



Factors Affecting Job Satisfaction Among Employee in NBFC

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ABSTRACT

This study examines the factors influencing employee job satisfaction. The research focuses on key variables such as work environment, leadership style, compensation and benefits, and career growth opportunities. A descriptive research design was adopted, and primary data were collected from 120 employees using a structured questionnaire. Statistical tools like percentage analysis, chi-square test, and regression analysis were used for data analysis. The findings reveal that there is no significant association between gender and job satisfaction, whereas income level has a significant relationship with satisfaction. Further, regression analysis shows that all selected factors have a significant impact on job satisfaction. The study concludes that improving organizational practices in these areas can enhance employee satisfaction, productivity, and overall organizational performance.



BACKGROUND OF THE STUDY

Job satisfaction can be defined as a sense of employee achievements and successes. It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well, and being rewarded for own efforts. People can also have different approaches to various aspects of their work, such as the type of work they are doing, colleagues, superiors, or subordinates, and their salary (George and Jones, 2008). Therefore, job satisfaction is an essential element in motivating employees and encouraging them to achieve better results. Ostroff (1992) says that employee satisfaction is of great importance not only for employees but also for the entire organization.

DEFINITION

Job satisfaction refers to a person's feeling of satisfaction on the job which act as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. Research workers differently described the factors contributing the job satisfaction and the job dissatisfaction.

"Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal or one's job or job experience" - E.A.Locke

"Job satisfaction is the amount of pleasure or contentment associated with a job. If you like job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction" - Andrew.J.DuBrins
"Job satisfaction will be defined as the amount of overall positive effect or feelings that individuals have towards their jobs" - Fieldman and Arnold

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions.

REVIEW OF THE LITERATURE

Richason (2011) Employee performance and motivation are key features in moving a small business forward. Proprietors, supervisors and executives know optimistic motivation leads to improved performance and increased productivity but may trust on the incorrect tools. 33 Microsoft Business states the challenge as "using monetary and other rewards to improve motivation is a modest impression, but doing it honestly and effectively can be challenging."

Linnenbrink and Pintrich (2012) proposed a model of the association between cognition and motivation that integrates social features of the learning setting, students' prior accomplishment, cognitive variables (learning plans, background knowledge, self-regulation, metacognition) and motivational variables (e.g., expectations, standards). This paper portrays motivation as being affected and both affecting by cognition, and together in turn, disturbed by societal perspective. The model also depicts motivation and cognition as disturbing academic attainment and engagement.

Brewer & Clippard (2012) measured burnout and job satisfaction among Student Support Services personnel. Job satisfaction was measured using the Job Satisfaction Scale, which examined intrinsic, organizational, and salary and promotion. The study correlated three components of burnout with the total mean on job satisfaction. Burnout levels were compared to national norms. The results disclosed a significant negative relationship between emotional exhaustion and total job satisfaction, a significant positive relationship between personal accomplishment and total job satisfaction, and an overall significant relationship between the three components of burnout and total job satisfaction.

Saari and Judge (2012) evaluated the relationship between employee attitudes and job satisfaction. The study revealed that employees had to cultivate unhealthy attitude in the absence of constructive human resources management policy and programmes. The scholars suggested that future researchers should focus on greater understanding of personal characteristics to enhance job satisfaction and organizational performance.



RESEARCH GAP

Previous studies have widely examined employee job satisfaction, but many of them mainly focus on single factors such as compensation or work environment individually, rather than analyzing the combined effect of compensation, benefits, work environment, leadership style, and career growth opportunities on employee satisfaction. Although employee satisfaction has been studied in different industries, there is limited research focusing on financial institutions such as Sakthi Finance in Coimbatore, especially considering the current organizational practices and employee expectations. Many earlier studies have not clearly examined the mediating role of variables that influence the relationship between organizational factors and employee job satisfaction. There is also a lack of empirical research that develops and tests a conceptual framework combining compensation, work environment, leadership style, career growth in determining employee job satisfaction.

Therefore, the present study attempts to bridge these gaps by analyzing the combined impact of compensation and benefits, work environment, leadership style, and career growth opportunities on employee job satisfaction, while also examining the variables within a conceptual framework in Sakthi Finance, Coimbatore.

