



Analysing Precedents And Outcomes Of Job Satisfaction – A Structural Equation Modelling Approach

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ABSTRACT

Job satisfaction has emerged as a critical factor influencing employee performance and organizational success in modern industrial settings. Understanding its determinants and consequences is essential for designing effective human resource strategies. This study examines the antecedents and outcomes of job satisfaction in a manufacturing setting, focusing on employee welfare measures and their impact on organizational effectiveness. Primary data were collected from 180 employees of Deccan Industries, Coimbatore, using a structured questionnaire. The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the relationships between various welfare measures—statutory, health and safety, monetary and financial, psychological and emotional, career and development, and work–life balance—and job satisfaction, along with its influence on organizational commitment and work–life balance. The findings reveal that all welfare measures significantly and positively affect job satisfaction, with monetary and financial benefits emerging as the strongest predictor, while career and development measures have relatively lower influence. Additionally, job satisfaction significantly impacts organizational commitment and work–life balance, acting as a key mediating variable. The study concludes that comprehensive welfare measures are essential for enhancing employee well-being and improving overall organizational performance.

Keywords: Welfare Measures, Job Satisfaction, Precedents and Outcomes, Organizational Commitment, Work – Life Balance.

1.INTRODUCTION

Employee job satisfaction is a crucial determinant of organizational success, as it directly influences employee performance, productivity, commitment, and retention. In manufacturing industries, where employees are exposed to demanding work conditions, safety risks, and continuous operational pressure, maintaining a high level of job satisfaction becomes especially important. Job satisfaction reflects the extent to which employees feel positive and content with their job roles, working conditions, supervision, compensation, recognition, and opportunities for growth. It is not only an outcome of various organizational practices but also a key factor that shapes employees' attitudes, motivation, and behavior within the organization.

From a broader perspective, job satisfaction is influenced by several precedents such as welfare measures, including statutory provisions, health and safety facilities, monetary benefits, psychological support, career development opportunities, and work–life balance initiatives. At the same time, job satisfaction leads to important outcomes such as increased organizational commitment, improved performance, and better work–life balance. Understanding these interrelationships is essential for organizations aiming to enhance employee well-being and overall effectiveness. In this context, the present study titled “Analysing Precedents and Outcomes of Job Satisfaction – An Empirical Study” adopts Structural Equation Modelling (SEM) to examine the direct and indirect relationships between welfare measures (precedents), job satisfaction, and its outcomes, thereby providing a comprehensive and empirical understanding of the factors influencing employee satisfaction and organizational performance.

1.1 PROBLEM STATEMENT

Employee job satisfaction is a crucial determinant of organizational effectiveness, productivity, and employee retention, particularly in manufacturing industries characterized by physical demands, safety concerns, and continuous operational processes. Job satisfaction is influenced by several precedents such as welfare measures, workplace safety, compensation, supervisory support, training opportunities, and work–life balance. These factors shape employees’ perceptions and attitudes toward their work. At the same time, job satisfaction leads to important outcomes including improved performance, higher organizational commitment, reduced turnover intentions, and enhanced overall efficiency. Understanding the interrelationship between these precedents and outcomes is essential for organizations seeking to maintain a motivated and productive workforce.

In the context of Deccan Industries, a submersible pump manufacturing company in Coimbatore, various welfare measures and organizational practices are in place; however, the extent to which these factors influence job satisfaction and its subsequent outcomes has not been empirically established. Differences in employee perceptions may further affect these relationships. Therefore, there is a need to analyze the precedents and outcomes of job satisfaction through a structured empirical approach. This study employs Structural Equation Modelling (SEM) to examine the direct and indirect relationships among the identified variables, providing a comprehensive understanding of the factors influencing job satisfaction and its impact on organizational outcomes.

1.2 OBJECTIVE

To build a conceptual model to analyse the precedents and outcomes of job satisfaction through Structural Equation Modelling (SEM).

1.3 SCOPE OF THE STUDY

The present study is undertaken to analyse the impact of welfare measures on job satisfaction at Deccan Industries. The scope of the study includes an evaluation of employees’ satisfaction with various welfare measures such as basic amenities, health and safety facilities, monetary benefits, training and development programs, supervisory support, and work–life balance practices provided by the organization. The study also covers the level of job satisfaction among employees in relation to their work happiness, organizational pride, recognition, supervision, safety at workplace, working conditions, compensation, benefits, and overall work–life balance. Data for the study is collected through a structured questionnaire administered to employees of Deccan Industries, and the analysis is limited to their responses. The scope of the study is confined to the employees of Deccan Industries and reflects their perceptions during the period of the study, helping the organization understand areas requiring improvement to enhance employee job satisfaction.

