

“Improving Employee Satisfaction and Its Effects on Organizational Performance”

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Abstract:

The study intends to identify the variables affecting employee satisfaction and the effect of employee satisfaction on organizational performance in the education industry. To achieve the objectives of the study, descriptive analysis along with correlation and regression analysis were conducted. The study found that training and development as well as working conditions influence employee satisfaction strongly. The study will be useful for the organizations in devising ways to increase the performance of organizations.

Keywords: *Employee satisfaction, Organizational Performance, Training and Development, Working conditions.*

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INTRODUCTION

Human resources are one of the important resources for every organization. In the current age, there is high-level competition in the market, so every organization tries to beat its competitors in the market to achieve competitive goals. For this purpose, they must provide high-grade quality goods and services in real-time and with the least desirable price to meet their customers' needs and desires at a maximum level for the purpose of increasing market shares and profit. To achieve these objectives, organizations utilize their human resources in the best manner. (Singh, 2020), (Md Murad Miah, 2018). If any organization wants to get competitive advantages easily and with the lowest cost, they should utilize their human resources in the best manner because in every organization there are two categories of employees. First are those employees who can't give the best performance and second are those who can give the best performance but they don't want (Singh, 2020) In the first situation, the organization should provide training and development facilities for their employees to improve performance of them, but in second situation there is no need for training because employees can give the best performance but they don't want because they are not happy from their working environment (Singh et al., 2021), they think there are no any extra credits

and facilities for them to work hard it means they are not satisfied in the workplace (Muhammad Shahzad Latif, 2013) Employee satisfaction one of the extensively important variables that have great effects on employee motivation as well as employee performance and organizational achievement. (Palaniammal, 2015).

Employee satisfaction is a management word which is used to describe, employees are happy are not in an organization. (K. R. Sowmya) and N. Panchanatham, 2011) the term of employees satisfaction mainly describe the feeling of employees about the workplace there is a group of variables that influence worker pleasure in the working situation. Some of the most important of these factors include, salary and wages, working condition, rewards policy, promotion opportunities, leadership style, and development opportunities (Singh, 2020) (Asrkar, 2017). Employee satisfaction is one of the interesting topics for employers and employees, it creates clear effects on workers as well as firms' performance (Kushwaha et al., 2021). We know employee satisfaction is the most important factor for a successful business, because the usage of all others organizational resources related to the effectiveness of human resources of the

organization (Kushwaha et al., 2021) (Gülten Yurtseven January 2012). The utilization of human resources are an essential way of getting competitive advantages, it means, you should motivate your employees through deferent ways to give the best performance but, employees' satisfaction is the way for the organization to keep their employees motive. Mankoe (2002) (Singh et al., 2021) job satisfaction is a set of feeling which employee have about their work. Stone (1992) worker satisfaction is the reaction of the worker to The study will investigate significant data from employees of various departments of Chandigarh University about the

Objectives of the study

This study intends to achieve the following objectives:

- To explore and understand, how we can improve employee satisfaction to get competitive advantages.

anything he or she requires to get compared with what he or she receives.

In summary, employee satisfaction represents the feeling of employees about the various aspects of their job, or employee satisfaction shows (Kushwaha, Singh, Varghese, et al., 2020), employees are happy or not from their job or employees like or dislike their work so satisfied employees are those who are contented with their job aspects like pay, working condition, rewards, career promotion, and career development.

improvement of employee satisfaction and its effects on various aspects of an organisation.

- To learn and understand the effects of satisfied employees on the various aspects of the organization.
- To utilize employees' feedback, measure and meet the specific employees' perceptions and need.
- To know about the various variables, those affect employee satisfaction.

LITERATURE REVIEW

Employee satisfaction is one of the interesting topic for employers and employee. It creates clear effects on workers as well as firms' performance. The main aim of the firm is to reduce the turnover ratio and increase the productivity of the employees. For achieving these goals employee's satisfaction is the only way (Nguyen, Taylor, & Bradley, 2003).

The freedom of job has wide impact on job satisfaction, generally, those employees who The employees who have more freedom are more satisfied than those who have less freedom, those employees which select their way to achieving individual and organizational goals are more productive, according to this survey females are more satisfied from their job because the longing of males freedom is more than females. Mostly high educational people generally not satisfied with their job, because they have high aspirations.

The employees' participation in management decision making can affect employee satisfaction, employee productivity and employee commitment which are very

important for the organization to get their desire goals in the market (Bhatti & Qureshi, 2007). The satisfaction of employees represents the feeling of workers in the working environment about his or her job. The most important factors that affect employee satisfaction are salary, wage and benefits, working condition and the style of management. (Moyes, Shao & Newsome, 2008).

