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REVIEW ARTICLE

DOES EMPLOYEE SATISFACTION AFFECT ORGANIZATIONAL BEHAVIOR?

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ABSTRACT

The main purpose of study is that how the employee satisfaction is effected in an organization. In this paper we also study that which type of factors effect organizational behavior and employee satisfaction in an organization, either in a positive or a negative way. The total number of one hundred and twenty (120) respondents was selected from different organizations which are working on the development sector. The respondents or the employees who were considered are managers, staff members, professionals and senior managers. SPSS 20.0 version was used for analysis. This study shows the extensive impact of job satisfaction on organizational performance in different organizations. The findings of this study show that the factors like reward system, promotions, bonuses and increase in salary are playing an important role to satisfy, attract and retain the employees. We also find that the senior employees are more satisfied than the employees who are less experienced. The research limitation of this study is that our research is consisting of a specific area. It characterizes the limited results. For the more accuracy of the results, we conduct this research on a large scale instead of some banks or organizations. This study is very helpful for the employees, organizations, industries, businessman, and banks. The employee satisfaction affects the organizational performance. The employee can be satisfied through reward systems, promotions, bonuses and increase in salaries. The employee's satisfaction can increase the organizational performance. This research is 100% accurate because all the data is collected from Burewala-Vehari.

KEYWORDS

Job satisfaction, Employee satisfaction, Organizational performance, Organizational behavior.

1. INTRODUCTION


The organizational behavior is to study the employees satisfaction, attitude and performance individually, groups or overall in an organization (Chinn, 2017). This study shows that the relationship between employee satisfaction and organizational behavior has a positive effect on each other. The job satisfaction means that employees are satisfied or dissatisfied in their work. It is an employee's attitude which affects the work of organizations. There are many reasons and facts that influence job conditions, coworkers, supervisors, environment, timing of the job, nature of work. Employers monitor the work performance and satisfaction through the survey. The employers measure the employee attitude and create the better work opportunity to develop the job satisfaction.

If the employee's behavior is positive and the employee is satisfied in his work, then the organization's outputs are positive. The employee's attitude or behavior influences business profitability and output (Koys, 2001). In this research paper the concept of culture and environment is also discussed. It is also explained that how much important to understand the culture and environment and their effects on employee's job satisfaction and motivation. We also discussed that what type of factors are affecting employee's satisfaction and what are main the causes of employee's dissatisfaction. The main aim was to find out the different levels of the employee's satisfaction in Burewala, Vehari and also find out the different aspects and factors for more improvements (Salanova and Leirmanen, 2010).

It is very important for the management to determine the employee attitude and behavior of worker in an organization. It is usually judged that "A satisfied worker is a productive worker". If the employees are satisfied related to their job, they will create a peaceful and pleasant atmosphere and environment. They will also perform in an efficient and better manner, so that job satisfaction and motivation has become a specific part for research topics. There is also the effect of age, gender and experience of different employees on different levels of job satisfaction (Latif, 2013). In this research paper we attempt to address a very common and fundamental question in operational management.

Do employee job satisfactions have impact on the performance in the industries related to different operations? What are different relationships among the services employee satisfactions, employee motivation, profitability and customer satisfactions in an organization? We will discuss all these question problems and their solutions in this research paper and improvements, job satisfactions and motivation (Yee et al, 2008).

The employees which are not satisfied influence the organization in a negative way and bring negative outcomes. The organization retains the exiting employees by providing them the facility and opportunity, which improves the organizational performance. The employers motivate the employees for the improvement of organizational performance. Employee satisfaction affects the organizational performance and the relationship between employees and customers.

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2. LITERATURE REVIEW

A product of groups of people which lives at the same place and have similar behavior and attitude is a culture (Belies, 2014). The group of people belongs to a certain culture share similar history, values, norms and religion, which makes them different from others. Therefore, there are number of national cultures and many subcultures, which provides certain types of organization and actions. In modern societies, the culture is considered as a tangible or intangible environment in which different groups of people live and work together. In the analysis of organization, a culture describes the interaction and influence between and among the employees and the specific organization, service or institution in which they work.