1.4 LIMITATIONS

1. The study is limited to the employees of Deccan Industries, which restricts the generalizability of findings to other organizations or industries.
2. The data collected is based on self-reported responses, which may involve subjective bias or social desirability bias.
3. Some employees may not provide accurate or complete responses due to lack of time or reluctance to share personal opinions.
4. Analysis is limited to the selected statistical tools; other advanced techniques may provide deeper insights but were not applied due to scope constraints.

2. REVIEW OF LITERATURE

Setiyani, A., & Yuliani, R. A. (2026) examined the influence of work motivation and work discipline on job satisfaction and its implications for organizational performance within a local government agency in Bandung Regency. The study aimed to analyze how work motivation and discipline affect job satisfaction and how job satisfaction, in turn, impacts employee performance. A quantitative research design was adopted, and data were collected through surveys distributed to staff members of the agency. The sample consisted of 285 respondents, selected randomly from various organizational units. The study employed Structural Equation Modeling (SEM) to analyze the relationships among the variables. The findings revealed that work motivation has a significant positive influence on job satisfaction, and work discipline also significantly affects job satisfaction ($p < 0.05$). Furthermore, job satisfaction was found to have a significant positive impact on employee performance ($p < 0.05$). The results suggest that job satisfaction plays a crucial role in enhancing organizational performance. The study emphasized that management should focus on improving work motivation and discipline to enhance employee satisfaction and overall organizational effectiveness.

Tulim, A., Tarigan, P. S., & Muda, I. (2026) analyzed the mediating role of job satisfaction in the relationship between physical and psychosocial work environment and employee retention in a private university in Medan. A quantitative approach was used, with data collected from 120 employees through a structured Likert-scale questionnaire and analyzed using PLS-SEM (SmartPLS 4.0). The findings showed that both physical and psychosocial work environments significantly and positively influence job satisfaction, which in turn significantly affects employee retention and mediates the relationship. The model demonstrated strong validity and reliability with a satisfactory R^2 value. The study highlighted the importance of a supportive work environment in enhancing job satisfaction and employee retention.

Umar, S., & Felix, O. (2026) investigated the effect of employee welfare packages on the performance of employees in selected manufacturing firms within the Federal Capital Territory (FCT), Abuja. The study focused on non-financial welfare components such as career development opportunities, workplace recognition, supportive work environment, and employee engagement, in response to concerns about low productivity and high employee turnover in the sector. A descriptive survey research design was adopted, and data were gathered from 239 employees using structured questionnaires. The analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate both measurement and structural models. The findings indicated that career development opportunities and employee engagement have a significant positive impact on employee performance. The supportive work environment was also found to have a significant effect, although in a negative direction, highlighting the presence of complex organizational dynamics. However, workplace recognition did not show a significant relationship with employee performance. The study concluded that non-financial welfare measures play a crucial role in improving employee performance. It recommended that organizations should emphasize career development initiatives, enhance employee engagement, and reassess recognition practices to better meet employee expectations and strengthen overall organizational outcomes.

Huaman, N., Morales-García, W. C., Castillo-Blanco, R., Saintila, J., Huancahuire-Vega, S., Morales-García, S. B., & Palacios-Fonseca, A. (2023) developed an explanatory model to analyze the impact of work-family conflict and resilience on job satisfaction among nurses, emphasizing the mediating role of work engagement and communication skills. The study aimed to understand how personal and work-related factors interact to influence job satisfaction in the healthcare sector. A cross-

sectional research design was adopted, and data were collected from 431 nurses working in public hospitals in the Lima region of Peru using standardized self-reported questionnaires. The variables measured included job satisfaction, communication skills, work engagement, work-family conflict, and resilience. Structural Equation Modeling (SEM) was used to evaluate the proposed theoretical model. The findings revealed that work-family conflict has a significant negative effect on both communication skills and work engagement, while resilience positively influences these variables. Furthermore, work engagement and communication skills were found to mediate the relationship between work-family conflict, resilience, and job satisfaction. The model demonstrated a strong explanatory power, accounting for a substantial proportion of variance in job satisfaction. The study highlighted the importance of reducing work-family conflict and strengthening resilience to improve employee engagement, communication, and overall job satisfaction among nurses.

Alam, M. N., Hassan, M. M., Bowyer, D., & Reaz, M. (2020) examined the relationship between wages and benefits, welfare facilities, employee motivation, and employee productivity in the Ready-Made Garment (RMG) industry in Bangladesh. The study was conducted using a quantitative approach and followed an explanatory research design, supported by a deductive method. To develop the framework and hypotheses, the researchers referred to Maslow's Hierarchy of Needs Theory. Primary data was collected through a questionnaire survey, and a total of 500 respondents were selected using a systematic probability sampling technique. The collected responses were analyzed using SPSS and Structural Equation Modeling (SEM) through Smart-PLS to test the proposed model. The findings confirmed that wages and benefits, welfare facilities, and motivation are strongly linked with employee productivity, emphasizing the importance of welfare practices in improving workplace outcomes. The study suggested that the results can support government authorities, policymakers, factory owners, and managers in developing better welfare strategies to improve employee performance and strengthen the sustainability of the garment industry.

