



Employee Well Being and Job Satisfaction: A Comparative Analysis of Industry-Specific Factors

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Abstract

Employee well-being and job satisfaction are critical aspects of organizational behavior, influencing productivity, retention, and overall performance. This study undertakes a comparative analysis of industry-specific factors influencing employee well-being and job satisfaction, utilizing secondary sources of data. Content analysis was employed to examine the data, revealing that job autonomy is a significant predictor of employee well-being and job satisfaction in the technology industry. Consequently, it is recommended that organizations in the technology industry prioritize initiatives that enhance job autonomy, such as flexible work arrangements and opportunities for growth and development. By contextualizing organizational interventions within the unique demands and environments of different industries, this study concludes by advancing our understanding of the intricate relationships between industry-specific factors, employee well-being, and job satisfaction, providing a foundation for future research and informing the development of evidence-based interventions to promote positive employee outcomes in diverse industrial contexts.

Keywords: Employee well-being, job satisfaction, industry-specific factors, comparative analysis, job autonomy.

INTRODUCTION

The contemporary work environment is characterized by a complex interplay of factors that significantly impact employee well-being and job satisfaction. Employee well-being is a multifaceted construct that encompasses physical, emotional, and psychological health, and is inextricably linked to job satisfaction (Grawitch et al., 2017; Wright & Cropanzano, 2000). Research has consistently demonstrated that employees who experience high levels of well-being exhibit enhanced productivity, improved work-life balance, and increased engagement in their work (Page & Vella-Brodrick, 2009; Sonnentag & Fritz, 2015). The relationship between employee well-being and job satisfaction is well-established, with studies indicating that employees who are satisfied with their jobs tend to experience higher levels of well-being (Eisenberger et al., 1986; Hackman & Oldham, 1976). However, the strength of this relationship can vary significantly depending on industry-specific factors, such as work environment, job demands, and organizational culture (Bakker & Demerouti, 2007; Demerouti & Bakker, 2018).

Industry-specific factors can have a profound impact on employee well-being and job satisfaction. For example, employees in high-stress industries such as healthcare and finance may experience higher levels of burnout and decreased job satisfaction compared to employees in less stressful industries (Shanafelt et al., 2015; West et al., 2018). Conversely, employees in industries with more flexible work arrangements, such as technology, may experience higher levels of well-being and job satisfaction (Golden & Veiga, 2005; Hill et al., 2010).

A comparative analysis of industry-specific factors can provide valuable insights into the ways in which different industries impact employee well-being and job satisfaction. By examining the differences and similarities between industries, researchers can identify best practices and areas for improvement, ultimately informing organizational policies and practices aimed at promoting employee well-being and job satisfaction (Harrison et al., 2006; Kristof-Brown et al., 2005). Recent studies have highlighted the importance of considering industry-specific factors when examining employee well-being and job satisfaction. For instance, a study of employees in the healthcare industry found that high levels of job demands and low levels of job control were associated with decreased well-being and job satisfaction (Demerouti & Bakker, 2018). Similarly, research in the technology industry has shown that flexible work arrangements can positively impact employee well-being and job satisfaction (Golden & Veiga, 2005).

The current study aims to contribute to the existing literature by conducting a comprehensive comparative analysis of employee well-being and job satisfaction across different industries. By examining the relationships between industry-specific factors, employee well-being, and job satisfaction, this study can provide nuanced insights into the ways in which organizations can promote positive employee outcomes. The study will focus on four distinct industries: healthcare, technology, finance, and manufacturing. These industries were selected due to their differing work environments, job demands, and organizational cultures, which are likely to impact employee well-being and job satisfaction (Kristof-Brown et al., 2005). By examining the differences and similarities between these industries, this study can provide valuable insights into the ways in which industry-specific factors influence employee well-being and job satisfaction. Employee well-being is a critical outcome variable in organizational research, and is closely linked to job satisfaction, productivity, and employee retention (Eisenberger et al., 1986; Wright & Cropanzano, 2000). By examining the relationships between industry-specific factors, employee well-being, and job satisfaction, this study can inform organizational policies and practices aimed at promoting positive employee outcomes. The relationship between employee well-being and job satisfaction is complex and influenced by industry-specific factors. By conducting a comparative analysis of industry-specific factors, this study can provide valuable insights into the ways in which organizations can promote employee well-being and job satisfaction, ultimately enhancing organizational performance and employee outcomes.

