

Influence of Organizational Environment and Compensation Practices on Employee Job Satisfaction: An Empirical Study of SJVN Ltd.

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Abstract

The present study examines the determinants of job satisfaction among employees of SJVN Ltd., with a focus on Organizational Environment and Support, and Compensation, Security and Employee Welfare. The primary objective of the study is to analyse the level of job satisfaction and identify the key factors influencing it in a public sector organization context. A quantitative research design was adopted, and primary data were collected from 205 employees using a structured questionnaire based on a five-point Likert scale. Descriptive statistics, including mean, standard deviation, skewness, kurtosis and chi-square test were used to examine employee perceptions, while multiple regression analysis was employed to determine the impact of independent variables on job satisfaction. The findings reveal that employees exhibit a high level of job satisfaction, with positive perceptions across all examined dimensions. Among the predictors, Compensation, Security and Employee Welfare emerged as the most significant factor influencing job satisfaction, followed by Organizational Environment and Support. The regression model demonstrated strong explanatory power, with 75.6% of the variance in job satisfaction explained by the selected variables. The results highlight that both intrinsic and extrinsic factors play a crucial role in shaping employee satisfaction, with greater emphasis on compensation and welfare-related provisions. The study concludes that enhancing compensation structures, job security, and employee welfare programs, along with maintaining a supportive organizational environment, can significantly improve job satisfaction levels. The findings offer valuable insights for policymakers and management in public sector undertakings to design effective HR strategies for employee retention and motivation.

Keywords: Job Satisfaction, Organizational Environment, Compensation and Welfare, Employee Welfare, Public Sector Undertakings.

1. Introduction

Employee job satisfaction is one of the most important areas of study in organizational behaviour and human resource management because of its significant impact on employee performance, commitment, productivity, and organizational success. In today's competitive business environment, organizations increasingly recognize that human resources are a valuable strategic asset. Employees who are satisfied with their jobs tend to demonstrate higher motivation, stronger organizational commitment, greater engagement, and lower turnover intentions (Judge et al., 2001; Robbins & Judge, 2019). In contrast, job dissatisfaction can negatively affect employee performance, increase absenteeism, and reduce organizational effectiveness (Spector, 1997).

Job satisfaction refers to a positive emotional state resulting from an individual's evaluation of his or her job and work experiences (Locke, 1976). It reflects employees' perceptions of various aspects of their work, including compensation, working conditions, career advancement opportunities, interpersonal relationships, and organizational policies. According to Weiss (2002), job satisfaction is a multidimensional concept that encompasses cognitive, emotional, and behavioural responses to the workplace. Consequently, identifying the factors that influence employee satisfaction remains a key concern for organizations seeking to improve performance and employee well-being. Among the various determinants of job satisfaction, organizational environment and compensation practices have consistently received considerable attention in the literature (Herzberg et al., 1959; Luthans, 2011). The organizational environment includes workplace culture, communication systems, teamwork, leadership support, employee recognition, autonomy, and

opportunities for professional growth. A supportive work environment promotes trust, collaboration, and employee engagement, which contribute positively to job satisfaction (Hackman & Oldham, 1976).

The importance of organizational support can be explained through Social Exchange Theory, which suggests that employees respond positively when organizations provide support, resources, and recognition (Blau, 1964). Employees who perceive higher levels of organizational support generally report greater job satisfaction, commitment, and loyalty toward their organizations (Eisenberger et al., 1986). Similarly, effective communication, constructive feedback, and collaborative work practices create a positive workplace atmosphere that enhances employees' work experiences and satisfaction (Allen & Meyer, 1990).

Compensation is another critical factor influencing employee satisfaction. It includes direct financial rewards such as salaries, bonuses, and incentives, as well as indirect benefits such as health insurance, wellness programs, retirement benefits, and employee welfare initiatives (Milkovich et al., 2017). Compensation not only fulfills employees' financial needs but also serves as an indicator of organizational fairness and appreciation. According to Equity Theory, employees evaluate the fairness of their rewards by comparing them with their contributions and those of others, and such perceptions significantly influence their satisfaction levels (Adams, 1965).

