and employee perspectives without causing any changes to the surrounding environment. The primary instrument for directly collecting primary data from respondents was a structured questionnaire. The survey measures employee views and satisfaction levels using quantitative methodologies. To find important links and patterns in the data, statistical methods like percentage analysis, correlation analysis, and the chi-square test are used to carefully evaluate the obtained data. This study design works well for getting a thorough grasp of employee attitudes and offers a solid basis for making recommendations for significant changes that will raise job satisfaction in the company.

Data Collection

In this study the employees were given a structured questionnaire to complete in order to gather data for this study. There were both open-ended and closed-ended questions on various aspects of job satisfaction in the survey. The participant's responses were obtained directly in order to gain a clear understanding of their thoughts and experiences.

Primary Data

Primary data is the data or information which is collected for the first time is referred to as primary data. The questionnaire was sent in a structured Google Form to all the employees working in various departments in order to get insights about their job satisfaction level.

Secondary Data

Secondary data for this study was acquired from sources such as books, research articles, journals, company websites, and previous studies linked to job satisfaction. This assisted in understanding the theoretical foundation and supported the analysis of primary data.

Statistical Analysis

Chi Square Test

To test the association between years of experience and Factors influencing job satisfaction.

H0: There is no association between Years of Experience and Factors influencing job satisfaction.

H1: There is an association between Years of Experience and Factors influencing job satisfaction.

Chi-Square	Value	Df	P Value
		20	

Interpretation:

Since the P value is less than 0.05, H0 is rejected and H1 is accepted. Therefore, there is an association between the Years of Experience and Factors influencing job satisfaction

Analysis Of Variance – One Way

To test the association between different factors influencing job satisfaction on enjoying work every day.

H0: There is no significant association between different factors influencing job satisfaction and enjoying work every day.

H1: There is a significant association between different factors influencing job satisfaction and enjoying work every day.

Basis	Sum of Squares	DF	Mean Square	F	P Value
Between Group	7.830	5	1.566	37.047	.000
Within Group	2.917	69	.042		
Total	10.747	74			

Interpretation:

Since the P value is less than 0.05, H0 is rejected and H1 is accepted. Therefore, there is a significant association between different factors influencing job satisfaction and enjoying work every day.

Spearman Rank Correlation

To test the association between choosing the same job again if option were given and overall job satisfaction level based on experience.

H0: There is no significant association between choosing the same job again if option were given and the overall job satisfaction level based on experience.

H1: There is a significant association between choosing the same job again if option were given and the overall job satisfaction level based on experience.

Spearman's rho	Choosing same job again If option were given	Overall Job satisfaction Level based on the experience
Choosing same job again If option were given Correlation Coefficient Sig. (2-tailed) N	1.000 75	.761 .000 75
Overall Job satisfaction Level based on the Experience Correlation Coefficient Sig. (2-tailed) N	.761 .000 75	1.000 75

Interpretation:

Since the P value is less than 0.05, H0 is rejected and H1 is accepted. Therefore, there is a significant association between different factors influencing job satisfaction and enjoying work every day.

Findings

- Freshmen and early-career professionals make up a large portion of the workforce, as 46% of respondents are between the ages of 18 and 25.
- 92% of employees feel proud to work for the company, showing strong emotional connection and organizational loyalty.
- 83% of respondents enjoy their work daily, indicating high levels of job involvement and engagement.
- 77.3% of employees feel emotionally invested in their work, beyond just salary-based motivation.
- 75% would choose the same job again if given the option, showing overall satisfaction and commitment.
- 28% of employees have over 7 years of experience, showing workforce stability alongside youth.
- Only 27% feel secure with workplace safety procedures, highlighting a need to improve safety standards.
- Only 21% of employees feel respected and appreciated, indicating a gap in recognition and respect culture.
- 25% say the organization supports their personal and family needs, reflecting limited work- life flexibility.
- Only 26.83% say they balance work and personal life effectively, indicating work-life balance issues.
- Only 19.51% agree that work-life balance improves performance, suggesting a lack of awareness or support.
- Only 22.8% of employees receive adequate career guidance, indicating a gap in mentoring and development.
- 31.4% believe there are opportunities for job progression, showing moderate satisfaction in career growth.
- 28.8% feel motivated by recognition, proving its importance in employee engagement.
- Only 22.2% feel recognition encourages better performance, showing current efforts may be ineffective.
- Only 15.5% believe recognition is fair and not based on favoritism, a major concern for equity.
- 24% say the work environment is the primary driver of job satisfaction, highlighting the importance of safety and comfort.
- 22.7% see work-life balance as a major factor, showing growing expectations for flexibility.

- Experience has an impact on how employees perceive job satisfaction criteria as demonstrated by the significant correlation found by the Chi-square test.
- Employee's total job satisfaction and their likelihood of choosing the same job again were found to be strongly correlated by the Spearman's rank correlation.
- According to the result of a one-way Anova, there is a strong correlation between job satisfaction and daily enjoyment of one's work indicating employees are likely to be happy.

Suggestions

- A fair, transparent, and consistent reward system can be established to boost motivation and eliminate perceptions of favoritism.
- Managers can be trained in communication, fairness, and employee engagement to improve the leadership experience.
- Safety protocols, awareness programs, and regular audits can be improved to ensure employee confidence and protection.
- Structured guidance programs and one-on-one mentoring can be offered to support career planning and development.
- Promotion criteria and internal career progression opportunities can be clearly defined and communicated.
- Flexible working hours, wellness activities, and leave policies can be implemented to reduce employee stress.
- Feedback sessions or small focus groups can be conducted to understand why 33.3% feel neutral and to convert them into satisfied employees.
- Long-tenured and emotionally connected employees can be recognized through service awards or spotlight stories.
- Policies around recognition, growth, and feedback should be clearly and equally understood by all employees.
- Mutual respect, open communication, and appreciation can be promoted among teams.
- Survey results can be used to drive real improvements, and employees should be updated on actions taken.
- The compensation structure can be reviewed periodically to remain aligned with industry standards and employee expectations.

Conclusion

The study on job satisfaction at Eco Protection Engineers Pvt. Ltd. has yielded important information about how workers view their working environment. According to the research, there is still room for improvement in order to raise overall satisfaction, even if many employees are happy with their daily jobs and feel proud to be a part of the company. Employee engagement and morale were found to be significantly influenced by a number of factors, including work environment, work-life balance, pay, career advancement, leadership support, and recognition. The necessity for focused tactics to boost enthusiasm and commitment is shown by the significant percentage of employees who had ambivalent views about their jobs. The report also underlined how crucial it is to have a welcoming and inclusive workplace where staff members are treated with respect and feel heard. By emphasizing pragmatic aspects like worker welfare, communication, equitable policies, and professional growth, the company may fortify its staff and create a more contented, devoted, and effective team. All things considered, the study has proven to be a valuable instrument for evaluating present levels of satisfaction and directing future HR procedures for sustained organizational performance.

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