STATEMENT OF THE PROBLEM

Industry-specific factors, such as work environment and job demands, can have a profound impact on employee well-being and job satisfaction. However, identifying and isolating these factors can be a daunting task, especially when comparing industries with distinct characteristics (Bakker & Demerouti, 2007; Demerouti & Bakker, 2018). Recent studies have highlighted the importance of considering industry-specific factors in understanding employee well-being and job satisfaction (Shanafelt et al., 2015; West et al., 2018). Data collection is another significant challenge. Gathering reliable and comparable data from different industries requires careful consideration of sampling frames, data collection methods, and survey instruments (Harrison et al., 2006). Recent studies have utilized online reviews and ratings from platforms like Glassdoor and Jobplanet to analyze job satisfaction, highlighting the potential of big data in organizational research (Kim et al., 2020).

Analyzing data from different industries also requires a deep understanding of industry-specific contexts. For instance, the IT industry's emphasis on flexibility and autonomy may not be directly comparable to the manufacturing industry's focus on productivity and efficiency (Golden & Veiga, 2005; Hill et al., 2010). Recent studies have emphasized the importance of considering industry-specific contexts in understanding employee well-being and job satisfaction (Demerouti & Bakker, 2018).

Cultural differences also play a significant role in shaping employee well-being and job satisfaction. A study comparing job satisfaction in the US and South Korea found that cultural and socio-economic contexts influence employee well-being and organizational sustainability (Kim et al., 2020). Attendance management and organizational culture positively influenced job satisfaction in both countries, but welfare support was only significant in the US.

Another challenge is the dynamic nature of industries, which can lead to changes in employee well-being and job satisfaction over time. Longitudinal studies are needed to capture these changes and identify trends (Sonnetag & Fritz, 2015). Recent studies have highlighted the importance of considering the dynamic nature of industries in understanding employee well-being and job satisfaction (Grawitch et al., 2017).

Moreover, employee well-being and job satisfaction are influenced by various factors, including leadership style, job rank, and tenure (Eisenberger et al., 1986). A study found that rank and tenure play a significant role in South Korea, whereas they do not hold the same importance in the United States (Kim et al., 2020).

Comparing employee well-being and job satisfaction across industries also requires consideration of differences between current and former employees. Former employees may have different perspectives on job satisfaction, and their feedback can provide valuable insights for organizations (Harrison et al., 2006).

Furthermore, the impact of industry-specific factors on employee well-being and job satisfaction can be nuanced. For example, job autonomy can positively impact job satisfaction in some industries, but excessive responsibility can lead to job dissatisfaction (Golden & Veiga, 2005).

Lastly, developing effective strategies to promote employee well-being and job satisfaction requires a comprehensive understanding of industry-specific factors and their impact on employees. Organizations can enhance employee satisfaction by implementing educational programs or improving internal communication (Kim et al., 2020).

RESEARCH QUESTIONS

1. What are the differences in employee well-being and job satisfaction across various industries?
2. How do industry-specific factors influence employee well-being and job satisfaction?
3. Can industry-specific factors be used to predict employee well-being and job satisfaction?

OBJECTIVES OF THE STUDY

1. To compare and contrast employee well-being and job satisfaction across different industries.
2. To identify industry-specific factors that significantly impact employee well-being and job satisfaction.
3. To develop a predictive model of employee well-being and job satisfaction based on industry-specific factors.

HYPOTHESES

1. Employee well-being and job satisfaction differ significantly across industries.
2. Job autonomy positively predicts employee well-being and job satisfaction in the technology industry.
3. Job demands negatively predict employee well-being and job satisfaction in the healthcare industry.

LITERATURE REVIEW

Employee well being and job satisfaction

Employee well-being and job satisfaction are intricately linked, with a positive work environment playing a crucial role in fostering both. Research has consistently shown that employees who maintain a healthy work-life balance report greater job satisfaction and higher levels of psychological well-being, ultimately enhancing their job performance. A study by Susanto et al. (2022) found that work-life balance positively affects employee outcomes, including job satisfaction, psychological well-being, and job performance¹. Organizations can promote employee well-being by implementing policies and practices that support work-life balance, such as flexible work arrangements and remote work options. According to Hariri et al. (2024), employees who achieve a better balance between their professional and personal lives experience reduced stress, increased engagement, and a greater sense of gratitude towards their employer. This, in turn, can lead to improved job satisfaction and productivity.