The behavior of employees broadly influenced by the leadership style of the organization, leader guide employees to achieve specific organizational goals, (Kushwaha, Singh, Tyagi, et al., 2020) the success of the organization broadly depends on organization leaders, so leadership style has a great impact on employees satisfaction. In current age organizations faced with the challenge of implementing effective human resources management strategies like employee satisfaction and communication strategies, for the purpose to increase market shares. Job satisfaction represents the degree of happiness' of the employee from their job. Communication is the way of sharing and receiving information whiten the organization. Both have significant effects on

employee job satisfaction (Azadeh Tourani, Sadegh Rast 2012).

The purpose of the job is not only income, but also the job is one of the important sides of social life that help to social standing, so it is very important to understand the various causes of satisfaction and dissatisfaction. In the current age, employee satisfaction is an intensively considerable area for managers or policymakers because satisfied employees are more helpful for the organization than dissatisfied (Tülen Saner, Şerife Zihni Eyüpoğlu, 2012). The utilization of human resources is an essential way of getting competitive advantages, it means, you should motivate your employees through deferent ways to give the best performance but, employees' satisfaction is the way for the organization to keep their employees motive (Gülten Yurtseven, 2012).

There is a strong relationship between organizational performance and employee satisfaction. It is very important to know how can be retained employees by keeping them satisfied, and motivate them to give the best performance. The success of every organization highly depends on employee satisfaction, so organizations should manage all those variables that affect employee satisfaction (Muhammad Shahzad Latif, 2013). Happy employees are the most important aim for every company, because the usage of all others organizational resources related to the effectiveness of human resources of the organization, a good working condition has great impacts on employees' satisfaction it can improve employees satisfaction (Jitendra Kumar Singh, 2013).

In recent years, job satisfaction is one of the important aims of every organization. The most important factor that affects employee

satisfaction is employee income from their workplace (Tuba Buyukbese July 2013). The variables which affect employee satisfaction should be managed properly by managers or policy makers if they want to get competitive advantages. Workers work for financial benefits, so compensation policy is the most important factors that affect employee's satisfaction (Manisha Gupta, 2014). For profitable business, retention strategy is one of the core factors for every organization, but the retention of employees related to the satisfaction level of employees (Melinde Coetzee, 2015).

Employees' satisfaction represents the degree of workers happiest from their job and working environment. The degree of employees happiest related to various variables within an organization these factors directly affect employees' satisfaction, the most famous factors are compensation policies of the organization, skills improving opportunities, job security, management relationship, and training and development (V. S. Palaniammal, M. Saranya, B. Saravanan, 2015). Job satisfaction explained, how an individual feeling about their job, there is a group of factors that affect employee's satisfaction, like financial benefits, skills promotion, working condition and employee relationship (Dr. Ashok Kumar Panigrahi, 2016). Employee satisfaction not have effects only employee attitudes but also have great impacts on organizational performance as a whole, it indicates that high level managers should know how employees will be satisfied or happy with different aspects to their job. Because satisfied employees are more interested to give best performance than dissatisfied employees, it means organization can gain maximum result with them (Md Murad Miah, 2018).

RESEARCH METHODOLOGY

Research Methodology is a particular method or system used to recognize, select, process, and interpret data about a problem. Research is an inquiry for the verification of a fresh theory or for supplementing preventing theories any new knowledge Etymologically

the term 'research' is derived from French word 'research' meaning to 'search (Burns and Bush, 2002).

Type of Research

The study is descriptive in nature where data was collected from the employees directly at Chandigarh University through the survey method.

Sampling Method

Most of the research is based on the sampling method. When a small group is collected as representative of the whole, it is known as the sample method. Research conducted for this study was descriptive in nature (Haer and Becher, 2012).

Area of Sample: The survey will carry out in the various departments of Chandigarh University.

Sample Size: Where the terms used ‘Universe or population’ are the whole group from which the sample has been drawn and the group selected for study is known as sample.

A population or universe is a set of the large number of objects that possess some kind of similar or common.

Sample: The 100 respondents from various departments of Chandigarh University are selected for this study.

Data Collection Method

For the given objectives, the primary data was used as information was collected for the first time. Survey method was used to collect the primary data using questionnaires. Secondary data was collected using journals and relevant articles.

DATA ANALYSIS

Frequencies

Table 1: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	42	40.0	42.0	42.0
	Female	58	55.2	58.0	100.0
	Total	100	95.2	100.0	
Missing	System	5	4.8		
Total		105	100.0		

According to Table 1, the gender table, 40% correspondents are male and 55.2% are female.

Table 2: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20 years	31	29.5	31.0	31.0
	20-30 years	56	53.3	56.0	87.0
	30-40 years	8	7.6	8.0	95.0
	More than 40 years	5	4.8	5.0	100.0
	Total	100	95.2	100.0	
Missing		5	4.8		
Total		105	100.0		

In table 2, 29.5% of the correspondents belonged to less than 20 years of age group, 53% respondents belonged to 20 – 30 years of age group, 7.6% of the correspondents are 30–

40 years of age group and 4.7% correspondents are more than 40 years of age group.

