

AI-DRIVEN WORK ENVIRONMENT AND JOB SATISFACTION AMONG ENTRY-LEVEL EMPLOYEES

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ABSTRACT

Job satisfaction plays a significant role in enhancing employee performance, commitment, and retention, particularly among entry-level employees. This study examines the influence of the overall work environment on job satisfaction among entry-level employees using empirical evidence. A descriptive research design was employed, and primary data were collected from a sample of 100 respondents through a structured questionnaire. The collected data were analyzed using SPSS software, applying percentage analysis, Pearson correlation, and simple linear regression techniques. The results of percentage analysis reveal that 49% of respondents perceive the work environment as friendly, while 41% report a neutral environment. With regard to job satisfaction, 44% of employees agree and 16% strongly agree that they are satisfied with their jobs. Pearson correlation analysis indicates a statistically significant relationship between overall work environment and overall job satisfaction ($r = -0.296$, $p = 0.003$). Regression analysis further confirms that the overall work environment significantly predicts job satisfaction ($\beta = -0.296$, $t = -3.063$, $p = 0.003$), with an R^2 value of 0.087, indicating that 8.7% of the variance in job satisfaction is explained by the work environment. The ANOVA results also demonstrate that the regression model is statistically significant ($F = 9.381$, $p = 0.003$). The findings highlight that while the work environment significantly influences job satisfaction among entry-level employees, additional factors also contribute to satisfaction levels. The study suggests that organizations should strengthen workplace conditions and supportive practices to improve job satisfaction and reduce early-stage employee turnover.

INTRODUCTION

Job satisfaction is a critical concept in human resource management as it directly affects employee motivation, productivity, performance, and organizational commitment. In today's competitive and dynamic work environment, organizations increasingly depend on entry-level employees, who are typically fresh graduates or individuals with limited professional experience, to build a skilled and sustainable workforce for the future. During the early stages of their careers, entry-level employees often face multiple challenges such as adapting to organizational culture, understanding job responsibilities, coping with work pressure, and balancing personal and professional life. Their level of job satisfaction is influenced by several factors, including work environment, salary and benefits, supervisor support, learning and skill development opportunities, recognition, and career growth prospects. When these factors are effectively addressed, entry-level employees are more likely to remain motivated, engaged, and committed to their organizations; however, when these factors are neglected, dissatisfaction can arise, leading to stress, reduced performance, absenteeism, and early employee turnover. Therefore, understanding the factors influencing job satisfaction among entry-level employees is essential for organizations to design effective human resource policies, improve employee retention, enhance engagement, and achieve long-term organizational success.

STATEMENT OF THE PROBLEM

Many organizations today are facing the serious challenge of high employee turnover, particularly among entry-level employees, which negatively impacts organizational productivity, recruitment costs, and workforce stability. Fresh graduates often join organizations with high expectations regarding salary, work environment, learning opportunities, supervisor support, and career growth, but these expectations are frequently not met due to organizational constraints or ineffective HR practices. Entry-level employees may experience unclear job roles, inadequate training, lack of recognition, limited growth opportunities, poor work-life balance, and insufficient guidance from supervisors, all of which contribute to dissatisfaction and disengagement at work. Despite the importance of entry-level employees in shaping the future of organizations, many companies fail to understand the specific factors that influence their job satisfaction, as existing research tends to focus more on experienced employees rather than early-career professionals. This lack of focused understanding creates a gap between employee expectations and organizational practices, resulting in early attrition and low morale. Hence, there is a need for systematic research to identify and analyze the key factors influencing job satisfaction among entry-level employees in order to help organizations develop targeted HR strategies that enhance satisfaction, reduce turnover, and create a supportive and motivating work environment.

OBJECTIVES:

To identify the major factors influencing job satisfaction among entry-level employees.

To analyze the relationship between work environment and job satisfaction.

REVIEW OF LITERATURE

The study by Dr. Radhika Kapur (n.d.) explores the importance of job satisfaction as a critical factor for organizational success. It emphasizes that human resources are essential assets, with satisfied employees enhancing both individual and organizational performance. The research identifies key factors influencing job satisfaction, including relevant theories and measurement techniques, highlighting its significant impact on productivity and overall effectiveness.

Leadership style plays a crucial role in shaping employee attitudes and behaviors, including job satisfaction. Spiritual leadership, which emphasizes values such as altruistic love, hope, faith, and meaningful work, has emerged as an important leadership approach in contemporary organizations. Abdizadeh, Malekalketab Khiabani, and Baroto (2014) examined the relationship between spiritual leadership and job satisfaction in the Iranian healthcare industry. The study adopted a quantitative research design and collected data from 143 healthcare professionals using standardized questionnaires. Correlation and regression analyses were employed to test the proposed relationships.