Job autonomy is another critical factor influencing employee well-being and job satisfaction. Employees with more control over their work tend to experience higher job satisfaction and well-being. A study by Gaikwad et al. (2021) found that work-life balance significantly enhances employees' overall well-being, leading to improved job satisfaction and productivity. Organizations can foster job autonomy by providing employees with more flexibility and control over their work. Employee well-being encompasses various dimensions, including physical, mental, and emotional health. A comprehensive wellness program can address these different aspects, leading to improved job satisfaction and productivity.

According to a study, wellness programs can include initiatives such as fitness challenges, mental health support, nutritional guidance, and stress management workshops ².

Mental health is a critical component of employee well-being, and organizations can play a significant role in promoting it. By providing access to counseling services, stress management programs, and creating an open dialogue about mental health challenges, organizations can foster a supportive culture. Employees who feel supported and valued are more likely to experience higher job satisfaction and be committed to their organization. A positive work culture is essential for promoting employee well-being and job satisfaction. Organizations can create a supportive work environment by prioritizing employee well-being, recognizing employees' efforts, and providing opportunities for professional development. According to Nabawanuka and Ekmekcioglu (2021), supportive supervisors can enhance millennials' workplace experiences and overall well-being by providing support and fostering a positive work-life balance.

Employee well-being and job satisfaction are closely linked to organizational performance. Organizations that prioritize employee well-being often see a positive return on investment, as satisfied employees are more engaged and productive. Tracking key performance indicators such as employee retention rates, productivity levels, and absenteeism can highlight the tangible benefits of wellness programs ². In conclusion, employee well-being and job satisfaction are critical aspects of organizational behavior, influencing productivity, retention, and overall performance. By implementing policies and practices that support work-life balance, job autonomy, and mental health, organizations can promote employee well-being and job satisfaction. This, in turn, can lead to improved organizational performance and success ^{1 2}.

Employee well-being and job satisfaction are influenced by a multitude of factors that organizations must consider to create a thriving work environment. Here are some key factors that impact employee well-being and job satisfaction:

- **Effective Leadership and Management:** Supportive managers who recognize and appreciate their team's efforts contribute significantly to employee morale and job satisfaction (Grawitch et al., 2017). Recent studies have shown that leadership training can equip managers with the skills to effectively manage their teams and promote employee well-being (Demerouti & Bakker, 2018).
- **Communication and Feedback:** Open and transparent communication within the organization fosters trust and helps employees feel informed and connected (Eisenberger et al., 1986). A study by Kim et al. (2020) found that regular feedback and communication from supervisors can improve employee job satisfaction and well-being.
- **Job Autonomy and Control:** Employees with more control over their work tend to experience higher job satisfaction and well-being (Golden & Veiga, 2005). A recent study by Hill et al. (2010) found that job autonomy is a significant predictor of employee well-being and job satisfaction.
- **Work-Life Balance:** Achieving a balance between work and personal life is essential for employee well-being and job satisfaction (Grawitch et al., 2017). A study by Susanto et al. (2022) found that work-life balance positively affects employee outcomes, including job satisfaction and psychological well-being.
- **Recognition and Rewards:** Regular acknowledgment of achievements, both formal and informal, can boost morale and satisfaction among employees (Eisenberger et al., 1986). A recent study by Hariri et al. (2024) found that employee recognition programs can improve employee job satisfaction and well-being.
- **Career Development Opportunities:** Opportunities for professional growth, such as training, education, and advancement prospects, are important for employee satisfaction (Harrison et al., 2006). A study by Kristof-Brown et al. (2005) found that employees who see a clear path for career progression are more likely to be satisfied with their jobs.
- **Compensation and Benefits:** Fair and competitive salaries, along with comprehensive benefits packages, contribute to overall satisfaction and a sense of being valued (Wright & Cropanzano, 2000). A recent study by Demerouti and Bakker (2018) found that compensation and benefits are significant predictors of employee job satisfaction and well-being.
- **Organizational Culture and Values:** A positive, inclusive, and ethical culture that aligns with personal values enhances job satisfaction (Kristof-Brown et al., 2005). A study by Grawitch et al. (2017) found that organizational culture is a significant predictor of employee well-being and job satisfaction.
- **Relationships with Colleagues and Supervisors:** Positive interactions with coworkers and a supportive team culture contribute to a sense of belonging and job satisfaction (Eisenberger et al., 1986). A recent study by Kim et al. (2020) found that positive relationships with colleagues and supervisors are significant predictors of employee job satisfaction and well-being.
- **Job Security and Stability:** Stability in employment ensures that employees don't feel constant stress about losing their jobs, which can significantly increase job satisfaction (Wright & Cropanzano, 2000). A study by Demerouti and Bakker (2018) found that job security is a significant predictor of employee job satisfaction and well-being.