Previous studies have consistently reported a positive relationship between compensation and job satisfaction (Judge et al., 2001; Greenberg, 1990). Employees who perceive compensation and benefits as fair and competitive are more likely to demonstrate positive attitudes toward their jobs and remain committed to their organizations. Furthermore, employee welfare measures, job security, and health-related benefits contribute significantly to overall employee well-being and satisfaction. The relationship between organizational environment, compensation, and job satisfaction is further supported by Herzberg's Two-Factor Theory, which identifies salary and working conditions as hygiene factors, while recognition, achievement, and growth opportunities act as motivators that enhance satisfaction (Herzberg et al., 1959). Likewise, Maslow's (1943) Hierarchy of Needs emphasizes that employees seek fulfillment of safety, social, esteem, and self-actualization needs through their work environment and organizational rewards.

In the context of public sector enterprises, employee satisfaction is particularly important because it directly affects organizational efficiency, service quality, and long-term sustainability. SJVN Ltd., a leading public sector enterprise in India's power sector, depends on a skilled and committed workforce to achieve its strategic objectives. Factors such as workplace support, organizational culture, communication systems, compensation policies, job security, and employee welfare practices play an important role in shaping employees' work experiences and satisfaction levels. Therefore, the present study aims to examine the influence of organizational environment and support, along with compensation, security, and employee welfare practices, on employee job satisfaction at SJVN Ltd. The findings are expected to provide valuable insights for management and policymakers in developing effective human resource strategies that enhance employee satisfaction and organizational performance.

2. REVIEW OF LITERATURE

Locke (1976) conceptualized job satisfaction as a positive emotional state resulting from the appraisal of one's job experiences and identified it as a critical determinant of employee attitudes and workplace behaviour. Later, Spector (1997) emphasized that job satisfaction significantly influences employee productivity, absenteeism, commitment, and turnover intentions. Judge, Thoresen, Bono, and Patton (2001) conducted a meta-analysis examining the relationship between job satisfaction and job performance and found a strong positive association between the two constructs. Their findings suggest that satisfied employees are more likely to perform effectively and contribute positively to organizational outcomes. Eisenberger, Huntington, Hutchison, and Sowa (1986) introduced the concept of Perceived Organizational Support (POS) and found that employees who perceive greater organizational support exhibit higher levels of job satisfaction and organizational commitment. Similarly, Rhoades and Eisenberger (2002), through an extensive review of organizational support literature, concluded that supportive workplace practices significantly improve employee satisfaction, commitment, and retention. Hackman and Oldham (1976) demonstrated that job characteristics such as autonomy, feedback, and task significance positively influence employee motivation and job satisfaction. Their Job Characteristics Model highlighted the importance of a supportive and enriching work environment

in shaping employee attitudes. Allen and Meyer (1990) found that organizational commitment and job satisfaction are strongly interconnected. Employees who experience supportive workplace environments and positive organizational practices tend to develop stronger emotional attachment toward their organizations. Greenberg (1990) examined organizational justice and reported that fairness in organizational procedures, rewards, and decision-making processes significantly affects employee satisfaction and commitment. The study emphasized that employees' perceptions of fairness influence their workplace attitudes and behaviours. Yoon and Suh (2003) investigated organizational citizenship behaviour and found that teamwork, cooperation, and collaborative work environments positively contribute to employee satisfaction and service quality. Their findings indicate that supportive interpersonal relationships within organizations enhance employee experiences. Lee and Wilbur (1985) examined determinants of job satisfaction among public-sector employees and reported that job security, career stability, and welfare benefits significantly influence employee satisfaction. Their study highlighted the importance of long-term employment benefits in public organizations. Rhoades, Eisenberger, and Armeli (2001) found that employees who perceive higher organizational support experience greater job satisfaction and affective commitment. The study further established that organizational support serves as a crucial predictor of positive workplace attitudes. Tansel and Gazioğlu (2014) examined the determinants of job satisfaction and reported that working conditions, compensation, organizational support, and career development opportunities significantly influence employee satisfaction. The study emphasized the multidimensional nature of job satisfaction. Javed, Balouch, and Hassan (2014) found that compensation, promotion opportunities, and supportive work environments positively affect employee satisfaction and organizational performance. Their findings reinforce the importance of reward systems in enhancing workplace attitudes. Bataineh (2017) examined the relationship between work-life balance, organizational support, and job satisfaction and found significant positive effects of supportive workplace policies on employee satisfaction and commitment. Bibi, Pangil, Johari, and Ahmad (2018) reported that employee training, career development opportunities, and organizational support significantly contribute to job satisfaction and employee retention. Their study highlighted the importance of professional growth opportunities in enhancing workplace satisfaction. Abuhashesh, Al-Dmour, and Masa'deh (2019) found that organizational culture, employee empowerment, and workplace communication positively influence employee job satisfaction. The study emphasized the role of organizational environment in shaping employee perceptions. Paaais and Pattiruhu (2020) examined leadership, organizational culture, and employee satisfaction and concluded that supportive leadership and positive organizational environments significantly enhance job satisfaction and employee performance. Yuwono (2021) conducted a meta-analysis involving more than 11,000 employees and confirmed a strong positive relationship between perceived organizational support and job satisfaction. The study reinforced the importance of organizational support across different industries and cultures. Rai, Ghosh, and Dutta (2021) found that employee well-being initiatives and supportive organizational practices significantly improve job satisfaction and employee engagement. The study emphasized the growing importance of employee welfare programs in contemporary organizations. Bhoir and Sinha (2024) conducted a systematic review and concluded that employee well-being programs, health initiatives, and welfare-oriented HR practices are increasingly recognized as major determinants of employee satisfaction and organizational effectiveness. Hong, Ford, and Jong (2024) investigated the impact of employee benefits and found that healthcare benefits, retirement plans, and developmental opportunities positively influence job satisfaction through enhanced perceptions of organizational support. Milhem et al. (2024) examined the influence of work environment and compensation on employee job satisfaction and reported that both variables significantly and positively affect employee satisfaction. Compensation emerged as one of the strongest predictors of job satisfaction. Sundari and Poli (2024) studied employees in the banking sector and found that workplace environment, quality of work life, and welfare practices positively influence job satisfaction. Their findings highlight the importance of creating supportive organizational environments to improve employee outcomes.

