

Job Satisfaction & Happiness in Male Employees

Prerana Singh^{1*}, Dr. Akshita Lamba², Dr. Shivani Arora³

ABSTRACT

This study explored the association between male employees' job satisfaction and happiness and studied differences in these variables across public and private sectors. Data were collected using a quantitative cross-sectional approach from 150 male employees aged 21–50 years utilizing the Oxford Happiness Questionnaire and the Job Satisfaction Scale. The findings demonstrated a statistically significant positive correlation between job satisfaction and happiness, indicating that higher job satisfaction significantly enhances overall happiness. Additionally, public sector employees exhibited significantly higher levels of job satisfaction and happiness relative to those in the private sector. The study suggests that organizations, particularly in the private sector, should prioritize supportive work environments and policies to boost employee satisfaction and happiness, ultimately enhancing productivity and retention.

Keywords: *Job Satisfaction, Happiness, Male Employees, Public Sector, Private Sector*

Job satisfaction and happiness are key drivers of employee wellness and organizational achievement in today's corporate landscape. Job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976), reflecting how individuals perceive their work environment and roles. Happiness, on the other hand, according to Lyubomirsky (2007), is "the sensation of joy, contentment, and overall well-being, coupled with a sense that life is purposeful and worthwhile," encompassing a broader sense of life fulfillment that often intersects with workplace experiences. Several factors influence job satisfaction, including work environment, salary, workplace relationships, and opportunities for career growth (Raziq & Maulabakhsh, 2015), all of which contribute to how employees evaluate their jobs. Happiness, however, is shaped by a wider array of factors such as genetic predispositions, psychological well-being, social connections, economic stability, and cultural influences (Lyubomirsky, 2005; Diener, 1995), highlighting its multifaceted nature.

To understand these constructs, several theories provide critical insights. According to Herzberg's Two-Factor Theory, intrinsic motivators, such as achievement and recognition, are key determinants of job satisfaction, whereas extrinsic hygiene factors, like salary and job security, contribute to job dissatisfaction (Herzberg, 1959). Locke's Range of Affect Theory suggests that satisfaction depends on the alignment between personal values and job outcomes

¹Student of BA(H) Applied Psychology in Amity University, Noida*

²Assistant Professor-I, Amity Institute of Psychology & Allied Sciences, Amity University, Noida

³Assistant Professor-I, Amity Institute of Psychology & Allied Sciences, Amity University, Noida

*Corresponding Author

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(Locke, 1976), whereas Self-Determination Theory underscores the significance of autonomy, competence, and relatedness in cultivating well-being (Ryan & Deci, 2000).

The consistent findings across numerous studies highlight the strong connection between job satisfaction and happiness. Jung and Han (2024) found that among male correctional officers, job satisfaction emerged as the strong predictor of happiness, underscoring its workplace relevance. In a meta-analysis conducted by Lopez et al. (2023), a strong positive correlation between the two constructs was consistently observed across multiple demographic categories. Similarly, Javanmardnejad (2021) identified a significant link in Iranian nurses, while Thevanes and Jathurika (2021) reported elevated levels of both among Sri Lankan academic staff. Further support comes from Altundağ and Çalbayram (2020) and Satuf (2016), who documented this positive relationship in diverse contexts.

Although existing research highlights a clear association between job satisfaction and happiness, unique experiences of male employees within corporate environments remain largely overlooked, underscoring the need for targeted studies to fill this void and guide customized organizational approaches. This study specifically examines male adults, who encounter distinct societal demands—such as the traditional expectation to center their lives around work and financial provision—that may distinctly shape their job satisfaction and happiness (Nepute, 2014). The importance of this investigation lies in its dual impact: for individuals, greater job satisfaction and happiness bolster mental well-being and overall life quality (Treusch, 2023), while for organizations, these elements foster enhanced productivity, lower turnover rates, and improved financial performance (Zanabazar & Jigjiddorj, 2018), rendering them essential to achieving strategic goals.

METHODOLOGY

Aim:

To investigate the relationship between job satisfaction and happiness in male employees.

Objectives:

- To explore the association between job satisfaction and happiness among male employees.
- To find the differences in job satisfaction levels among male employees in the public versus private sectors.
- To examine the differences in happiness levels between male employees working public versus private organizations.

Hypotheses:

- **H₁:** There will be significant relationship between job satisfaction and happiness among male employees.
- **H₂:** There will be significant difference in job satisfaction between male employees working in the public and private sectors.
- **H₃:** There will be significant difference in happiness between male employees working in the public and private sectors.

Participants

The sample for this study was collected using convenience sampling method. Participants comprised of 150 male employees from different organizations across both the public and private organizational sectors. The participants belong to the age group of 21 to 50 years,

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ensuring a diverse range of working experiences and career stages. Inclusion criteria required participants to be male, currently employed in either the public or private sector, willing to participate voluntarily, and able to respond to the survey in English. Exclusion criteria eliminated female employees, unemployed individuals, those in temporary or contractual roles, employees over 50 years, self-employed individuals, and those unwilling to consent.