This part explains the different concepts involved in the problem statement of this study (Latif, 2013). These concepts are organizational performance, job satisfaction and performance. Job satisfaction is the general understanding that it is an attitude towards the organizational and job performance which depends on the satisfaction of staff. The employees who have very high levels of job satisfaction hold positive attitudes towards their job; on the other hand, the employees who are dissatisfied with their jobs hold negative attitudes about their jobs and the organization.

Research on the attributes of employees and their performance has traditional resided in the psychology of organization, not in operational management (Yee et al., 2008). However an operation manager is increasingly involved in the service management, they find that the attributes of employees are playing a vital role for the efficiency of operational management. On the other hand, there is relationship between the attributes of employees and their performance. There is also conducted much research in operational management for the investigation of relationship between customer satisfaction, quality and business performance. In the last few decades, the importance of human resources to the performance of operational management has been noted from few researchers.

The employees are satisfied until the jobs are satisfied (Latif, 2013). The job satisfaction is very important for improving the organizational performance. The job satisfaction is maintained when the employers facilitate and motivate the employees. In this study we can also understand the factors like job satisfaction, job rotation, methods of the work, the setting goals and solution of the problems. The relationships between the employees and organization are very important. It is playing an important role in the achievement of high organizational performance. The managers are said to develop this relationship in actions and decisions must be encouraged to the interest of the organization. The quality of this relationship is that employers and organization has to fulfill the employee needs, employee communication, flexibility, and identification.

2.1 Hypothesis

H1: H1 shows that there is a positive relationship between the employee satisfactions with the organization performance.

H0: H0 shows that there is no positive relationship between the employee satisfactions with the organization performance.

2.2 Conceptual Framework

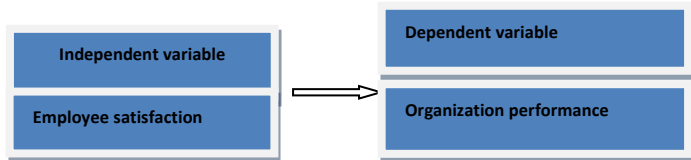


Figure 1: Conceptual framework

2.3 Research objectives

The research objectives of this study are given below:

- To determine the relationship between employee satisfaction and organizational behavior.
- How the incentives and promotions effect the employee satisfaction.
- How to satisfy the employees and improve organizational behavior.
- How to measure employee satisfaction on the job evaluation and performance.

2.4 Significance

The study of the employee satisfaction is very important for the organization. It helps to increase the productivity. Organization can increase the profit when employees feel safe and satisfied for the long time. They can work more efficiently in a suitable environment.

3. RESEARCH METHODOLOGY

3.1 Population, Sample, Data collection

For the analysis of the research problem, the total number of (one hundred and twenty (120) respondents were selected from different organizations which are working on the development sector. The total number of employees or respondents was taken as the target population. The respondents or the employees who were considered are managers, staff members, professionals and senior managers. All the respondents are selected by using different methods of sampling. The respondents were of different age.

3.2 Instruments and measurement

There are many instruments and ways for the measurement of employee satisfaction related to organizational behavior. To measure the dimensions of employee satisfaction a questionnaire of previous researchers was adapted. This survey questionnaire was also depends upon different age, gender and experience of different respondents.

3.3 Data Analysis

The research was take place for the measurement of employee satisfaction in an organization in Burewala/Vehari. SPSS 20.0 version was used for analysis.

4. FINDINGS

Table 1: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	34	28.3	28.3
	26-30	46	38.3	66.7
	31-35	26	21.7	88.3
	36 and above	11	9.2	97.5
	4	3	2.5	100.0
Total	120	100.0	100.0	

This table shows that mostly respondents fall in 20-25 because 28.3% people are in this category and remaining 38.3% falls in other age group as 26-30, 38% in 31-35 and 21.7% and 9.2% fall in 36-above. Cumulative percentage is 100% as well as total valid percentage is also 100%.