Correlation Test

Correlation								
		Working Condi on	Training and Develop ment	Manage ment Relation	Salary and wages	Rewa rd	Promot ion Opport unities	Employee Satisfactio n
Working Conditio n	Pearson Correlation	1	.867**	.481**	.737**	.625**	.639**	.798**
	Sig. (2-tailed)		0	0	0	0	0	0
	N	100	100	100	100	100	100	100
Training and Develop ment	Pearson Correlation	.867**	1	.563**	.850**	.793**	.707**	.810**
	Sig. (2-tailed)	0		0	0	0	0	0
	N	100	100	100	100	100	100	100
Manage ment relation	Pearson Correlation	.481**	.563**	1	.383**	.334**	.303**	.558**
	Sig. (2-tailed)	0	0		0	0.001	0.002	0
	N	100	100	100	100	100	100	100
Salary and Wages	Pearson Correlation	.737**	.850**	.383**	1	.878**	.830**	.614**
	Sig. (2-tailed)	0	0	0		0	0	0
	N	100	100	100	100	100	100	100
Reward	Pearson Correlation	.625**	.793**	.334**	.878**	1	.756**	.617**
	Sig. (2-tailed)	0	0	0.001	0		0	
	N	100	100	100	100	100	100	
Promotio n Opportu nities	Pearson Correlation	.639**	.707**	.303**	.830**	.756**	1	.467**
	Sig. (2-tailed)	0	0	0.002	0	0		0
	N	100	100	100	100	100	100	100
Employee satisfacti on	Pearson Correlation	.798**	.810**	.558**	.614**	.617**	.467**	1
	Sig. (2-tailed)	0	0	0	0	0	0	0
	N	100	100	100	100	100	100	100
**. Correlation is significant at the 0.01 level (2-tailed).								

Correlation:

Employee satisfaction have the high degree of correlation with Training and Development, it

means there is strong positive relation between training and employee satisfaction whereby the value of correlation is ($r=.810$, $p<.05$), working condition also have the high

degree of correlation with employee satisfaction ($r=.798, p<.05$), management relation, salary or wage and reward have moderate degree of correlation with employee

Multiple Régression

In multiple regression test, few independent variables (Reward, management relationship, Working Condition, Promotion

satisfaction because the r value is between ($r=0.75 -0.5, p<0.5$) and promotion opportunities have low degree of correlation with employee satisfaction ($r=.467, p<.05$).

Opportunities, salary and Wages, Training and development) and one dependent variable (employee satisfaction) tested to protect linear relationship among them.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.752	.736	.33700

a. Predictors: (Constant), Reward, management relationship, Working Condition, Promotion Opportunities, salary and Wages, Training and development.

Model summary of Regression

The table shows that R-Square with .867 indicating that independent variables (Reward, management relationship, Working

Condition, Promotion Opportunities, salary and Wages, Training and development) and dependent variable (employee satisfaction) relate strongly positive with each other.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.086	6	5.348	47.089	.000 ^b
	Residual	10.562	93	.114		
	Total	42.648	99			

a. Dependent Variable: Employee satisfaction

b. Predictors: (Constant), Reward, management relationship, Working Condition, Promotion Opportunities, salary and Wages, Training and development.

The ANOVA table stated there are independent variables that have significant linear relationship with employee satisfaction.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.057	.159		.360	.720
	Working Condition	.563	.123	.494	4.561	.000
	Training and development	.465	.164	.437	2.844	.005
	Management relationship	.363	.075	.203	2.162	.033
	Salary and Wages	.325	.162	.291	1.999	.048

	Promotion Opportunities	.260	.120	.139	2.165	.033
	Reward	.399	.143	.324	2.796	.006
a. Dependent Variable: Employee satisfaction						

Coefficients

The above table shows that P values are not more than .05. This expressed that all independent variables have significant positive linear relationship with employee satisfaction. According to the above table,

working condition has most noteworthy portion that is .563. So it is the strong independent variable. In the other hand, promotion opportunities are the weakest independent variable with the portion of 0.260.

Correlation Test

Correlations						
		Employee Motivation	Employee Creativity	Job Security	Lower Turnover Ratio	Organizational Performance
Employee Motivation	Pearson Correlation	1	.778**	.782**	.818**	.693**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	100	100	100	100	100
Employee Creativity	Pearson Correlation	.778**	1	.883**	.872**	.939**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	100	100	100	100	100
Job Security	Pearson Correlation	.782**	.883**	1	.789**	.892**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	100	100	100	100	100
Lower Turnover Ratio	Pearson Correlation	.818**	.872**	.789**	1	.837**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	100	100	100	100	100
Organizational Performance	Pearson Correlation	.693**	.939**	.892**	.837**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	100	100	100	100	100
**. Correlation is significant at the 0.01 level (2-tailed).						