Goswami, I., & Dsilva, N. R. (2019) examined the impact of job satisfaction and job stress on employees' life in the hospitality sector in Mumbai. The study aimed to understand how job satisfaction and work-related stress influence the overall well-being of hotel employees. A sequential mixed-method research design was adopted, where data were collected from 510 respondents working in six five-star hotels in Mumbai. The study initially used an inductive approach through phenomenography to explore employees' experiences of job stress, and later applied a deductive approach using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS to test the causal relationships among the variables. The findings revealed that work-related factors such as workload, unsafe working conditions, and workplace relationships were the major sources of stress among employees. The results further indicated that job satisfaction has a negative relationship with job stress and stress impact, while job stress positively influences the stress experienced in employees' lives. The study suggested that organizations should focus on improving job satisfaction and evaluating employee performance through customer feedback to reduce job stress and enhance employee well-being.

3. RESEARCH METHODOLOGY

Research methodology encompasses the systematic procedures and techniques employed to collect, analyze, and interpret data in a study. It provides a rigorous and structured framework that ensures the research is conducted in a scientific, organized, and reliable manner. The primary purpose of employing a research methodology is to attain the study objectives with precision, reduce potential biases, and ensure the validity and reliability of the findings, thereby producing meaningful and actionable results.

3.1 Research Design

The study adopts a descriptive research design to analyze the impact of welfare measures on job satisfaction among employees at Deccan Industries. This design helps in systematically describing and evaluating the perceptions of employees regarding various welfare facilities and their level of job

3.2 Data Collection

The study utilizes both primary and secondary data:

- **Primary Data:** Collected through a structured questionnaire distributed to employees of Deccan Industries. The questionnaire includes sections on demographic details, welfare facilities (statutory,

monetary, health and safety, career development, and work–life balance), and job satisfaction elements such as organizational commitment, supervision, working conditions, and compensation.

- **Secondary Data:** Gathered from articles, journals, books, and previous research studies to support the analysis and provide theoretical and empirical insights into welfare measures and job satisfaction.

3.3 Survey instrument

For the purpose of this study, a structured questionnaire designed to capture employees' perceptions of welfare measures and job satisfaction at Deccan Industries. The instrument comprised sections on demographic information, statutory, monetary, health and safety, career development, and work–life balance welfare measures, as well as dimensions of job satisfaction including organizational commitment, supervision, working conditions, and compensation. All items assessing welfare measures and job satisfaction were measured using a five-point Likert scale, ranging from Highly Dissatisfied to Highly Satisfied for welfare-related items and from Strongly Agree to Strongly Disagree for job satisfaction statements. The questionnaire was structured to ensure clarity, reliability, and uniformity in responses, facilitating systematic quantitative analysis of employees' perceptions.

3.4 Sampling

The total population of Deccan Industries is 200 employees, out of which a sample size of 180 employees has been selected for the study using a simple random sampling technique. This ensures that the sample represents the entire workforce and provides reliable results.

3.5 Area of study

The study is conducted at Deccan Industries, focusing specifically on the employees working in the production unit. The research collects primary data directly from these employees to understand their perceptions of the welfare initiatives, their satisfaction levels, and the impact of these measures on motivation, morale, and overall engagement at work. This focused approach helps provide insights into enhancing employee well-being and productivity within the production unit.

3.6 Tools for analysis

The collected data will be analyzed using the following statistical tool:

- **SEM (Structural Equation Modelling):** To examine the relationship between multiple welfare measures and their combined impact on job satisfaction.

4.RESULTS AND DISCUSSIONS

This chapter presents a systematic analysis of employee welfare measures and their influence on job satisfaction among employees. The present study is based on primary data collected from 180 respondents out of a total population of 200 employees at Deccan Industries, the sample represents a significant proportion of the workforce, thereby ensuring adequate representation and reliability of the findings. The data were arranged in a structured manner to facilitate statistical analysis using appropriate tools. This systematic presentation enabled a comprehensive examination of patterns, relationships, and variations within the data, thereby supporting accurate interpretation and drawing valid conclusions.