Syamala Devi Bhoganadam and Srinivasa Rao Dasaraju (2015) conducted a descriptive study to identify the factors influencing employee job satisfaction in a private manufacturing organization. Using a structured questionnaire administered to 150 employees, the study employed the Job Satisfaction Index (JSI) to assess satisfaction levels. The findings revealed that factors such as salary, welfare measures, and quality of work life significantly influenced employee job satisfaction. The study further indicated a strong and statistically significant relationship between job satisfaction and quality of work life, while no significant association was observed between job satisfaction and demographic variables such as gender and experience. This study highlights the importance of organizational policies and work-life balance in enhancing employee satisfaction and organizational success.

RESEARCH METHODOLOGY

The present study adopts a descriptive research design to analyze the factors influencing job satisfaction among entry-level employees. The study is based on primary data collected from 100 entry-level employees through a structured questionnaire designed using Google Forms, which was circulated online for easy access and wider reach, and secondary data collected from journals, books, and research articles to support the study. A convenience sampling technique was used to select the respondents. The questionnaire consisted of items related to overall work environment and overall job satisfaction, measured using a five-point Likert scale ranging from strongly disagree to strongly agree. The collected data were coded, tabulated, and analyzed using the Statistical Package for Social Sciences (SPSS), and statistical tools such as percentage analysis, frequency analysis, correlation analysis, regression analysis, and ANOVA were employed to examine the relationship between work environment and job satisfaction among entry-level employees.

TABLE 1. FREQUENCIES OF EMPLOYEES PERCEPTION OF OVERALL WORK ENVIRONMENT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Friendly	49	49.0	49.0	49.0
	Neutral	41	41.0	41.0	90.0
	Stressful	4	4.0	4.0	94.0
	Highly Stressful	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

INTERPRETATION

- 49% of the respondents perceive the work environment as Friendly, indicating that nearly half of the employees have a positive experience at the workplace.
- 41% of the respondents feel the work environment is Neutral, suggesting that a significant portion neither finds it particularly positive nor negative.
- Only 4% of the respondents consider the work environment to be Stressful.
- 6% of the respondents perceive it as Highly Stressful.

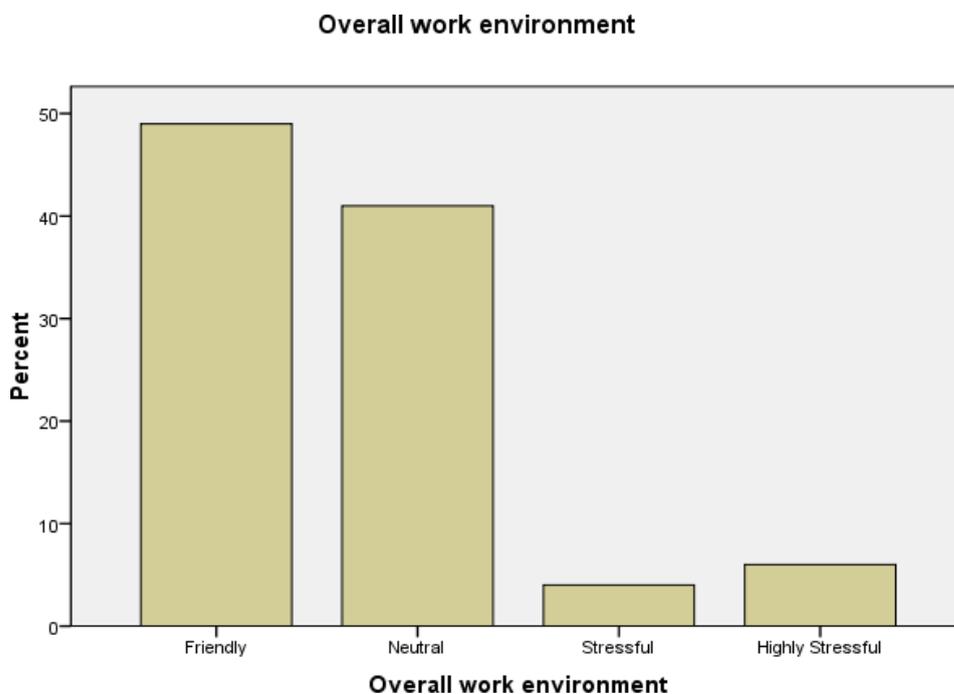
TABLE 2. FREQUENCIES OF EMPLOYEES OVERALL JOB SATISFACTION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	7.0	7.0	7.0
	Disagree	3	3.0	3.0	10.0
	Neutral	30	30.0	30.0	40.0
	Agree	44	44.0	44.0	84.0
	Strongly Agree	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

INTERPRETATION

- 44% of the respondents agree and 16% strongly agree that they are satisfied with their job. This shows that a majority (60%) of employees have a positive level of job satisfaction.
- 30% of the respondents have chosen neutral, indicating that a considerable proportion neither feel satisfied nor dissatisfied with their job.
- On the negative side, 7% strongly disagree and 3% disagree, together accounting for only 10% of the respondents, indicating relatively low job dissatisfaction.
- The cumulative percentage shows that 84% of respondents fall between neutral and agree, and satisfaction reaches 100% when strongly agree responses are included.

