

## Research Article

### Factors Effecting Job Satisfaction of Employees working in Private Organizations: A Case of Pakistan

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**Abstract:** The job satisfaction of employees has been a focal point of private organizations and also a source of attention for researchers in recent times. May be, this is because of relations between organizational outcomes and job satisfaction matters. This study informs about relationships between biographical variables and job satisfaction of private organizations because job satisfaction of private organizations employees may be concerned with the personal attributes such as age, gender and years of experience. Objective of the study is the improvement of organizational Human Resource Management system regarding worker's job satisfaction, so Correlation, Regression and Analysis of Variance tests were conducted to test the data. Some of management variables, which were, Compensation, Empowerment, Work Place, Appraisal System, Management Behavior, Motivation, Clear Goals of Organization and Training and Development shown a positively correlation with employee's job satisfaction. Implications for these factors and their connection with job satisfaction is argued, limitations of the study and future research recommendations are presented. Data was collected through a questionnaire. To test the research hypothesis, Correlation was conducted. Biographical differences specially gender, age and experience were related to many job satisfaction variables. We explore the effects of organizational aspects on employee's satisfaction which leads to productivity.

**Keywords:** Human resource development practices, job satisfaction, Pakistan, private organizations

## INTRODUCTION

It has been discussed in literature (Nirupama and Maula, 2011; Abiodun and Gbadebo, 2012; Drenth, 2009; Zaim *et al.*, 2012) that Job Satisfaction of employees is the base of any growing organization. Employees of an organization enhance the organization's sustainable competitive advantage (Nausheen and Lin, 2012). Several management theories assume that the organization's objective is profit increase subject to capacity limitations. The main focus is shareholders as they are vital residual claimant, giving the essential financial capital for the organization.

Top Management have to consider the employees satisfaction variable while defining the goals of organization (Baner and Parsad, 1992). Though, there is considerable variation in how organizations actually compete and pursue profit increase. Different organizations focus more or less on the short-term versus the long-term. During the last 2 decades, a very few companies have integrated environmental and social policies in their business model and operations on voluntarily basis. True involvement of leadership in

organizational matters, especially in human recourse is necessary for the job satisfaction their behavior motivate the employees for their best performance (Muhammad, 2012).

Culture is a combination of the particular norms/values which are shared by employees of any organization (Robert *et al.*, 2013). There are numerous theories attempt to explain job satisfaction, but two conceptual frameworks seem to be more prominent in the literature. These frameworks are named as content theories and process theories (Sadegh and Azadeh, 2012).

Satisfaction is a term normally employed to explain situation of an individual found her/himself after a specific event. It explains a state of inner thoughts that follows interface with people or object. It has also been directly substituted with other feeling words such as gratification, happiness, compensation, fulfillment, joy, excitement and self-actualization. There is a feeling of happiness that comes when a need or desire is satisfied pleasure with the way that something has been arranged or done; compensation for a wound or loss; and the accomplishment of a claim, need and desire. In a similar way, The Cambridge International Dictionary of

English (1995) explains the satisfaction as a form of pleasant feeling people get when they receive something they needed or when they have done or doing something they wanted to do. As a result, it could therefore be said that satisfaction is confidently viewed as a pleasant feeling and an incentive for an activity carried out. Satisfaction is also possible when a person do what he/she loves or wishes to do (Abiodun and Gbadebo, 2012).

Job satisfaction is a constructive or positive thought about work and the work environment. On the other hand, job dissatisfaction leads to negative or unhappy thoughts about the work or the working conditions. Job satisfaction of employees of any organization has been the main point of significant research in recent years. Work environment as it features a respect to job satisfaction has been studied in an exceedingly vary of job-related situation; very little investigations are conducted in activity health settings and additionally rural activity health settings. As a result of workers attrition may be an important drawback inside rural activity centers, extra analysis is needed within the area of labor surrounding factors and job satisfaction. Supported the subsequent literature, a spread of these factors have been found to influence job satisfaction and discontentment (DeStefano *et al.*, 2005).

Human resource is undoubtedly the most challenging and dynamic capital in an organization. they're the contributors to the social capital, intellectual capital and emotional capital of an organization, there by being the most vital instruments behind each success or failure in an age of bottleneck competition, wherever the client has several decisions to make from available products and services, for client satisfaction, it is imperative to develop a competent and retainable work force base. It becomes additional indisputable in an era wherever knowledge, information and competencies change fast and becomes obsolete at a quicker rate. Therefore, human resource development is an essential responsibility of the management. It is a system by which the employees of an organization are dealt in a regular planned way to get or sharpen their capabilities required to perform different tasks related to their present and future roles and build up an organized environment in which team work, manager-employee relationships and team work plays an important role in worker's well being, enthusiasm and happiness (Mohanty, 2012).