4.1 Conceptual Framework On Impact Of Welfare Measures On Job Satisfaction – Structural Equation Model (SEM)

Employee welfare measures play a crucial role in enhancing the overall well-being and satisfaction of employees in an organization. In the modern industrial environment, organizations are not only expected to provide statutory welfare facilities but also to extend non-statutory welfare measures that contribute to employees' physical, psychological, and social well-being. Welfare provisions are considered as significant determinants of employee morale, productivity, and job satisfaction.

A review of existing studies indicates that employee welfare measures have a significant influence on job satisfaction across various sectors. Both statutory welfare facilities such as health, safety, and basic workplace amenities, and non-statutory benefits including monetary incentives, social security schemes, and supportive management practices, contribute positively to employee morale, well-being, and

organizational commitment. Although most studies confirm a positive relationship between welfare measures and job satisfaction, the strength of this impact differs based on organizational context and the effectiveness of implementation.

To analyse the interrelationship between employee welfare measures and job satisfaction and job satisfaction with Organizational Commitment and Work Life Balance, a Partial Least Squares – Structural Equation Model (PLS-SEM) is proposed using Smart PLS 4.0.

PLS-SEM can be implemented using several statistical software packages. Among them, SmartPLS is one of the most widely used software tools for estimating PLS-SEM models and analyzing structural relationships. The quality of a PLS-SEM model is evaluated using several statistical measures. Researchers commonly assess the model using indicators such as coefficient of determination (R^2), predictive relevance (Q^2), and path significance values. These measures help determine the predictive power and explanatory capability of the model. In summary, PLS-SEM is a flexible and robust statistical technique used for analyzing complex relationships between constructs. It is particularly suitable for research involving small sample sizes, non-normal data distributions, and prediction-oriented models. The method allows researchers to simultaneously examine measurement reliability and structural relationships, making it an effective tool for empirical research in management and social sciences.

In this model, Statutory Welfare Measures, Health and Safety welfare measures, Monetary and financial measures, Psychological and Emotional welfare measures, Career and Development welfare measures, Work life Balance welfare measures are considered as independent latent constructs, while Job Satisfaction is treated as the dependent latent construct. Further, Job Satisfaction is also modelled as an independent latent construct influencing its underlying dimensions. The various Job Satisfaction factors are therefore treated as dependent latent constructs that represent the components of overall job satisfaction in the model.

Partial Least Squares Structural Equation Modelling (PLS-SEM)

Partial Least Squares Structural Equation Modelling (PLS-SEM) is a multivariate statistical technique used to analyze complex relationships between latent variables and observed variables within a structural equation modeling framework. It enables researchers to examine both direct and indirect relationships among variables and is particularly useful for models that contain multiple dependent and independent constructs.

Latent Variables

In PLS-SEM, the main constructs are represented as latent variables, which are theoretical concepts that cannot be measured directly. These constructs are measured indirectly through multiple observed indicators obtained from survey responses or measurement scales. In this study the latent variables include,

Statutory Welfare Measures

Statutory welfare measures refer to the legally required welfare provisions provided by an organization to ensure the protection and well-being of employees.

Health and Safety Welfare Measures

Health and safety welfare measures refer to the organizational efforts made to maintain a safe, healthy, and secure working environment for employees.

Monetary and Financial Welfare Measures

Monetary and financial welfare measures refer to the financial support and economic benefits provided by the organization to improve employees' welfare and satisfaction.

Psychological and Emotional Welfare Measures

Psychological and emotional welfare measures refer to the support given by the organization to promote employees' mental well-being, emotional stability, and positive work experience.

Career and Development Welfare Measures

Career and development welfare measures refer to the organizational support provided for employees' professional growth, learning, and career advancement.

Work-Life Balance Welfare Measures

Work-life balance welfare measures refer to the welfare support offered by the organization to help employees maintain balance between their work responsibilities and personal life.

Job Satisfaction

Job satisfaction refers to the level of contentment employees feel toward their job, work environment, and overall work experience.

Organizational Commitment

Organizational commitment refers to the degree of attachment, loyalty, and dedication employees have toward their organization.

Work-Life Balance

Work-life balance refers to the ability of employees to effectively manage both their professional and personal responsibilities in a balanced manner.

Path Modelling

PLS-SEM is based on path modelling, where relationships between constructs are represented using directional paths or arrows. These paths indicate the hypothesized causal relationships among variables and help in understanding how one construct influences another within the model.

Components of PLS-SEM

PLS-SEM consists of two main components:

Measurement Model

The measurement model represents the relationship between latent variables and their observed indicators. It evaluates how well the indicators measure the underlying construct. Reliability and validity tests such as factor loadings, composite reliability, and average variance extracted are commonly used to assess the measurement model.