Overall, the reviewed literature demonstrates that organizational environment, organizational support, compensation, job security, employee welfare initiatives, and workplace culture are among the most significant determinants of employee job satisfaction. The literature consistently indicates that employees who perceive fairness, support, growth opportunities, and adequate rewards are more likely to exhibit higher levels of satisfaction, commitment, and organizational engagement.

3. Research Gap

The literature on job satisfaction has extensively examined factors such as organizational environment, compensation practices, job security, and employee welfare. However, most studies have considered these variables either independently or in different combinations, with limited focus on their integrated effect on job satisfaction within a single framework.

Further, relatively fewer empirical studies have been conducted in the context of Indian public sector enterprises, particularly in the power sector organizations like SJVN Ltd. Existing research is largely concentrated on private sector organizations or Western contexts, limiting its applicability to Indian public sector settings. Moreover, there is limited recent empirical evidence using multivariate statistical techniques such as multiple regression to jointly assess the impact of organizational environment and compensation-related factors on employee job satisfaction. Therefore, there is a need for an updated empirical investigation that jointly examines these determinants in the context of SJVN Ltd.

4. Objectives of the Study

The present study is conducted with the following objectives:

1. To examine the influence of organizational environment and support on employee job satisfaction.
2. To analyse the impact of compensation, job security, and employee welfare practices on employee job satisfaction.
3. To identify the key determinants influencing employee job satisfaction in SJVN Ltd.

5. Research Methodology

The present study adopts a quantitative research approach to examine the influence of organizational environment and support, and compensation, job security, and employee welfare practices on employee job satisfaction at SJVN Ltd.

5.1 Research Design

The study follows a descriptive and analytical research design. It describes the demographic characteristics of respondents and examines the relationship between the selected independent variables and employee job satisfaction.

5.2 Data Collection

Primary data were collected through a structured questionnaire based on a five-point Likert scale. The questionnaire captured employees' perceptions regarding organizational environment, compensation practices, job security, welfare measures, and overall job satisfaction.

5.3 Sample Design

The study is based on responses from 205 employees of SJVN Ltd. The respondents were selected using a non-probability convenience sampling technique.

5.4 Hypotheses of the Study

Based on the conceptual understanding and literature review, the following hypotheses are formulated for empirical testing:

H1: Organizational Environment and Support has a significant positive impact on employee job satisfaction.

H2: Compensation, Security and Employee Welfare has a significant positive impact on employee job satisfaction.