Variables

- **Job Satisfaction:** "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976), this variable captures employees' emotional responses to their work roles and environments.
- **Happiness:** "the experience of joy, contentment, or positive well-being, combined with a sense that one's life is good, meaningful, and worthwhile" (Lyubomirsky, 2007), this variable reflects a broader evaluation of life satisfaction and emotional well-being.

Tools Used

Two standardized psychological assessments were used to measure the variables:

1. **Job Satisfaction Scale (JSS):** Developed by Singh and Sharma (1986), this instrument is utilized for the assessment of overall job satisfaction in employees. The instrument comprises 30 items designed to assess both intrinsic and extrinsic dimensions of job satisfaction. The scale incorporates both positively and negatively worded items, with a 5- point scoring system, where positive statements are rated as 4, 3, 2, 1, 0 and negative statements are reverse-scored as 0, 1, 2, 3, 4. The scale has a test-retest reliability of 0.978 and validity of 0.743, validated against Muthayya's Job Satisfaction Questionnaire.
2. **Oxford Happiness Questionnaire (OHQ):** Created by Argyle and Hills (2002), This 29-item questionnaire employs a 6-point Likert scale, ranging from strongly disagree to strongly agree, to measure happiness. Reverse scoring was applied to twelve items in order to balance the assessment. It demonstrates a split-half reliability of 0.78 and validity above 0.74, correlating strongly with the Oxford Happiness Inventory.

Research Design

A quantitative methodology, employing a cross-sectional research design, was utilized to facilitate efficient hypothesis testing through data collection at a singular time point. This design facilitated statistical evaluation of job satisfaction and happiness across public and private sector employees.

Procedure

Data collection followed a structured process. A sample of 150 male employees aged 21 to 50 was recruited via convenience sampling from public and private sector organizations. Participants were informed about the study's purpose, and written consent was obtained to ensure voluntary participation and confidentiality. The questionnaires were administered through in-person and online surveys to enhance accessibility and response rates. Participants completed the questionnaires at their convenience, with clarifications provided as needed. Responses were collected, screened for completeness and accuracy, and prepared for data analysis.

Data Analysis

SPSS software was used to conduct the data analysis. A Pearson correlation analysis tested H_1 by exploring the connection between job satisfaction and happiness scores. Independent

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samples t-tests evaluated H₂ and H₃ by comparing levels of job satisfaction and happiness between public and private sector employees.

RESULTS

Demographic Details

Table 1 Descriptive Statistics of Demographic Details

Measure	Item	Count	Percentage (%)
Gender	Male	150	100
	Age (years old)		
Age (years old)	21-30	40	26.67
	31-40	32	21.33
	41-50	78	52
Educational Qualifications	Highschool	17	11.33
	Undergraduate	77	51.33
	Postgraduate	56	37.33
Type of Organization	Private	75	50
	Public	75	50

Table 1 summarizes the demographic details of the participants. All 150 participants were male (100%), with ages ranging from 21 to 50 years. The largest age group was 41–50 years (78 participants, 52%), followed by 21–30 years (40 participants, 26.67%) and 31–40 years (32 participants, 21.33%). Educationally, 77 participants (51.33%) held undergraduate degrees, 56 (37.33%) had postgraduate qualifications, and 17 (11.33%) completed high school. Employment was evenly split, with 75 participants (50%) in the private sector organization and 75 (50%) in the public sector organization, providing a balanced sample for sectoral comparisons.

Association between Job satisfaction and Happiness in Male Employees

Table 2: Association between job satisfaction and happiness

Variable	N	Mean	r value	p-value
Job Satisfaction	150	69.81	.817	Sig**
Happiness	150	129.04		

*Significant at the 0.01** and 0.05**

Table 2 presents the Pearson correlation analysis between job satisfaction and happiness, based on data from 150 participants. The mean job satisfaction score was 69.81, and the mean happiness score was 129.04. A strong positive correlation was observed, suggesting a strong relationship between increased job satisfaction and higher reported happiness among male employees.

Sector-Wise Difference of Job Satisfaction in Male Employees

Table 3: Sector-wise difference of Job Satisfaction in male employees

Variable	Sector	N	Mean	t-value	p-value
Job Satisfaction	Private	75	64.7067	4.335	Sig**
	Public	75	74.9200		

*Significant at 0.01** and 0.05**

The results of an independent samples t-test, comparing job satisfaction levels across private and public sector employees, are shown in Table 3. Private sector employees had a mean job satisfaction score of 64.71, while public sector employees scored higher at 74.92. A t-value

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of 4.335, with a corresponding p-value of $p < .01$, substantiates a statistically significant disparity, revealing that public sector employees reported significantly greater job satisfaction.