PROBLEM STATEMENT

” To identify and analyse the factors influencing job satisfaction among employee at Sakthi Finance and to find the relationship between the variables.”

OBJECTIVES OF THE STUDY

- To analyze the impact of compensation and benefits on employee job satisfaction.
- To evaluate the influence of work environment and leadership style on employee satisfaction.
- To examine the relationship between career growth opportunities and employee job satisfaction.
- To assess the conceptual framework of the study.

SCOPE OF THE STUDY

This research aims to study employees who work in Sakthi Finance and the factors that affect their job satisfaction. The scope of this research will include critical factors such as employees' compensation, work environment, leadership style, opportunities for growth, and employees' motivation. This research is based on a particular set of employees within an organization and is not based on the entire financial sector. It is based on employees' perceptions and attitudes within a particular period.

This research outcome will help the organization understand employees' expectations and improve employees' work environment. However, this outcome is based on particular conditions, and the outcome may differ based on organizational policies, economic conditions, and employees' demographic characteristics.

SIGNIFICANCE OF THIS STUDY

The significance of this study lies in understanding the level of job satisfaction among employees working in Sakthi Finance Limited, Coimbatore and identifying the factors that influence their satisfaction. Employee job satisfaction is an important element for improving organizational performance, productivity, and employee retention. This study helps the organization to understand how factors such as compensation and benefits, work environment, leadership style, and career growth opportunities affect the satisfaction level of employees. By analyzing these variables, the management can identify areas that require improvement and implement effective strategies to enhance employee morale and motivation.

DEFINITION OF KEY VARIABLES AND TERMS

- Job Satisfaction: A positive emotional state which results from an employee's evaluation of their job and work experiences.



- **Compensation and Benefits:** Rewards offered to employees for their services; this includes salaries, bonuses, and welfare benefits.
- **Work Environment:** The conditions under which employees work; this includes the culture of the work environment.
- **Leadership Style:** The approach the manager uses to manage the employees.
- **Career Growth Opportunities:** The opportunities offered by the organization for the growth and development of the employees.

RESEARCH DESIGN

The present type of research belongs to the category of 'Descriptive study'. Descriptive research design called explanatory design, describes the demographic characteristics of employers who are working. Descriptive studies are undertaken in many circumstances. When the researcher is interested in knowing the characteristics of certain groups such as age, occupation, experience, etc., a descriptive study is necessary. Hence the research has used the descriptive research method for the study.

RESEARCH INSTRUMENT

A questionnaire was prepared to keep the objectives, the questions were structured and directed to make the respondent understand them easily. The respondent has to use a rating scale to answer some questions. The questionnaire includes open-ended and closed-ended questions.

The questionnaire was divided into two sections:

Section A: This section consists of demographic information such as age, gender, and experience.

Section B: This section consists of statements related to job satisfaction and factors affecting it.

The questionnaire consists of 35 statements, and the responses are measured using a five-point Likert scale, which consists of: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree

METHODS FOR DATA COLLECTIONS

The research requires two types of data while collecting data via primary data and secondary data.

Primary data: Primary data may be described as those data that have been observed and recorded by the researcher for the first time to their knowledge. A questionnaire was prepared and with the help of which the primary data has been collected.

Secondary data:

Secondary data from:- Company Website, Research articles, Magazines, Journals, Research

Sample size

120 respondents were taken for the study.

Period of study

The study was conducted for 2 months

ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE 4.1

GENDER OF THE RESPONDENTS

Gender of the respondents	Number of respondents	Percentage
Male	74	62
Female	46	38
Total	120	100

Interpretation

It is inferred that 62% of the respondents are male and 38% of the respondents are female.



EDUCATION QUALIFICATION OF THE RESPONDENTS

Educational qualification	Number of Respondents	Percentage
SSLC	7	6
HSC	24	20
Graduation	58	48
Post-graduation	31	26
Total	120	100

Interpretation

It is inferred that, 48% of the respondents educational qualification is graduate, 26% of the respondents educational qualification is post-graduation , 20% of the respondents educational qualification is HSC and 6% of the respondents educational qualification is upto SSLC.