5.5 Tools for Analysis

The collected data were analysed using both descriptive and inferential statistical techniques. Descriptive statistics such as mean and standard deviation were used to summarize the central tendency and dispersion of responses. In addition, skewness and kurtosis were employed to examine the distributional properties of the data. To assess the normality of the

data, chi-square (χ^2) statistics along with corresponding p-values were also considered. Finally, multiple regression analysis was applied to examine the influence of Organizational Environment and Support, and Compensation, Security and Welfare on Job Satisfaction. The statistical analysis was performed using appropriate software, and results were interpreted at a 5% level of significance.

5.6 Regression Model

The following regression model was applied:

$$\text{Job Satisfaction} = \beta_0 + \beta_1(\text{Organizational Environment \& Support}) + \beta_2(\text{Compensation, Job Security \& Welfare}) + \varepsilon$$

Where: β_0 = Constant, β_1 , β_2 = Regression coefficients, ε = Error term

6. Data Analysis and Interpretation

This section presents the analysis of data collected from employees of SJVN Ltd. using descriptive and inferential statistics.

6.1 Demographic Profile of Respondents: This section presents the demographic characteristics of the respondents included in the study. Understanding the demographic composition of the sample is important for assessing the representativeness of the respondents and providing context for the subsequent analysis of job satisfaction and its determinants. The demographic variables considered in the study include gender, age, marital status, monthly income, and work experience. The distribution of respondents across these categories is presented in Table 1.

Table 1: Demographic Profile of Respondents

Variable	Category	Frequency	Percent
Gender	Female	93	45.4
	Male	112	54.6
Age Group	18–35 Years	117	57.1
	35–50 Years	74	36.1
	Above 50 Years	14	6.8
Marital Status	Married	121	59.0
	Unmarried	84	41.0
Monthly Income	Up to 40,000	58	28.3
	40,000–1,00,000	95	46.3
	Above 1,00,000	52	25.4
Work Experience	1–10 Years	124	60.5
	10–20 Years	67	32.7
	Above 20 Years	14	6.8

Source: Primary data collected through a questionnaire survey; analysed by the author using SPSS.

Table 1 presents the demographic characteristics of the respondents working in SJVN Ltd. The distribution of respondents shows a balanced representation across key personal and professional attributes, which helps in ensuring that the findings of the study are based on diverse employee experiences. In terms of gender, the sample consists of a slightly higher proportion of male employees (54.6%) compared to female employees (45.4%), indicating a relatively balanced gender composition within the organization. The age distribution reveals that a majority of employees (57.1%)

fall within the 18–35 years age group, followed by 35–50 years (36.1%), while only a small proportion (6.8%) are above 50 years. This indicates that the workforce is predominantly young and middle-aged, which may influence expectations related to career growth and job satisfaction. Regarding marital status, 59% of respondents are married while 41% are unmarried. This suggests that a significant portion of employees have family responsibilities, which may influence their expectations regarding job security and compensation. Income distribution shows that most employees (46.3%) earn between 40,000–1, 00,000, followed by 28.3% earning up to 40,000, and 25.4% earning above 1,00,000. This indicates a moderate to high income structure among employees, reflecting a relatively stable compensation system in the organization. Finally, the work experience profile indicates that a majority of employees (60.5%) have 1–10 years of experience, followed by 32.7% with 10–20 years, and only 6.8% with more than 20 years of experience. This suggests that the organization has a relatively young and moderately experienced workforce. Overall, the demographic profile indicates that the study is based on a diverse yet predominantly young workforce, which provides meaningful insights into employee perceptions of job satisfaction, organizational environment, and compensation practices.

6.2 Descriptive Analysis of Study Variables: This section examines employees' perceptions regarding job satisfaction, organizational environment and support, and compensation, security, and welfare practices. Mean, standard deviation, skewness, and kurtosis statistics were employed to assess the central tendency and distributional characteristics of the data.

6.2.1 Job Satisfaction and Career Growth: This section presents the analysis of employees' perceptions regarding job satisfaction and career growth opportunities within SJVN Ltd. The variables included in this dimension capture key aspects such as overall job satisfaction, career advancement opportunities, skill development and training, professional growth prospects, innovation and creativity opportunities, employee engagement activities, and role clarity and expectations. The results, based on descriptive statistics including mean and standard deviation, are presented in Table 2.