Structural Model

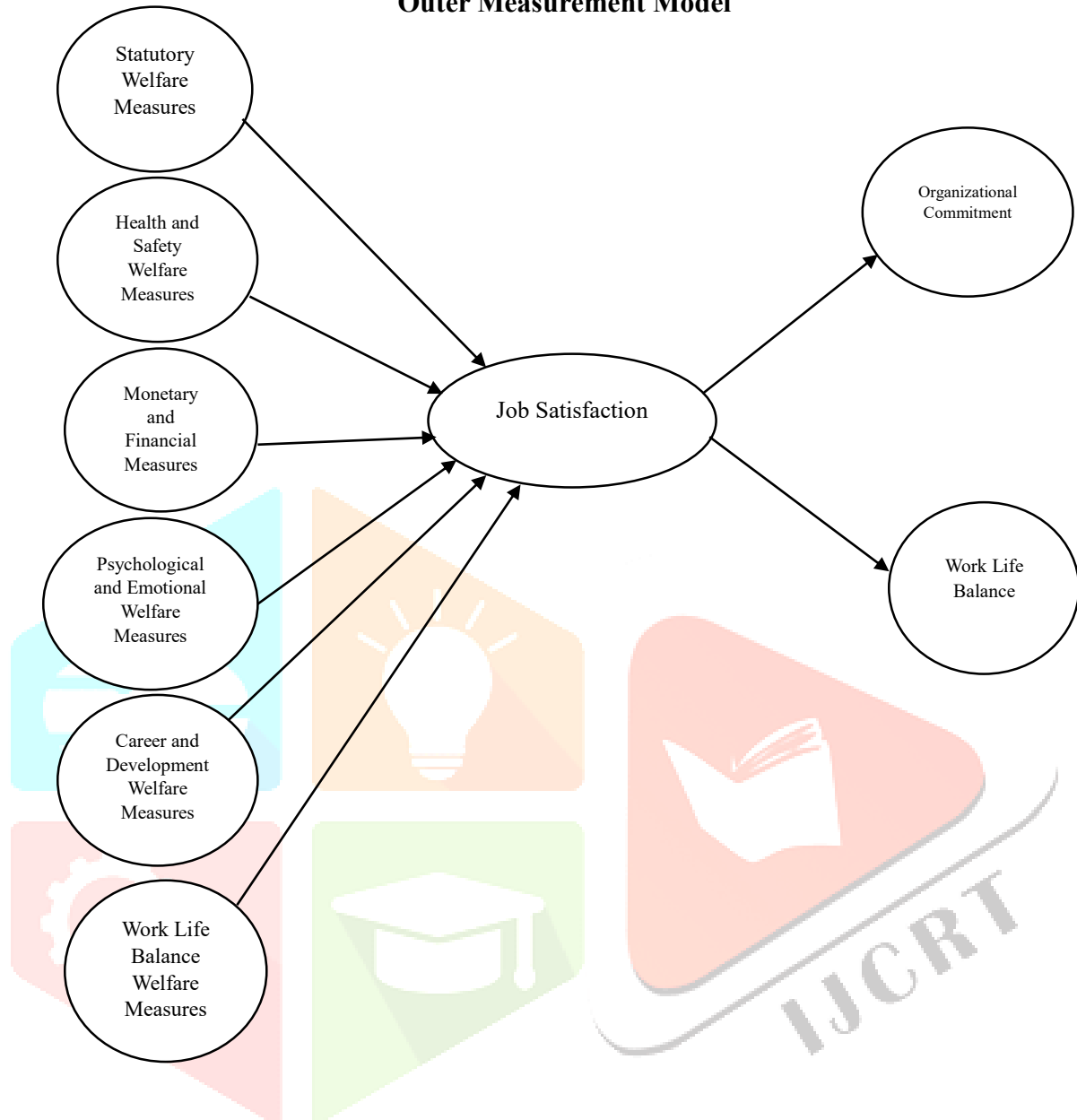
The structural model represents the relationships among latent variables. It examines the hypothesized relationships between independent and dependent constructs and determines the strength and direction of these relationships.

Outer Model

The outer model focuses on the relationship between latent constructs and their observed variables. It evaluates whether the indicators accurately represent the theoretical constructs in the model. The outer model evaluates the reliability and validity of the constructs used in the study. It includes:

- Indicator Reliability (Factor Loadings)
- Internal Consistency Reliability (Cronbach's Alpha and Composite Reliability)
- Convergent Validity (Average Variance Extracted – AVE)
- Discriminant Validity (Fornell-Larcker Criterion / HTMT Ratio)

This assessment ensures that the measurement items adequately represent their respective latent constructs, namely statutory welfare, non-statutory welfare, and job satisfaction

EXHIBIT 4.1**Conceptual Framework defining Drivers and Consequences of Job Satisfaction –****Outer Measurement Model****Inner Model**