DEPARTMENT OF THE RESPONDENTS

Department	Number of Respondents	Percentage
HR	14	12
Finance	87	73
Sales	13	11
Field Operations	6	5
Total	120	100

Interpretation

It is inferred that 73% of the respondents are belong to Finance department, 12% of the respondents are belong to HR department, 11% of the respondents are belong to sales department and 5% of the respondents are belong to field operations

MONTHLY INCOME OF THE RESPONDENTS

Monthly income	Number of Respondents	Percentage
Below Rs20000	29	24
Rs.20000-Rs.25000	35	29
Rs.25000-Rs.30000	44	37
Above 35000	12	10
Total	120	100

Interpretation

It is inferred that 37% of the respondents said their monthly income is between Rs.25000-Rs.30000, 29% of the respondents said their monthly income is between Rs.20000-Rs.25000, 24% of the respondents said their monthly income is below Rs.20000 and 10% of the respondents said their monthly income is aboveRs.35000.



DESIGNATION

Designation	Number of Respondents	Percentage
Manager	11	9
Executive	22	18
Supervisor	24	20
Staff	63	53
Total	120	100

Interpretation

It is inferred that 53% of the respondents are staff categories, 20% of the respondents are supervisor, 18% of the respondents are executive and 9% of the respondents are managers.

Reliability of the questionnaire

Reliability of questionnaire is a method to check the quality of measurement procedures used to collect the data. For the accurate result measurement procedure must be reliable in research study.

Reliability statistics shows the internal consistency among the items and if they correlate or so. High value of reliability; generally from .7 to .9 indicates that the scale used for data collection is reliable. Being reliable indicates that the scale measure exactly the same construct which it was intended to measure.

TABLE NO :4 Reliability Statistics

Cronbach's Alpha	N of Items
.843	27

Since the Cronbach's alpha value is higher than .7; the questionnaire is considered reliable.

Variables	Cronbach's Alpha	N of Items
Work environment	.814	4
Leadership style	.810	4
Compensation & Benefits	.862	5
Career growth & Opportunities	.864	5
Employee job satisfaction	.810	4

CHI SQUARE TEST ANALYSIS

1.To find the significant difference between gender and employee satisfaction with their current job Hypothesis

Null hypothesis: There is no significant association between gender and job satisfaction.

Alternate hypothesis: There is a significant association between gender and job satisfaction.



GENDER OF THE RESPONDENTS * SATISFIED WITH THEIR CURRENT JOB.						
Cross tabulation						
Gender of the respondents	Satisfied with my current job.					Total
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
Male	20	25	7	5	17	74
Female	18	14	7	3	4	46
Total	38	39	14	8	21	120

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.523 ^a	4	.238
Likelihood Ratio	5.824	4	.213
Linear-by-Linear Association	3.358	1	.067
N of Valid Cases	120		

INTERPRETATION

The Chi-Square test was used to analyze the association between gender and job satisfaction. The Pearson Chi-Square value is 5.523 with 4 degrees of freedom (df) and the p-value (Asymp. Sig.) is 0.238. Since the p-value is greater than 0.05, hence accept null hypothesis indicating that there is no significant association between gender and job satisfaction.

2. To determine whether salary level affects job satisfaction

Hypothesis

Null hypothesis: There is no significant association between monthly income of the respondents and Compensation reflects their performance and job satisfaction.

Alternate hypothesis: There is significant association between monthly income of the respondents and Compensation reflects their performance and job satisfaction.

MONTHLY INCOME * COMPENSATION REFLECTS MY PERFORMANCE AND JOB SATISFACTION

Cross tabulation

Monthly income	Compensation reflects my performance and responsibilities					Total
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
Below Rs20000	10	4	7	3	5	29
Rs.20000- Rs.25000	22	8	0	4	1	35
Rs.25000- Rs.30000	22	10	11	1	0	44
Above 35000	4	1	3	1	3	12
Total	58	23	21	9	9	120



Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.152 ^a	12	.004
Likelihood Ratio	36.483	12	.000
Linear-by-Linear Association	.518	1	.472
N of Valid Cases	120		

INTERPRETATION

From the above table The Pearson Chi-Square value is 29.152 with 12 degrees of freedom (df) and the p-value (Asymp. Sig.) is 0.004. Since the p-value is less than 0.05 the null hypothesis is rejected, and it can be concluded that there is a significant association between the monthly income of the respondents and Compensation reflects their performance and job satisfaction.