Figure – 1 Visual representation of the mean job satisfaction levels across private and public sectors

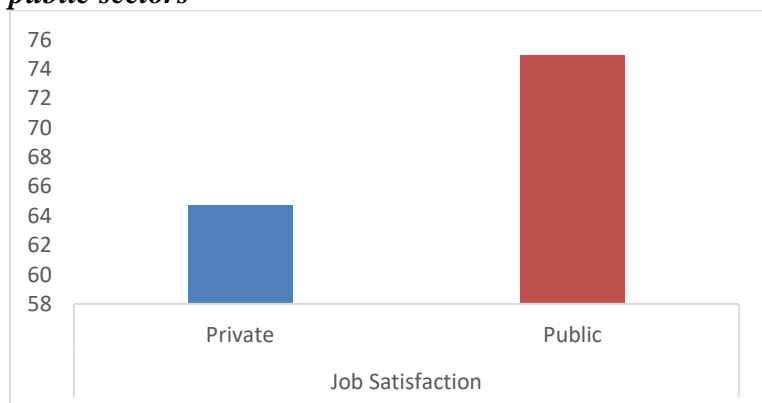


Figure 1 illustrates this finding: the blue bar (private sector, $M = 64.71$) is significantly shorter than the orange bar (public sector, $M = 74.92$), within the public sector reported significantly higher job satisfaction compared to their private sector counterparts.

Sector-Wise Difference of Happiness in Male Employees

Table 4: Sector-wise difference of Happiness in male employees

Variable	Sector	N	Mean	t-value	p-value
Happiness	Private	75	117.7333	4.447	Sig**
	Public	75	140.3467		

*Significant at 0.01** and 0.05**

Table 4 shows the t-test results for happiness differences between sectors. Private sector employees had a mean happiness score of 117.73, while public sector employees averaged 140.35. The t-value of 4.447 and a p-value significant at the .01 level indicate a substantial difference, with public sector employees experiencing higher happiness.

Figure 2 Mean graph of Happiness in private and public sector

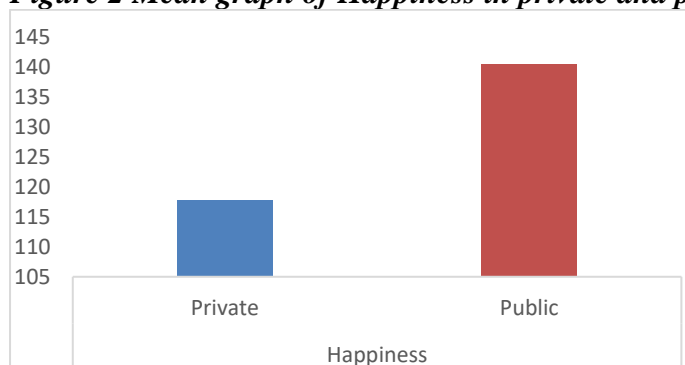


Figure 2 shows this difference: the blue bar (private sector, $M = 117.73$) is shorter than the orange bar (public sector, $M = 140.35$), visually indicating that happiness is substantially more in the public sector than the private sector.

DISCUSSION

The aim of this study was to investigate the link between job satisfaction and happiness in male employees. The findings of this study demonstrate a significant correlation between job satisfaction and happiness in male employees, and further reveal notable distinctions between public and private sector employees, thereby enhancing our comprehension of workplace well-being. With respect to the first hypothesis (H_1), Table 2 substantiates this assertion through a strong positive correlation, with mean scores of 69.81 for job satisfaction and 129.04 for happiness indicating that elevated job satisfaction corresponds closely with enhanced happiness; this finding validates the work of Jung and Han (2024), who identified job satisfaction as a critical determinant of happiness among male correctional officers, attributable to workplace attributes such as autonomy and recognition. Regarding second hypothesis H_2 , Table 3 and Figure 1 reveal that Public sector employees are much more satisfied with their jobs than private sector employees; this is consistent with Moldabekov et al. (2025), who found that greater job satisfaction in government roles stems from stable employment and well-defined career progression systems, offering public sector employees in Kazakhstan enhanced psychological and emotional security compared to the less predictable private sector environment. Concerning third hypothesis H_3 , which anticipated a significant difference in happiness between sectors, Table 4 and Figure 2 substantiate this, with public sector employees exhibiting greater happiness than private sector employees, a contrast vividly depicted in Figure 2; this resonates with Buccioli and Burro (2022), who found that public sector employees in Italy are generally happier than private sector employees.

CONCLUSION

This study reveals that job satisfaction directly enhances happiness among male employees, demonstrating that improvements in workplace conditions directly enhance overall well-being. Furthermore, the findings indicate that male employees in the public sector exhibit significantly greater job satisfaction and happiness than those in the private sector, highlighting the critical role of organizational stability, job security, and supportive work environments in shaping employee outcomes. These findings emphasize the broader influence of job factors on personal well-being, indicating that organizations, particularly in the private sector, can foster greater employee satisfaction and happiness through targeted interventions such as enhanced job security, fair compensation, and career development opportunities. The research thus contributes to a deeper understanding of how sectoral differences and workplace dynamics affect male employees' well-being, offering actionable insights for employers and policymakers aiming to improve both job satisfaction and overall life satisfaction.

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Conflict of Interest

The author(s) declared no conflict of interest.

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