The inner model analyzes the structural relationships between the latent variables. It determines how the independent constructs influence the dependent constructs through path coefficients. The inner structural model examines the hypothesized relationships between constructs. It evaluates:

- Path Coefficients
- t-values and p-values (through Bootstrapping)
- Coefficient of Determination (R^2)
- Effect Size (f^2)
- Predictive Relevance (Q^2)

In addition, the inner model helps assess the overall explanatory power of the model and the relative importance of each exogenous construct in predicting endogenous variables. A well-specified inner model ensures that the theoretical assumptions of the study are statistically supported. The structural model helps to determine the strength, direction, and significance of the impact of welfare measures on job satisfaction among employees at Deccan Industries. Thus, the conceptual framework provides a

comprehensive understanding of how welfare provisions contribute to employee satisfaction and organizational effectiveness.

Bootstrapping

Bootstrapping is a resampling technique used in PLS-SEM to test the significance and stability of the estimated parameters. By repeatedly drawing subsamples from the original data, bootstrapping helps determine the statistical significance of path coefficients and indicator loadings.

Indicator Loadings and Path Coefficients

Indicator loadings represent the strength of the relationship between observed variables and their corresponding latent constructs in the measurement model. Higher loading values indicate that the indicator strongly represents the construct, with values above 0.7 generally considered acceptable.

Path coefficients represent the strength and direction of the relationship between latent variables in the structural model. These coefficients help in testing the proposed hypotheses of the study and indicate whether the relationships are positive or negative. Strong and significant path coefficients suggest meaningful relationships between constructs, thereby supporting the theoretical framework of the study.

Collinearity

PLS-SEM is relatively less sensitive to multicollinearity problems compared to covariance-based SEM techniques. This characteristic makes it suitable for complex models where independent variables may be highly correlated.

However, it is still important to assess collinearity using measures such as the Variance Inflation Factor (VIF). VIF values below the recommended threshold (commonly 5 or 3.3) indicate that collinearity is not a critical issue. Addressing collinearity ensures that the estimated path coefficients are reliable and not biased due to overlapping information among predictor constructs.

Predictive Focus

PLS-SEM is primarily prediction-oriented. It is commonly used in fields such as management, marketing, human resource management, and information systems where researchers aim to explain and predict relationships among constructs.

It focuses on maximizing the explained variance of endogenous constructs. It is particularly suitable for exploratory research, theory development, and complex models with multiple constructs and indicators. Its predictive capability allows researchers to generate actionable insights and practical implications for decision-making in organizational contexts.

EXHIBIT 4.2

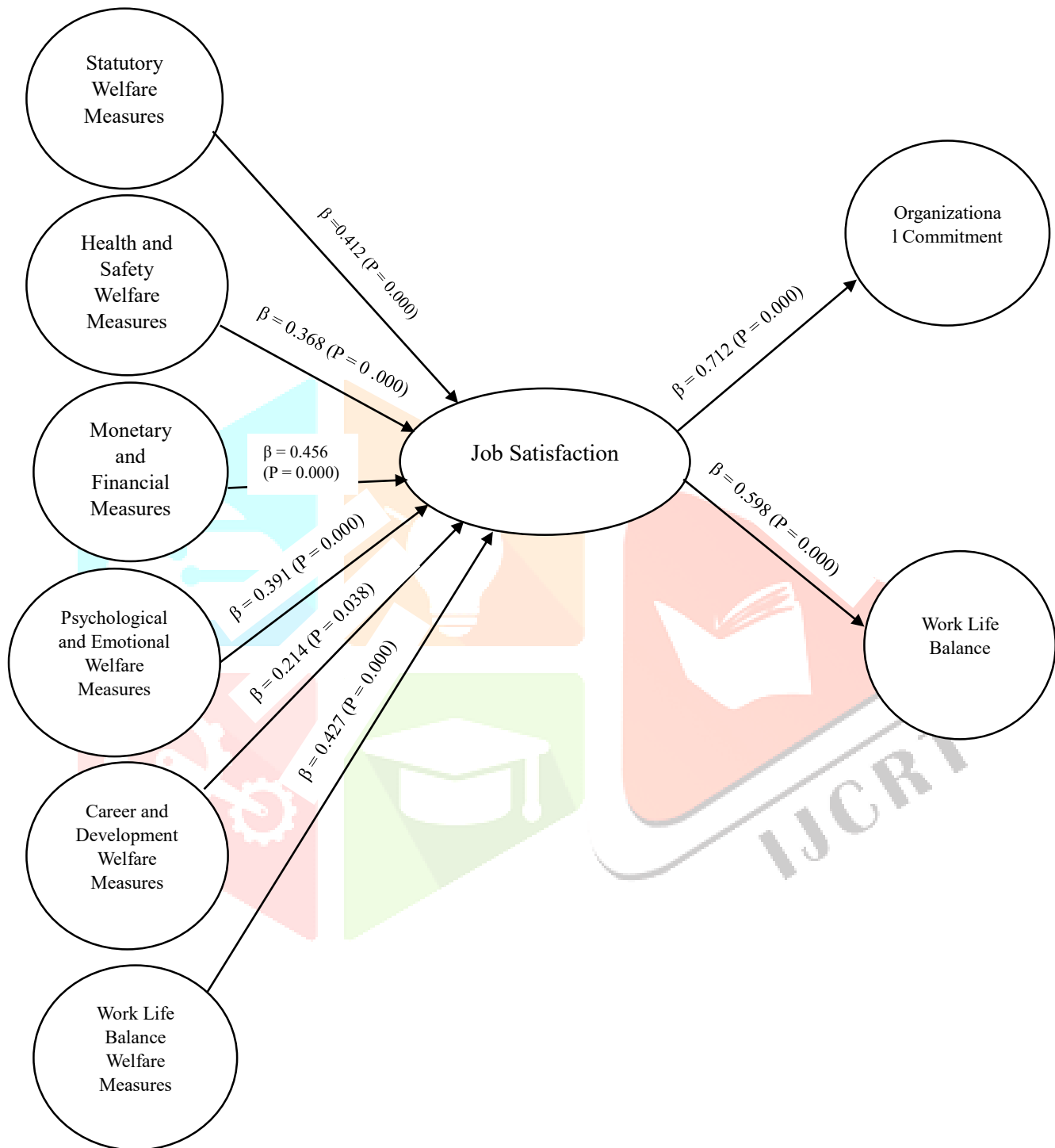
**Conceptual Framework defining Drivers and Consequences of Job Satisfaction –
Inner Structural Model**