THEORETICAL FRAMEWORK

Maslow's Hierarchy of Needs, proposed by Abraham Maslow in 1943, is a motivational theory that suggests human beings have different levels of needs, which must be fulfilled in a particular order for a person to reach self-actualization. The theory posits that people are motivated to fulfill their basic needs before moving on to higher-level needs. The hierarchy consists of five levels of needs: physiological, safety, love and belonging, esteem, and self-actualization. In the context of employee well-being and job satisfaction, Maslow's Hierarchy of Needs can be applied to understand the various needs

that employees have in the workplace. For instance, physiological needs may include fair compensation and a safe working environment, while safety needs may include job security and stability. Love and belonging needs may be met through positive relationships with colleagues and supervisors, and esteem needs may be fulfilled through recognition and rewards.

Recent studies have applied Maslow's theory to understand employee well-being and job satisfaction. For example, research has shown that employees who have their basic needs met are more likely to experience job satisfaction and well-being (Grawitch et al., 2017). Another study found that employees who feel valued and recognized by their organization are more likely to experience self-actualization and job satisfaction (Yang et al., 2024). By understanding Maslow's Hierarchy of Needs, organizations can develop strategies to meet the different needs of their employees, leading to improved job satisfaction and well-being. For instance, organizations can provide fair compensation, job security, and opportunities for growth and development to meet employees' basic and higher-level needs. By prioritizing employee well-being and job satisfaction, organizations can reap benefits such as increased productivity, reduced turnover rates, and improved overall performance (Grawitch et al., 2017).

GAP IN LITERATURE

Despite the growing body of research on employee well-being and job satisfaction, there remains a significant gap in the literature regarding industry-specific factors that influence these outcomes. Most studies have focused on general factors such as job autonomy, work-life balance, and organizational culture, without considering the unique characteristics of different industries. For instance, the healthcare industry is known for its high-stress environment, while the technology industry is often characterized by rapid change and innovation. Understanding how these industry-specific factors impact employee well-being and job satisfaction is crucial for developing effective interventions.

Furthermore, existing studies have often relied on samples from a single industry or organization, limiting the generalizability of findings across different industries. A comparative analysis of industry-specific factors would provide valuable insights into the ways in which different industries impact employee well-being and job satisfaction. By examining multiple industries simultaneously, researchers can identify best practices and areas for improvement that are specific to each industry.

The lack of industry-specific research on employee well-being and job satisfaction also limits the development of tailored interventions and policies. Organizations in different industries face unique challenges and opportunities, and a one-size-fits-all approach to promoting employee well-being and job satisfaction may not be effective. By conducting a comparative analysis of industry-specific factors, researchers can inform the development of targeted interventions that address the specific needs and challenges of each industry, ultimately enhancing employee well-being and job satisfaction.

METHODOLOGY

The study made use of secondary sources of data collection which includes text books, journals, newspapers, magazines, seminar papers, etc. The study adopted descriptive research also known as content analysis to analyze data therein.

DISCUSSION

H1: Employee well-being and job satisfaction differ significantly across industries

Research suggests that employee well-being and job satisfaction do indeed differ across industries. A study by Susanto et al. (2022) found that employees in various industries experience different levels of job satisfaction due to unique industry-specific factors. Industries with unique demands and work environments, such as healthcare and technology, are likely to impact employee well-being and job satisfaction differently. The distinct nature of each industry contributes to variations in employee well-being and job satisfaction. For instance, the technology industry's fast-paced environment may foster innovation and creativity, while the healthcare industry's high-stress environment may lead to burnout and decreased job satisfaction (Grawitch et al., 2017).

Understanding these differences is crucial for developing effective strategies to enhance employee outcomes in different industries. Organizations can benefit from tailoring their approaches to the specific needs and challenges of their industry (Demerouti & Bakker, 2018). Job satisfaction is influenced by various factors, including work environment, job demands, and organizational culture. Research has shown that employees who experience high levels of job satisfaction tend to have better well-being and productivity (Yang et al., 2024). The relationship between employee well-being and job satisfaction is complex, with research suggesting that job satisfaction can have a positive impact on employee well-being. Organizations that prioritize job satisfaction tend to experience improved employee outcomes (Eisenberger et al., 1986).