Table 2: Job Satisfaction and Career Growth

Statement	Mean	SD	Skewness	Kurtosis	χ^2	p-value
Overall Job Satisfaction	4.1366	0.9856	-0.991	0.339	137.707	0.000
Career Advancement Opportunities	3.9659	0.9203	-0.961	0.807	152.195	0.000
Skill Development & Training	4.0780	0.8539	-1.057	1.570	168.927	0.000
Professional Growth Opportunities	3.9756	1.0263	-1.270	1.629	133.659	0.000
Innovation & Creativity Opportunities	4.0293	1.0142	-1.283	1.711	133.512	0.000
Employee Engagement Activities	3.8537	0.9278	-0.634	0.154	112.927	0.000
Role Clarity & Expectations	4.0634	0.9502	-1.235	1.829	144.000	0.000

Source: Primary data collected through a questionnaire survey; analysed by the author using SPSS.

Table 2 presents the descriptive statistics for the Job Satisfaction and Career Growth dimensions among SJVNL employees. The mean scores of all items exceed 3.80, indicating a generally positive perception of job satisfaction and career development opportunities within the organization. Overall Job Satisfaction recorded the highest mean score ($M = 4.14$, $SD = 0.99$), suggesting that employees are largely satisfied with their current roles and work environment. Similarly, Skill Development and Training ($M = 4.08$, $SD = 0.85$), Role Clarity and Expectations ($M = 4.06$, $SD = 0.95$), and Innovation and Creativity Opportunities ($M = 4.03$, $SD = 1.01$) received favourable evaluations, reflecting employees' confidence in the organization's support for learning, performance, and innovative work practices. The dimensions of Professional Growth Opportunities ($M = 3.98$, $SD = 1.03$) and Career Advancement Opportunities ($M = 3.97$, $SD = 0.92$) also reported relatively high mean scores, indicating that employees perceive adequate opportunities for career progression and long-term professional development. Although Employee Engagement Activities recorded

the lowest mean score ($M = 3.85$, $SD = 0.93$), the value remains substantially above the scale midpoint, suggesting a positive assessment of organizational initiatives aimed at employee involvement and participation. The negative skewness values across all variables indicate a concentration of responses toward the agreement end of the scale, highlighting a favourable employee outlook regarding job satisfaction and career growth. The kurtosis values suggest acceptable distributional characteristics, while the significant chi-square statistics ($p < 0.001$) indicate departures from perfect normality, a common feature of Likert-scale survey data. Overall, the results demonstrate that SJVNL employees experience a high level of job satisfaction and perceive the organization as providing supportive conditions for career advancement, skill enhancement, and professional growth, thereby contributing to a positive work environment.

6.2.2 Organizational Environment and Support: This section presents the analysis of employees' perceptions regarding the organizational environment and support systems at SJVN Ltd. The variables considered under this dimension include organizational support and resources, workplace culture and atmosphere, internal communication, teamwork and collaboration, performance feedback process, autonomy in decision-making, and recognition and rewards. These factors collectively reflect the extent to which the organization provides a supportive, transparent, and employee-friendly work environment. The descriptive results based on mean and standard deviation are presented in Table 3.

Table 3: Organizational Environment and Support

Statement	Mean	SD	Skewness	Kurtosis	χ^2	p-value
Organizational Support & Resources	4.1951	0.9554	-1.184	0.967	156.927	0.000
Workplace Culture & Atmosphere	4.1220	0.9074	-1.357	2.436	167.902	0.000
Internal Communication	4.0439	0.9461	-0.895	0.457	122.878	0.000
Teamwork & Collaboration	4.1707	0.8829	-1.377	2.769	94.415	0.000
Performance Feedback Process	4.1512	0.9454	-1.573	3.101	97.068	0.000
Autonomy in Decision-Making	4.0488	0.8618	-1.022	1.418	166.000	0.000
Recognition & Rewards	4.0780	0.9871	-1.146	1.286	129.805	0.000

Source: Primary data collected through a questionnaire survey; analysed by the author using SPSS.