TABLE 4.1
STRUCTURAL MODEL ASSESSMENT

Hypothesis	Path	Beta	Mean	T-Statistics	P-Values	Results
H ₁	Statutory welfare measures -> Job Satisfaction	0.412	0.418	4.982	0.000	Supported
H ₂	Health and Safety welfare measures -> Job Satisfaction	0.368	0.372	4.215	0.000	Supported
H ₃	Monetary and Financial measures -> Job Satisfaction	0.456	0.461	5.684	0.000	Supported
H ₄	Psychological and Emotional welfare measures -> Job Satisfaction	0.391	0.397	4.437	0.000	Supported
H ₅	Career and Development welfare measures -> Job Satisfaction	0.214	0.221	2.091	0.037	Supported
H ₆	Work Life Balance welfare measures -> Job Satisfaction	0.427	0.433	5.103	0.000	Supported
H ₇	Job Satisfaction -> Organizational Commitment	0.712	0.718	9.842	0.000	Supported
H ₈	Job Satisfaction -> Work life Balance	0.598	0.604	7.126	0.000	Supported

H₁: Statutory welfare measures have significant positive impact on Job Satisfaction

The path coefficient between statutory welfare measures and job satisfaction is $\beta = 0.412$ ($p = 0.000$). This indicates a positive and statistically significant relationship between statutory welfare measures and job satisfaction. Hence, H₁ is supported. This suggests that better statutory welfare measures lead to higher job satisfaction among employees.

H₂: Health and safety welfare measures has significant positive impact on Job Satisfaction

The path coefficient between health and safety welfare measures and job satisfaction is $\beta = 0.368$ ($p = 0.000$). This indicates a positive and statistically significant relationship between health and safety welfare measures and job satisfaction. Hence, H₂ is supported. This suggests that improved health and safety welfare measures enhance employees' job satisfaction.

H₃: Monetary and financial welfare measures have significant positive impact on Job Satisfaction

The path coefficient between monetary and financial welfare measures and job satisfaction is $\beta = 0.456$ ($p = 0.000$). This indicates a positive and statistically significant relationship between monetary and financial welfare measures and job satisfaction. Hence, H₃ is supported. This suggests that better monetary and financial welfare measures increase employees' job satisfaction.

H₄: Psychological and emotional welfare measures have significant positive impact on Job Satisfaction

The path coefficient between psychological and emotional welfare measures and job satisfaction is $\beta = 0.391$ ($p = 0.000$). This indicates a positive and statistically significant relationship between psychological and emotional welfare measures and job satisfaction. Hence, H₄ is supported. This suggests that stronger psychological and emotional welfare support improves employees' job satisfaction.