FIGURE 1. DISTRIBUTION OF EMPLOYEES PERCEPTION TOWARDS OVERALL WORK ENVIRONMENT



INTERPRETATION

- A majority of respondents (around 49%) perceive the work environment as friendly, indicating a positive and supportive workplace culture.
- About 41% of employees report a neutral work environment, suggesting that while conditions are acceptable, there is scope for improvement to make the environment more engaging and supportive.
- Only a small proportion of respondents perceive the environment as stressful (around 4%) or highly stressful (around 6%), indicating that high stress levels are not widely experienced among employees.

FIGURE 2. OVERALL WORK ENVIRONMENT OF EMPLOYEES



INTERPRETATION

- Nearly half of the respondents (around 48–49%) perceive the work environment as friendly, indicating a positive and supportive atmosphere within the organization.
- About 40–41% of employees feel the work environment is neutral, suggesting that while the environment is acceptable, it may not strongly motivate or engage them.
- Only a small percentage of respondents perceive the environment as stressful (around 4%) or highly stressful (around 5–6%), showing that work-related stress is experienced by a limited group of employees.

TABLE 3. CORRELATION BETWEEN OVERALL WORK ENVIRONMENT AND OVERALL JOB SATISFACTION

		Overall work environment	Over all job Satisfaction
Overall work environment	Pearson Correlation	1	-.296**
	Sig. (2-tailed)		.003
	N	100	100
Over all job Satisfaction	Pearson Correlation	-.296**	1
	Sig. (2-tailed)	.003	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

INTERPRETATION

- The Pearson correlation coefficient (r) is -0.296 .
- This indicates a weak negative relationship between overall work environment and overall job satisfaction.
- The significance value (Sig. 2-tailed) is 0.003, which is less than 0.01.
- Hence, the relationship is statistically significant at the 1% level.
- The sample size for the analysis is $N = 100$.

TABLE 4. REGRESSION MODEL SUMMARY VARIABLES ENTERED AND REMOVED

Model	Variables Entered	Variables Removed	Method
1	Overall work environment ^a		Enter
a. All requested variables entered.			
b. Dependent Variable: Over all job Satisfaction			

INTERPRETATION

- Model 1 indicates that Overall Work Environment was entered as the independent variable using the Enter method. No variables were removed from the model, which means all the requested variables were included simultaneously in the analysis.
- The dependent variable for the model is Overall Job Satisfaction. This implies that the study examines the impact of the overall work environment on employees’ overall job satisfaction.

TABLE 5. REGRESSION MODEL SUMMARY

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.296 ^a	.087	.078	.985
a. Predictors: (Constant), Overall work environment				

INTERPRETATION

- R = 0.296

This indicates a low positive relationship between the overall work environment and the dependent variable. The relationship exists, but it is weak.

- R Square = 0.087

This means that 8.7% of the variation in the dependent variable is explained by the overall work environment. The explanatory power of the model is relatively low.

- Adjusted R Square = 0.078

After adjusting for the number of predictors, the model explains 7.8% of the variance, which confirms that the model has limited predictive strength.

- Std. Error of the Estimate = 0.985

This shows the average distance between the observed values and the predicted values. A value close to 1 suggests a moderate level of prediction error.

TABLE 6. ANALYSIS OF VARIANCE BETWEEN OVERALL WORK ENVIRONMENT AND OVERALL JOB SATISFACTION

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.102	1	9.102	9.381	.003 ^a
	Residual	95.088	98	.970		
	Total	104.190	99			
a. Predictors: (Constant), Overall work environment						
b. Dependent Variable: Over all job Satisfaction						

INTERPRETATION

- The regression sum of squares is 9.102, while the residual sum of squares is 95.088, with a total sum of squares of 104.190. This indicates that a portion of the variation in overall job satisfaction is explained by the overall work environment, while the remaining variation is due to other factors not included in the model.
- The calculated F value is 9.381 with degrees of freedom (1, 98). The corresponding significance value ($p = 0.003$) is less than 0.05, indicating that the regression model is statistically significant.

TABLE 7. COEFFICIENT OF OVERALL WORK ENVIRONMENT AND OVERALL JOB SATISFACTION

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.210	.225		18.708	.000
	Overall work environment	-.371	.121	-.296	-3.063	.003
a. Dependent Variable: Over all job Satisfaction						

INTERPRETATION

- Dependent Variable: Overall Job Satisfaction
- Independent Variable: Overall Work Environment
- Constant (Intercept):

The constant value is 4.210, which is statistically significant ($\text{Sig.} = 0.000$). This indicates that the work environment factor is held constant (or assumed to be zero), the baseline level of overall job satisfaction is 4.210.

- Overall Work Environment:

The unstandardized coefficient ($B = -0.371$) indicates a negative relationship between the overall work environment and overall job satisfaction. This means that a one-unit increase in the work environment score leads to a 0.371 unit decrease in overall job satisfaction.

- The standardized coefficient ($\text{Beta} = -0.296$) shows that the work environment has a moderate negative influence on job satisfaction when compared with other variables (if any) in the model.
- The t-value is -3.063 with a significance value of 0.003, which is less than 0.05. This confirms that the relationship between overall work environment and job satisfaction is statistically significant.

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