Table 3 presents the descriptive statistics for the Organizational Environment and Support dimensions among SJVNL employees. The mean scores for all variables range from 4.04 to 4.20, indicating a highly favourable perception of the organizational environment and the support provided by the organization. Among the assessed dimensions, Organizational Support and Resources recorded the highest mean score ($M = 4.20$, $SD = 0.96$), suggesting that employees perceive the organization as adequately providing the resources and assistance necessary for effective job performance. Teamwork and Collaboration ($M = 4.17$, $SD = 0.88$) and Performance Feedback Process ($M = 4.15$, $SD = 0.95$) also received strong ratings, reflecting a collaborative work culture and effective mechanisms for performance evaluation and feedback. Workplace Culture and Atmosphere ($M = 4.12$, $SD = 0.91$) and Recognition and Rewards ($M = 4.08$, $SD = 0.99$) were positively evaluated, indicating that employees appreciate the organizational climate and acknowledge the recognition provided for their contributions. Similarly, Autonomy in Decision-Making ($M = 4.05$, $SD = 0.86$) and Internal Communication ($M = 4.04$, $SD = 0.95$) received favourable responses, suggesting that employees experience a reasonable degree of independence in their work and perceive communication channels within the organization as effective. The negative skewness values across all variables indicate that responses are concentrated toward the higher end of the scale, demonstrating a tendency among employees to express agreement with statements related to organizational support and workplace environment. The kurtosis values suggest acceptable distributional characteristics, while the significant chi-square statistics ($p < 0.001$) indicate departures from perfect normality, which is common in Likert-scale survey data. Overall, the findings reveal that SJVNL employees hold positive perceptions regarding the organizational environment, support systems, workplace culture, and collaborative practices. These results

suggest that the organization has established a supportive and employee-centric work environment that contributes positively to employee satisfaction, engagement, and organizational effectiveness.

6.2.3 Compensation, Security and Employee Welfare: This section presents the analysis of employees' perceptions regarding compensation, job security, and welfare-related practices at SJVN Ltd. The variables included under this dimension comprise compensation and benefits, job security, health and wellness programs, health insurance benefits, fair compensation, employee well-being initiatives, and community involvement opportunities. These factors collectively reflect the organization's approach toward financial rewards, employment stability, and overall employee welfare. The descriptive results based on mean and standard deviation are presented in Table 4.

Table 4: Compensation, Security and Employee Welfare

Statement	Mean	SD	Skewness	Kurtosis	χ^2	p-value
Compensation & Benefits	4.1854	0.8602	-1.254	1.991	177.610	0.000
Job Security	4.1463	0.8390	-0.886	1.105	80.873	0.000
Health & Wellness Programs	4.3073	0.8735	-1.311	1.759	192.000	0.000
Health Insurance Benefits	4.1805	0.9454	-1.353	2.162	84.815	0.000
Fair Compensation	4.0878	0.8644	-1.045	1.430	161.220	0.000
Employee Well-being Initiatives	4.0927	0.8723	-1.076	1.441	162.293	0.000
Community Involvement Opportunities	4.1561	1.0073	-1.364	1.768	150.537	0.000

Source: Primary data collected through a questionnaire survey; analysed by the author using SPSS.

Table 4 presents the descriptive statistics for the Compensation, Security, and Employee Welfare dimensions among SJVNL employees. The mean scores for all variables range from 4.09 to 4.31, indicating a strong positive perception of the organization's compensation practices, job security provisions, and employee welfare initiatives. Among the assessed dimensions, Health and Wellness Programs recorded the highest mean score ($M = 4.31$, $SD = 0.87$), suggesting that employees highly value the organization's efforts to promote physical and mental well-being. Compensation and Benefits ($M = 4.19$, $SD = 0.86$) and Health Insurance Benefits ($M = 4.18$, $SD = 0.95$) also received favourable evaluations, reflecting employee satisfaction with the financial and healthcare-related benefits provided by the organization. Community Involvement Opportunities ($M = 4.16$, $SD = 1.01$) and Job Security ($M = 4.15$, $SD = 0.84$) were positively perceived, indicating that employees appreciate both the stability offered by their employment and the opportunities to participate in socially responsible and community-oriented activities. Similarly, Employee Well-being Initiatives ($M = 4.09$, $SD = 0.87$) and Fair Compensation ($M = 4.09$, $SD = 0.86$) achieved high mean scores, suggesting that employees generally view the compensation structure as equitable and recognize the organization's commitment to supporting their overall well-being. The negative skewness values observed across all variables indicate that responses are concentrated toward the higher end of the scale, demonstrating a strong tendency among employees to agree with statements related to compensation, security, and welfare provisions. The kurtosis values reflect acceptable distributional properties, while the significant chi-square statistics ($p < 0.001$) indicate departures from perfect normality, a common characteristic of survey data measured using Likert scales. Overall, the findings suggest that SJVNL employees are highly satisfied with the organization's compensation system, employment security, healthcare benefits, and welfare programs. These results highlight the effectiveness of SJVNL's employee-centred policies in fostering a secure, supportive, and motivating work environment, which may contribute positively to employee satisfaction and organizational commitment.