Organizational performance have the high degree of correlation with employee motivation, it means there is strong positive relation between employee motivation and organizational performance whereby the value of correlation is ($r=.693, p<.05$), employee creativity also have

the high degree of correlation with organizational performance ($r=.939, p<.05$), job security and lower turnover ratio also have high degree of correlation with organizational performance where the r values are ($r=0.892, r=0.837$ and <0.5).

Multiple Régression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.958 ^a	.918	.915	.16946

a. Predictors: (Constant), Lower Turnover Ratio, Job Security, Employee Motivation, Employee Creativity.

Model summary of Regression2

The table shows that R-Square with .918. It express that there is strong positive significant relation between independent variables

(Lower Turnover Ratio, Job Security, Employee Motivation, Employee Creativity) and dependent variable (organizational performance).

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.569	4	7.642	266.123	.000 ^b
	Residual	2.728	95	.029		
	Total	33.297	99			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Lower Turnover Ratio, Job Security, Employee Motivation, Employee Creativity.

ANOVA2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.362	.060		6.069	.000
	Employee Motivation	.184	.063	.197	-4.615	.000
	Employee Creativity	.590	.074	.632	8.020	.000
	Job Security	.325	.057	.378	5.707	.000
	Lower Turnover Ratio	.293	.063	.255	2.920	.004
a. Dependent Variable: Organizational Performance						

Coefficients²

The above table represents that all independent variables have significant positive linear relationship with

organizational performance. According to the above table, employee creativity has most noteworthy portion that is .590. So it is the strong independent variable.

FINDINGS OF THE STUDY

Training and development is the most important factor that has a great impact on employee satisfaction. According to the data analysis and interpretation, there is a strong positive relationship between training and development and employee satisfaction. Working condition also has an extensively important role in improving employee satisfaction. According to the data analysis, there is a significant strong positive relationship between the working condition and employee satisfaction.

A management relationship with the employee is one of the important variables that have clear impacts on employee satisfaction. If we see data, analysis there is a high degree correlation between management relationship and employee satisfaction. The R-value is .558, which expressed a high degree correlation and the P value less than .05 that stated a significant relationship between management relation and employee satisfaction.

A large number of employees have selected the strongly agree option about the relationship between salary or wage and employee satisfaction. It means there is a strong positive relationship between salaries and employee satisfaction. According to the data analysis, the R-value is at a high level and the P value is less than .05. So there is a

significant strong positive relationship between salaries and employee satisfaction.

There is a noteworthy relationship between employee satisfaction and reward. In general, there is a strong positive relationship between reward and employee satisfaction with the R-value of .617. Consequently, the relationship between reward and employee satisfaction is significant and there is a significant relationship between promotion opportunities and employee satisfaction with the R-value of .467. It means the relationship between promotion opportunities and employee satisfaction is significant.

High employee satisfaction can contribute to various aspects of the organization that affect directly organizational performance. According to the data analysis, high employee satisfaction leads to employee motivation, employee creativity, low turnover ratio, employee loyalty, and employee engagement. These factors directly lead to organizational performance. It means, if any organization wants to improve organizational performance, they must have creative employees, but creative employees are those, that they are satisfied with their working environment.

According to the data analysis, after employee creativity, employee satisfaction has a sequent strong positive relationship with job security, low turnover ratio, and employee motivation.

LIMITATIONS OF STUDY

First, the primary data collected for the study has responses from existing employees only

and the second limitation is the time duration for the study.

SCOPE OF THE STUDY

The scope of the study is that by analyzing various variables that effect employee satisfaction, then organization further improve employee performance as well as themselves with more benefits.

- To identify various variables that effect employee satisfaction.
- This study is helpful to that firms know about the importance of employee satisfaction.

- It is helpful to organization to know how we can improve employee satisfaction.

CONCLUSION

Employee satisfaction is the buzzword used by the business people for the success of the organization in the modern-day due to rise of a heavy fight in every product line. It becomes very stressful for the firm to keep the consumer for a long time. Satisfaction is an important matter for both workers/consumers and corporations. Satisfaction is an individual concept and hence difficult to manage. It depends on various variables and differs from body to body and product to product. Profit and growth are excited straight by consumer

commitment. Customer assurance is a straightforward outcome of customer happiness. Customer happiness is heavily affected by customer perceptions of the value of services they obtain. Happy, loyal and productive workers produce value.

Factors of Employee Satisfaction, keeping employees satisfied and engaged has become more complex as many employees are no longer motivated by just good pay and great benefits. While these are key factors, employees are also becoming more interested in a good work/life balance.

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