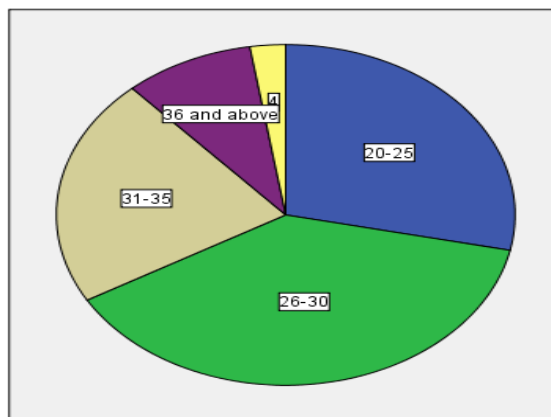


Figure 2: Age

Table 2: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	52	43.3	43.3
	Female	68	56.7	100.0
	Total	120	100.0	100.0

This table shows that mostly females give response for our questions because 43.3% are males and 56.7% are females. Total validation is 100% as well as cumulative percent is also 100%. This information shows that female respondents are more than male respondents.

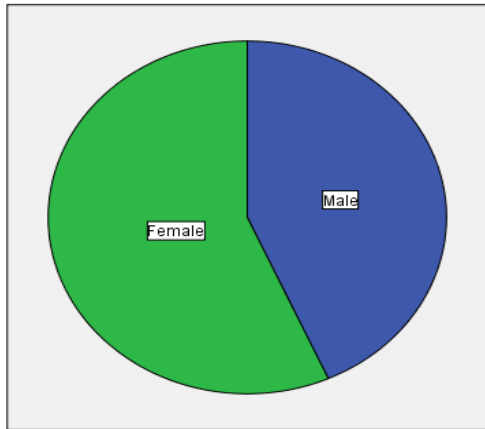


Figure 3: Gender

Table 3: Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	36	30.0	30.0	30.0
	Temporary	36	30.0	30.0	60.0
	Government	32	26.7	26.7	86.7
	Private	14	11.7	11.7	98.3
	4	2	1.7	1.7	100.0
	Total	120	100.0	100.0	

The following table shows that 30% people are the permanent and 60% are the temporary for cumulative frequency. 26.7% people are fall in government and 11.7% people fall in private sector. And total valid and cumulative percent are fall in 100%.

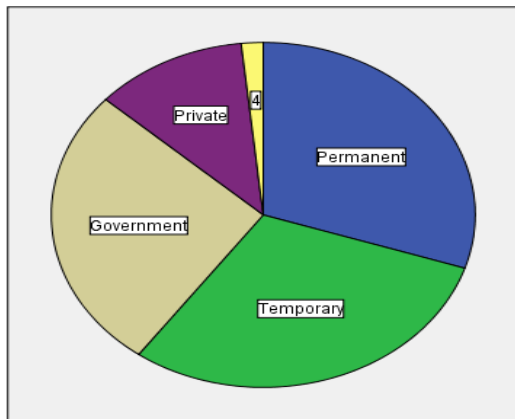


Figure 4: Status

Table 4: Does the organization provide sufficient benefits and sufficient salaried leave?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	25	20.8	20.8	20.8
	Strongly Agree	26	21.7	21.7	42.5
	Neutral	26	21.7	21.7	64.2
	Disagree	26	21.7	21.7	85.8
	Strongly Disagree	17	14.2	14.2	100.0
	Total	120	100.0	100.0	

This table shows that the organization provide the sufficient salaries 20.8% people are agree and 21.7% people are strongly agree. This table also shows that 21.7 people are neutral and disagree 14.2% people strongly disagree. Total cumulative percentage is 100% as well as total frequency is also 100.