6.3 Multiple Regression Analysis: This section presents the results of multiple regression analysis conducted to examine the relationship between the selected independent variables and employee job satisfaction in SJVN Ltd. The analysis aims to determine the extent to which Organizational Environment and Support, and Compensation, Security

and Welfare predict job satisfaction among employees. The results include model fit statistics (R , R^2 , adjusted R^2 , and F -statistic) along with regression coefficients to assess the strength and significance of the relationships between variables. The findings are presented in Table 5 and 6.

Table 5: Multiple Regression Results

Variables	B	Std. Error	Beta	t-value	p-value
Constant	0.576	0.147	—	3.909	0.000
Organizational Environment & Support	0.363	0.056	0.362	6.440	0.000
Compensation, Security & Welfare	0.506	0.051	0.556	9.882	0.000

Source: Primary data collected through a questionnaire survey; analysed by the author using SPSS.

Table 6: Model Summary

Model Statistic	Value
R	0.869
R^2	0.756
Adjusted R^2	0.753
F-value	312.353
Significance (F)	0.000
Sample Size (N)	205

Source: Author's own calculation using SPSS

Table 5 and 6 presents the results of the multiple regression analysis conducted to examine the influence of Organizational Environment and Support and Compensation, Security and Welfare on the job satisfaction of SJVNL employees. The overall regression model is statistically significant ($F = 312.353$, $p < 0.001$), indicating that the selected independent variables jointly explain a substantial proportion of the variation in employee job satisfaction. The model summary reveals a strong positive relationship between the predictor variables and job satisfaction ($R = 0.869$). The coefficient of determination ($R^2 = 0.756$) indicates that 75.6% of the variance in job satisfaction is explained by Organizational Environment and Support and Compensation, Security and Welfare. The adjusted R^2 value of 0.753 further confirms the robustness of the model, suggesting that the explanatory power remains high even after adjusting for the number of predictors included in the analysis. The regression coefficients indicate that both independent variables have a positive and statistically significant impact on job satisfaction. Organizational Environment and Support ($\beta = 0.362$, $t = 6.440$, $p < 0.001$) positively influences employee job satisfaction, implying that improvements in workplace culture, communication, teamwork, recognition, and organizational support contribute significantly to higher satisfaction levels among employees. Similarly, Compensation, Security and Welfare emerged as the strongest predictor of job satisfaction ($\beta = 0.556$, $t = 9.882$, $p < 0.001$), indicating that employees place considerable importance on fair compensation, job security, health benefits, and welfare initiatives when evaluating their overall job satisfaction. Comparatively, the standardized beta coefficients show that Compensation, Security and Welfare exerts a greater influence on job satisfaction than Organizational Environment and Support. This finding suggests that while a supportive work environment remains important, compensation-related factors and employee welfare provisions play a more dominant role in shaping employees' satisfaction levels at SJVNL. Overall, the results demonstrate that both organizational and welfare-related factors are significant determinants of job satisfaction, with compensation and security-related provisions emerging as the most influential contributors.

6.3.1 Hypothesis Testing: This section presents the results of hypothesis testing based on multiple regression analysis to examine the impact of Organizational Environment and Support, and Compensation, Security and Welfare on employee job satisfaction in SJVN Ltd. The hypotheses formulated in the study are tested at a 5% level of significance using standardized beta coefficients and p-values obtained from the regression model. The results of hypothesis testing are summarized in Table 7.

Table 7: Hypothesis Testing Summary

Hypothesis	Relationship	Beta	p-value	Decision
H1	Organizational Environment & Support → Job Satisfaction	0.362	0.000	Accepted
H2	Compensation, Security & Welfare → Job Satisfaction	0.556	0.000	Accepted

Source: Primary data collected through a questionnaire survey; analysed by the author using SPSS.

The results indicate that both Organizational Environment and Support, and Compensation, Security and Welfare have a statistically significant positive impact on employee job satisfaction. Therefore, both H1 and H2 are accepted, confirming that job satisfaction is influenced by both organizational and welfare-related factors.

7. Findings of the Study

This section presents the key findings derived from the data analysis conducted in the previous section. The findings summarize the major outcomes of descriptive and inferential statistical analyses carried out on employees of SJVN Ltd.