Employee well-being encompasses various dimensions, including physical, mental, and emotional health. A comprehensive approach to employee well-being can lead to improved job satisfaction and productivity (Grawitch et al., 2017). Recent studies have emphasized the significance of employee experience in shaping employee well-being and job satisfaction. Organizations can leverage these findings to create positive work environments that foster employee well-being and job satisfaction (Hariri et al., 2024). The impact of industry-specific factors on employee well-being and job

satisfaction cannot be overstated. Research has shown that employees in different industries experience unique challenges and opportunities that shape their well-being and job satisfaction (Kristof-Brown et al., 2005).

Organizations can benefit from understanding the specific needs and challenges of their industry. By prioritizing employee well-being and job satisfaction, organizations can reap benefits such as increased productivity and reduced turnover rates (Demerouti & Bakker, 2018). Employee well-being and job satisfaction differ significantly across industries. Understanding these differences is crucial for developing effective strategies to enhance employee outcomes. By prioritizing employee well-being and job satisfaction, organizations can create positive work environments that foster productivity, retention, and overall performance (Grawitch et al., 2017).

H2: Job autonomy positively predicts employee well-being and job satisfaction in the technology industry

Job autonomy is a significant predictor of employee well-being and job satisfaction, particularly in the technology industry. Research indicates that employees with more control over their work tend to experience higher job satisfaction and well-being (Hackman & Oldham, 1976). In the technology industry, where innovation and creativity are valued, job autonomy can foster a sense of ownership and motivation among employees. Studies have shown that employees who experience autonomy in their work are more likely to be engaged, motivated, and satisfied with their jobs (Golden & Veiga, 2005). Organizations in the technology industry can prioritize job autonomy by providing employees with flexible work arrangements and opportunities for growth and development.

Job autonomy can lead to improved employee outcomes, including increased productivity and reduced turnover rates. By prioritizing job autonomy, organizations in the technology industry can create positive work environments that foster employee well-being and job satisfaction (Demerouti & Bakker, 2018). Recent studies have highlighted the importance of job autonomy in shaping employee well-being and job satisfaction. Organizations can leverage these findings to create work environments that prioritize employee autonomy and flexibility (Yang et al., 2024). The relationship between job autonomy and employee well-being is complex, with research suggesting that job autonomy can have a positive impact on employee well-being. Organizations that prioritize job autonomy tend to experience improved employee outcomes (Eisenberger et al., 1986).

In the technology industry, job autonomy can be particularly beneficial for promoting employee well-being and job satisfaction. By providing employees with more control over their work, organizations can foster innovation and creativity. Job autonomy is essential for employee well-being and job satisfaction in the technology industry. Organizations can benefit from prioritizing job autonomy and creating work environments that foster employee flexibility and autonomy (Grawitch et al., 2017).

In conclusion, job autonomy positively predicts employee well-being and job satisfaction in the technology industry. By prioritizing job autonomy, organizations can create positive work environments that foster productivity, retention, and overall performance.

H3: Job demands negatively predict employee well-being and job satisfaction in the healthcare industry.

Job demands, including the high workload, time pressure, and emotional demands, can negatively impact employee well-being and job satisfaction in the healthcare industry. Research suggests that employees in the healthcare industry often experience high levels of stress and burnout due to the demanding nature of their work (Demerouti & Bakker, 2018). The healthcare industry is characterized by high-stakes decision-making, long working hours, and emotional demands, all of which can contribute to increased job demands and stress. Studies have consistently shown that employees in the healthcare industry who experience high job demands tend to report lower job satisfaction and well-being (Grawitch et al., 2017). Organizations in the healthcare industry can prioritize employee well-being by providing support and resources to manage job demands, promoting work-life balance, and fostering a positive work environment (Hariri et al., 2024). Recent studies have emphasized the significance of employee well-being in shaping job satisfaction and productivity. Organizations can leverage these findings to create positive work environments that foster employee well-being and job satisfaction (Yang et al., 2024). The relationship between job demands and employee well-being is complex, with research suggesting that job demands can have a negative impact on employee well-being. Organizations that prioritize employee well-being tend to experience improved employee outcomes (Eisenberger et al., 1986). In the healthcare industry, job demands can be particularly challenging for employees. By providing employees with support and resources to manage job demands, organizations can foster employee well-being and job satisfaction (Demerouti & Bakker, 2018).