4.3 REGRESSION ANALYSIS

Null Hypothesis (H0)

There is no significant relationship between independent variables Work Environment, Leadership Style, Compensation & Benefits & Career Growth Opportunities and dependent variable Job satisfaction

Alternate Hypothesis (H1)

There is a significant relationship between independent variables Work Environment, Leadership Style, Compensation & Benefits & Career Growth Opportunities and dependent variable Job satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823	.677	.066	0.52

a. Predictors: (Constant), Career_Growth, Leadership_Style, Work_Environment, Compensation_Benefits

Inference

The R Square value is 0.677 or 67 % of the variance, which indicates that 67% of the dependent variable job satisfaction which can be explained by the independent variables carrier growth, Leadership style, Work environment and compensation benefits.

ANNOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.175	4	.294	.025	.041 ^b
	Residual	173.623	115	1.510		
	Total	174.799	119			
a. Dependent Variable: Job_Satisfaction						
b. Predictors: (Constant), Career_Growth, Leadership_Style, Work_Environment, Compensation_Benefits						



Inference

From Table 4.36(b), the Anova results show that the F-value is 0.025 with a significance value (p-value) of 0.041. Since the p-value is less than the standard level of significance (0.05), hence the null hypothesis is rejected and alternative hypothesis is accepted and the model is considered statistically significant. This indicates that the independent variables career growth, leadership style, work environment, and compensation & benefits collectively have a significant impact on job satisfaction.

FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS

- 62% of the respondents are male
- 48% of the respondents educational qualification is graduate
- 72% of the respondents are belong to Finance department
- 39% of the respondents said their monthly income is between Rs.25000-Rs.30000

CHI-SQUARE TEST

- There is no significant association between gender and job satisfaction.
- There is a significant association between the monthly income of the respondents and job satisfaction.

REGRESSION ANALYSIS

- There is a significant relationship between independent variables Work Environment, Leadership Style, Compensation & Benefits & Career Growth Opportunities and dependent variable Job satisfaction.

SUGGESTIONS

- The organization can consider introducing flexible work schedules, shift adjustments, or better workload management to improve employee comfort and productivity.
- Enhance workplace facilities, the organization should further improve workplace infrastructure, technology support, and employee resources to increase efficiency and satisfaction.
- The company should focus on creating a more supportive and positive work atmosphere through better communication, teamwork initiatives, and employee engagement programs.
- Management should encourage more employee involvement in organizational decisions to improve commitment and motivation.
- The organization should introduce structured reward programs, recognition events, and performance-based incentives to motivate employees further.
- The organization should continue strengthening career development programs, training, and skill-enhancement initiatives to maintain employee satisfaction.
- The organization should ensure fair and performance-based compensation to maintain employee motivation.
- Motivation programs, team-building activities, and training workshops can help improve morale and increase employees' commitment toward organizational goals.

CONCLUSION

The study concludes that employee job satisfaction is influenced by several organizational factors such as work environment, leadership style, compensation and benefits, and career growth opportunities. The demographic analysis indicates that most respondents are male employees working in the finance department with graduate-level education. The percentage analysis shows that many employees are satisfied with aspects such as salary structure, supervisor support, promotion opportunities, and clarity of job roles. However, certain areas such as working hours, work environment, and employee participation in decision-making require improvement. The Chi-square test results reveal that there is no significant association between gender and job satisfaction, while there is a significant relationship between monthly income and job satisfaction.



Furthermore, the regression analysis confirms that work environment, leadership style, compensation and benefits, and career growth opportunities significantly influence job satisfaction., the organization demonstrates a moderate level of employee satisfaction. By improving workplace conditions, strengthening recognition systems, and providing better career development opportunities, the organization can further enhance employee motivation, productivity, and long-term organizational success.

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