Table 5: Does the job security and level of satisfaction good?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	15	12.5	12.5	12.5
	Strongly Agree	27	22.5	22.5	35.0
	Neutral	36	30.0	30.0	65.0
	Disagree	26	21.7	21.7	86.7
	Strongly Disagree	16	13.3	13.3	100.0
	Total	120	100.0	100.0	

This table shows the level of the job security and level of satisfaction 12.5% people agree and 22.5% strongly agree and the remaining 30% people are neutral, 21.7% disagree and 13.3% people strongly disagree.

Table 6: Does the operational management excellent and secure?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	23	19.2	19.2	19.2
	Strongly Agree	28	23.3	23.3	42.5
	Neutral	29	24.2	24.2	66.7
	Disagree	22	18.3	18.3	85.0
	Strongly Disagree	18	15.0	15.0	100.0
	Total	120	100.0	100.0	

In this question people are mostly neutral. According to above information 19.2% people are agree, 23.3% people are strongly agreed, 9.3% people are remaining neutral, 24.2% and disagreed 18.3% people are strongly disagreed 15%. This is 100% valid information as well as 100% total cumulative percentage

Table 7: Does the organizational support for the welfare of employees, "satisfactory"?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	16	13.3	13.3	13.3
	Strongly Agree	23	19.2	19.2	32.5
	Neutral	34	28.3	28.3	60.8
	Disagree	29	24.2	24.2	85.0
	Strongly Disagree	18	15.0	15.0	100.0
	Total	120	100.0	100.0	

In this question people are mostly neutral. According to above information 13.3% people are agree, 19.2% people are strongly agreed, 28.3% people are remaining neutral, 28.3% and disagreed 24.2% people are strongly disagreed 15%. This is 100% valid information as well as 100% total cumulative percentage

Table 8: Does the corporation vision its employees as valuable assets?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	15	12.5	12.5	12.5
	Strongly Agree	31	25.8	25.8	38.3
	Neutral	40	33.3	33.3	71.7
	Disagree	22	18.3	18.3	90.0
	Strongly Disagree	12	10.0	10.0	100.0
	Total	120	100.0	100.0	

According to above information 12.5% people are agree, 25.8% people are strongly agreed, 33.3% people are remaining neutral, 18.3% and disagreed 10% people are strongly disagreed. This is 100% valid information as well as 100% total cumulative percentage

Table 9: Do your salary matches with the responsibility and level of satisfaction?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	12	10.0	10.0	10.0
	Strongly Agree	31	25.8	25.8	35.8
	Neutral	35	29.2	29.2	65.0
	Disagree	25	20.8	20.8	85.8
	Strongly Disagree	17	14.2	14.2	100.0
	Total	120	100.0	100.0	

According to above information 10% people are agree, 25.8 % people are strongly agreed, 29.2% people are remaining neutral, 20.8% and disagreed 14.2% people are strongly disagreed. This is 100% valid information as well as 100% total cumulative percentage

Table 10: Do you feel motivated and engaged in your job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	18	15.0	15.0	15.0
	Strongly Disagree	28	23.3	23.3	38.3
	Neutral	28	23.3	23.3	61.7
	Disagree	30	25.0	25.0	86.7
	Strongly Disagree	16	13.3	13.3	100.0
	Total	120	100.0	100.0	

According to above information 15% people are agree, 23.3 % people are strongly agreed, 23.3% people are remaining neutral, 25% and disagreed 13.3% people are strongly disagreed. This is 100% valid information as well as 100% total cumulative percentage.

Table 11: Do your co-workers friendly and helpful?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	16	13.3	13.3	13.3
	Strongly Agree	31	25.8	25.8	39.2
	Neutral	32	26.7	26.7	65.8
	Disagree	28	23.3	23.3	89.2
	Strongly Disagree	13	10.8	10.8	100.0
	Total	120	100.0	100.0	

According to above information 13.3% people are agree, 25.8 % people are strongly agreed, 26.7% people are remaining neutral, 23.3% and disagreed 10% people are strongly disagreed. This is 100% valid information as well as 100% total cumulative percentage.