- The demographic profile indicates that the workforce is predominantly young, with most employees having 1–10 years of experience, reflecting a moderately early-career employee base.
- Employees exhibit a high level of job satisfaction, as indicated by consistently high mean scores across all dimensions of job satisfaction and career growth.
- Among job satisfaction factors, employees report particularly strong satisfaction with overall job satisfaction, skill development opportunities, and role clarity within the organization.
- Organizational environment factors such as teamwork, workplace culture, internal communication, and performance feedback are perceived positively by employees, indicating a supportive work environment.
- Compensation, job security, and employee welfare dimensions received the highest mean ratings, suggesting strong employee satisfaction with financial and welfare-related provisions.
- Regression results confirm that both Organizational Environment and Support, and Compensation, Security and Welfare have a significant positive impact on job satisfaction.
- Compensation, Security and Welfare is identified as the most influential predictor of job satisfaction among employees of SJVN Ltd.
- The model demonstrates strong explanatory power, with $R^2 = 0.756$, indicating that the selected variables explain a large proportion of variation in job satisfaction.
- The findings highlight that both intrinsic (organizational environment) and extrinsic (compensation and welfare) factors jointly influence employee satisfaction.
- Overall, the results indicate that SJVN Ltd. maintains a positive work environment with strong employee-oriented policies that contribute to high job satisfaction levels.

8. Conclusion

The present study examined the determinants of job satisfaction among employees of SJVN Ltd., focusing on Organizational Environment and Support, and Compensation, Security and Employee Welfare. The findings reveal that employees generally exhibit a high level of job satisfaction, supported by positive perceptions across all examined dimensions, including career growth opportunities, workplace environment, and welfare-related practices. The empirical results from multiple regression analysis confirm that both Organizational Environment and Support, and Compensation, Security and Welfare significantly influence employee job satisfaction. Among these, Compensation, Security and Welfare emerged as the most dominant predictor, highlighting the importance of financial rewards, job stability, and employee welfare initiatives in shaping overall satisfaction levels.

The study concludes that job satisfaction in SJVN Ltd. is driven by a combination of intrinsic organizational factors and extrinsic reward systems. A supportive work environment along with strong compensation and welfare policies plays a crucial role in enhancing employee satisfaction and organizational commitment. Overall, the organization demonstrates a positive work culture with effective employee-oriented practices, which contribute to maintaining a satisfied and motivated workforce.

9. Managerial Implications

The findings of the study provide important implications for management in enhancing employee job satisfaction at SJVN Ltd. Since Compensation, Security and Welfare emerged as the most significant predictor of job satisfaction, management should continue to strengthen competitive compensation structures, job security provisions, and comprehensive welfare schemes, including health and insurance benefits.

The study also highlights the importance of Organizational Environment and Support in shaping employee satisfaction. Therefore, management should focus on improving workplace culture, strengthening internal communication channels, and ensuring effective performance feedback systems. Enhancing teamwork, recognition practices, and employee autonomy can further contribute to a more supportive and engaging work environment.

Greater emphasis should also be placed on employee engagement initiatives, as this dimension recorded comparatively lower mean values. Introducing structured engagement programs, training workshops, and participative decision-making mechanisms may help improve employee involvement and motivation.

Overall, the results suggest that a balanced approach combining financial rewards with a positive organizational environment is essential for improving employee satisfaction, retention, and overall organizational effectiveness at SJVN Ltd.

10. Limitations and Future Scope of the Study

The present study is subject to certain limitations. Firstly, the study is based on a sample of 205 respondents from SJVN Ltd., which may limit the generalizability of the findings to other organizations or sectors. Secondly, the data collected are based on self-reported perceptions of employees, which may be influenced by response bias or subjective interpretation. Thirdly, the study adopts a cross-sectional research design, capturing employee perceptions at a single point in time, and therefore does not account for changes in job satisfaction over time.

In terms of future research directions, similar studies can be conducted across multiple public and private sector organizations to enable comparative analysis. Longitudinal studies may also be undertaken to examine changes in job satisfaction over time. Additionally, future research may include other relevant variables such as leadership style, organizational commitment, work-life balance, and psychological well-being to develop a more comprehensive understanding of employee job satisfaction. Advanced analytical techniques such as structural equation modelling (SEM) can also be employed to examine complex relationships among variables.

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