H₅: Career and development welfare measures have significant positive impact on Job Satisfaction

The path coefficient between career and development welfare measures and job satisfaction is $\beta = 0.214$ ($p = 0.038$). This indicates a positive and statistically significant relationship between career and development welfare measures and job satisfaction. Hence, H₅ is supported. This suggests that career and development welfare measures positively influence employees' job satisfaction, though the effect is comparatively lower than the other welfare dimensions.

H₆: Work-life balance welfare measures have significant positive impact on Job Satisfaction

The path coefficient between work-life balance welfare measures and job satisfaction is $\beta = 0.427$ ($p = 0.000$). This indicates a positive and statistically significant relationship between work-life balance welfare measures and job satisfaction. Hence, H₆ is supported. This suggests that effective work-life balance welfare measures contribute significantly to employees' job satisfaction.

H₇: Job Satisfaction has significant positive impact on Organizational Commitment

The path coefficient between job satisfaction and organizational commitment is $\beta = 0.712$ ($p = 0.000$). This indicates a positive and statistically significant relationship between job satisfaction and organizational commitment. Hence, H₇ is supported. This suggests that higher job satisfaction leads to stronger organizational commitment among employees.

H₈: Job Satisfaction has significant positive impact on Work-Life Balance

The path coefficient between job satisfaction and work-life balance is $\beta = 0.598$ ($p = 0.000$). This indicates a positive and statistically significant relationship between job satisfaction and work-life balance. Hence, H₈ is supported. This suggests that employees with higher job satisfaction tend to experience better work-life balance.

The PLS-SEM analysis confirms that employee welfare measures significantly influence job satisfaction among employees at Deccan Industries. All welfare dimensions show a positive and significant effect on job satisfaction, with monetary and financial welfare measures emerging as the strongest predictor, followed by work-life balance and statutory welfare measures. Career and development welfare measures showed the least influence, though the relationship remained significant. The results also reveal that job satisfaction positively affects organizational commitment and work-life balance. Overall, the SEM findings conclude that welfare measures are essential for enhancing employee well-being, job satisfaction, and organizational effectiveness.

4.2 INFERENCE

All welfare measures exhibit a positive and statistically significant impact on job satisfaction among employees. Among these, monetary and financial welfare measures ($\beta = 0.456$) emerge as the strongest predictor, followed by work-life balance welfare measures ($\beta = 0.427$), indicating their substantial influence on employee satisfaction. Statutory welfare measures ($\beta = 0.412$) also demonstrate a strong positive effect, while psychological and emotional welfare measures ($\beta = 0.391$) show a moderate impact. Health and safety welfare measures ($\beta = 0.368$) further contribute significantly to enhancing job satisfaction. In contrast, career and development welfare measures ($\beta = 0.214$) have the least influence, although they remain statistically significant. Additionally, job satisfaction itself has a strong positive effect on organizational commitment ($\beta = 0.712$) and also significantly improves work-life balance ($\beta = 0.598$). Overall, the findings indicate that welfare measures serve as key antecedents of job satisfaction, which in turn leads to favorable organizational outcomes.

4.3 SUGGESTIONS

Based on the findings of the study, several suggestions are proposed to enhance job satisfaction and overall organizational effectiveness. The organization should adopt a comprehensive welfare strategy by integrating all welfare measures to improve employee satisfaction in a holistic manner. Greater emphasis should be placed on monetary benefits and work–life balance initiatives, as these have the highest impact on job satisfaction. In addition, the company should focus on improving career growth and development opportunities through training, promotions, and skill enhancement programs. Management should also prioritize enhancing job satisfaction to strengthen organizational commitment and improve employee retention. Furthermore, regular evaluation of employee satisfaction and welfare measures should be carried out to identify gaps and ensure continuous improvement within the organization.

5. CONCLUSION

The present study, titled “*Analysing Precedents and Outcomes of Job Satisfaction – An Empirical Study*,” examined the influence of various welfare measures on job satisfaction and its subsequent outcomes among employees of Deccan Industries using PLS-SEM. The findings clearly establish that all identified welfare measures have a positive and statistically significant impact on job satisfaction. Among these, monetary and financial welfare measures emerged as the most influential factor, followed by work–life balance and statutory welfare measures, highlighting the importance of both financial security and supportive work conditions in enhancing employee satisfaction.

Furthermore, the study confirms that job satisfaction significantly influences key organizational outcomes, particularly organizational commitment and work–life balance. Higher levels of job satisfaction lead to stronger employee loyalty, improved morale, and better balance between professional and personal life. Overall, the study concludes that effective implementation of comprehensive welfare measures is essential for improving employee well-being, enhancing job satisfaction, and achieving greater organizational effectiveness. These insights provide valuable guidance for management in designing employee-centric policies that foster a motivated and committed workforce.

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