Job demands are a significant predictor of employee well-being and job satisfaction in the healthcare industry. Organizations can benefit from prioritizing employee well-being and creating work environments that reduce job demands and promote employee flexibility (Grawitch et al., 2017). Job demands negatively predict employee well-being and job satisfaction in the healthcare industry. By prioritizing employee well-being and reducing job demands, organizations can

create positive work environments that foster productivity, retention, and overall performance. By understanding the factors that influence employee well-being and job satisfaction, organizations can develop effective strategies to promote positive employee outcomes. Prioritizing employee well-being and job satisfaction can lead to improved productivity, reduced turnover rates, and increased employee engagement (Demerouti & Bakker, 2018; Grawitch et al., 2017). Recent studies have consistently shown that employee well-being and job satisfaction are critical aspects of organizational behavior. Organizations can benefit from prioritizing employee well-being and job satisfaction to achieve better outcomes (Yang et al., 2024). In the healthcare industry, prioritizing employee well-being and job satisfaction is particularly important. By providing employees with support and resources to manage job demands, organizations can foster employee well-being and job satisfaction (Hariri et al., 2024).

Overall, employee well-being and job satisfaction are influenced by various factors, including job autonomy, job demands, and organizational culture. Organizations can benefit from understanding these factors to develop effective strategies to promote positive employee outcomes. By prioritizing employee well-being and job satisfaction, organizations can create positive work environments that foster productivity, retention, and overall performance. Recent studies have consistently shown that employee well-being and job satisfaction are critical aspects of organizational behavior (Grawitch et al., 2017; Demerouti & Bakker, 2018; Yang et al., 2024).

FINDINGS

1. Employee well-being and job satisfaction differ significantly across industries, with unique industry-specific factors influencing employee outcomes.
2. Job autonomy is a significant predictor of employee well-being and job satisfaction in the technology industry, where innovation and creativity are valued.
3. Job demands, including high workload and emotional demands, negatively impact employee well-being and job satisfaction in the healthcare industry.
4. Organizational culture and work environment play a crucial role in shaping employee well-being and job satisfaction across industries.
5. Employee well-being and job satisfaction are positively correlated with productivity, retention, and overall performance in various industries.
6. Industry-specific factors, such as job demands and autonomy, can have a significant impact on employee well-being and job satisfaction, highlighting the need for tailored approaches to promoting employee outcomes.

RECOMMENDATIONS

1. Develop industry-specific strategies to promote employee well-being and job satisfaction, taking into account the unique challenges and opportunities in each industry.
2. Implement job autonomy-enhancing initiatives in the technology industry, such as flexible work arrangements and opportunities for growth and development, to promote employee well-being and job satisfaction.
3. Provide support and resources to manage job demands in the healthcare industry, such as employee wellness programs and stress management training, to promote employee well-being and job satisfaction.
4. Foster a positive organizational culture and work environment across industries, through initiatives such as employee recognition and rewards, to promote employee well-being and job satisfaction.
5. Prioritize employee well-being and job satisfaction in organizational decision-making, recognizing the positive impact on productivity, retention, and overall performance.
6. Conduct regular industry-specific assessments to identify the unique challenges and opportunities in each industry, and develop targeted strategies to promote employee well-being and job satisfaction.

CONCLUSION

This comparative analysis of industry-specific factors influencing employee well-being and job satisfaction underscores the imperative of contextualizing organizational interventions within the unique demands and environments of different industries. The findings of this study contribute to the extant literature by highlighting the nuanced relationships between industry-specific factors, employee well-being, and job satisfaction, thereby informing the development of targeted strategies to promote positive employee outcomes. The study's results have significant implications for organizational practice, suggesting that industry-specific approaches to enhancing employee well-being and job satisfaction can yield improved productivity, reduced turnover rates, and enhanced overall performance. Furthermore, the findings underscore the need for a more nuanced understanding of the complex interplay between industry-specific factors, employee well-being, and job satisfaction, highlighting the importance of further research in this area.

This study advances our understanding of the intricate relationships between industry-specific factors, employee well-being, and job satisfaction, providing a foundation for future research and informing the development of evidence-based interventions to promote positive employee outcomes in diverse industrial contexts. By contextualizing organizational interventions within the unique demands and environments of different industries, organizations can optimize employee well-being and job satisfaction, ultimately driving improved performance and competitiveness.

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