Table 12: Does employee job satisfaction have impact on the performance in the industries related to different operations?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	22	18.3	18.3	18.3
	Strongly Agree	28	23.3	23.3	41.7
	Neutral	40	33.3	33.3	75.0
	Disagree	15	12.5	12.5	87.5
	Strongly Disagree	15	12.5	12.5	100.0
	Total	120	100.0	100.0	

According to above information 18.3% people are agree, 23.3 % people are strongly agreed, 33.3% people are remaining neutral, 12.5% and disagreed 12.5% people are strongly disagreed. This is 100% valid information as well as 100% total cumulative percentage.

Table 13: Do you feel freedom in your working environment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	17	14.2	14.2	14.2
	Strongly Agree	18	15.0	15.0	29.2
	Neutral	28	23.3	23.3	52.5
	Disagree	28	23.3	23.3	75.8
	Strongly Disagree	29	24.2	24.2	100.0
	Total	120	100.0	100.0	

According to above information 14.2% people are agree, 15 % people are strongly agreed, 23.3% people are remaining neutral, 23.3% and disagreed 24.2% people are strongly disagreed. This is 100% valid information as well as 100% total cumulative percentage.

Table 14: Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.601 ^a	.361	.339	1.085	1.921

a. Predictors: (Constant), Do you feel motivated and engaged in your job? Does the corporation vision its employees as valuable assets?, Does the organization provide sufficient benefits and sufficient salaried leave?, Does the job security and level of satisfaction good?
 b. Dependent Variable: Does the operational management excellent and secure?

Table 15: Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.433	4	19.108	16.225	.000 ^b
	Residual	135.433	115	1.178		
	Total	211.867	119			

a. Dependent Variable: Does the operational management excellent and secure?
 b. Predictors: (Constant), Do you feel motivated and engaged in your job? Does the corporation vision its employees as valuable assets?, Does the organization provide sufficient benefits and sufficient salaried leave?, Does the job security and level of satisfaction good?

Table 16: Coefficients

Model		Undersized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Lower Bound	Upper Bound
1	(Constant)	.240	.246		.973	.333	-.248	.728
	Does the organization provide sufficient benefits and sufficient salaried leave?	.329	.079	.334	4.179	.000	.173	.485
	Does the job security and level of satisfaction good?	.380	.094	.347	4.028	.000	.193	.566
	Does the corporation vision its employees as valuable assets?	.104	.095	.090	1.091	.277	-.085	.293
	Do you feel motivated and engaged in your job?	.028	.084	.026	.328	.744	-.139	.195

a. Dependent Variable: Does the operational management excellent and secure?

5. DISCUSSIONS

- ✦ The impact of job satisfaction on organizational performance in the development of organization.
- ✦ The Employees are in higher levels obtain more satisfaction since basic rewards, while the employees are in lower levels to obtain more satisfaction with extrinsic rewards.
- ✦ The high-level employees are more satisfied than the lower level employees in developmental organization.

- ✚ Senior manager, managers are ready to expand more effort to the job than professional and support staff.
- ✚ The senior employees are more fulfilled and satisfied than the junior employees in organizations.
- ✚ A high skilled employee tends to satisfy with jobs than the less skilled employees.
- ✚ The high satisfied staff has fewer turnovers of employees.
- ✚ Financial benefits, reward system, and promotion are playing important role to convince, retain and attract the employees.
- ✚ Organizations which satisfied the employees are more industrious and create good working environment and status.

6. CONCLUSIONS AND RECOMMENDATIONS

1. This study is for concerning reward and output. The clarification is based on a reconsideration of employee reward and investment systems into the employee driven system for staff satisfaction and organizational performance.
2. This research study related to staff satisfaction and organizational performance. It contains the different kinds of reward that today's employee's desire from work.
3. Management should plan and implement reward strategy in organize to develop the achievement of general organizational goals and its performance with the observation of receiving the best contributive and encouraging effect from organizational workers through the higher staff satisfaction.

4. Both management and satisfied staff should be understood the objectives contained in the reward strategy. Therefore, the unplanned and personal motive can be played from behind to develop the common objective intentionally.

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