**Aim of the study:** This study is conducted to see weather practices which are related to the development of Human Resource can play an important role in Job Satisfaction of employees of the private organizations.

**Research questions:**

- Is there a positive effect of Empowerment on Job Satisfaction?

- Is Compensation a source of Job Satisfaction?
- Is Training and development playing an important role in increasing sales?
- Is Clear Goals of Organization having a positive impact on Job Satisfaction?
- Can we consider Workplace as a source of Job Satisfaction?
- Do employees consider Appraisal System as a source of Job Satisfaction?
- Can employee be satisfied by motivation?
- Is there any effect of Management Behavior in the Satisfaction of employees?

**LITERATURE REVIEW**

Job Satisfaction is an affective and emotional response to various aspects of worker's job. Elton Mayo produced the idea of job satisfaction from Hawthorne studies of the late 1920 and early 1930. While working on the Hawthorne plant he concluded that emotional conditions of employee can affect their behavior. Psychological factors and social relationships are the main factors of productivity and job satisfaction in employees (Drenth, 2009). Pereira and Coelho (2013) showed a concern in the working conditions and the job satisfaction. An attempt to categorically present convincing and comprehensive definition of job satisfaction is a most difficult task. This simply points out that there is a wide range of idealization of this construct in the literature, which makes a conclusive interpretation difficult. These include the fact that some scholars viewed it as a wide positive expressive reactions and attitudes that an individual shows towards her/his job carry about by a contrast between desired and actual or some anticipated outcomes while others viewed it as two dimensions of a lack of the satisfaction dimension or intrinsic/extrinsic satisfaction dimension.

The loss of an employee is embracing moment for organizations (Taylor III *et al.*, 2006). The concept of job satisfaction and its definition have continually grown, expanded and unfolded through the previous decades. Although basically it is a work-related positive affective reaction in majority of the definitions, less consistency can be observed in the factors that bring about job satisfaction. This inconsistency may be because job satisfaction can be influenced by various factors including personal traits and characteristics of the job. To get deep understanding of employees, characteristics of jobs and their relation to the issue of job satisfaction, various theories have been formulated. The aim of the training is to make a framework of behavioral change and organizational objectives (Odiorne, 1970). These theories aim at developing appropriate research frameworks for further studies on this concept. According to Jamal *et al.* (2012) more training and development is necessary for efficiently performance of job. (Mazni and Roziah, 2012) proved that work place job satisfaction was significantly correlated with organizational and interpersonal

deviances. A trained force can produce better performance (How, 1970).

Lai and Cummins (2013) established three order determinants for employee's wellbeing, which are:

- First order determinants (happiness mood)
- Second order determinants (internal buffers)
- Third order determinants (experiential output)

Empowerment and learning has a positive relation (Laurie, 1997). An empowered employee tries to produce his best with employer with more confidence because he receives more authority in decision-making process. Wang and Wang (2012) proved that Empowerment has positive impact on job satisfaction. (Schmidt, 2007) investigated that there is a strong relationship between training and development and overall job satisfaction, their study shown high correlation on job training and overall job satisfaction.

Previous studies have shown that organizational culture impacts diverse employee behavior job satisfaction is one of the main variables. Therefore, connection between all these factors is required to be explored. Organizational researches and other fields are likely to have correlation questions, "What job characteristics are linked with turnover intention of employees?" some questions such as role of job satisfaction in reduction of turnover intention. However, this is essential step to get progress despite these questions in order to advance organizational theory, practice and research. (Abdul Latif, 2012) found that training and development highly effect the job satisfaction of employees. Appropriate training can help employees to perform their job tasks to the best of their talents.

Training and development of personnel can help to train the individual for the following:

- Forthcoming assignments
- Promote safe
- Maximum performance
- Enhanced productivity
- Keeping a willing and efficient workforce that know and can apply the job duties and tasks in their organization

Therefore, paper addresses this gap by investigating the function of organizational culture in the job satisfaction-turnover intention. A better understanding of these relationships will contribute to theory and practice. Previous studies have shown that organizational culture impacts organizational environment can influence on many organizational aspects, job satisfaction is one of them (Abdullah-Aldhuwaihi, 2012). Work place plays an important role in the satisfaction of employees commuting is burden for employees (Stutzer and Frey, 2004).

In 21<sup>st</sup> century, the performance appraisal has got more importance Chang *et al.* (2013) According to Ishaq (2009) performance and appraisal plays an important role in job satisfaction in private sector organizations. A considerable amount of literature has been published on job satisfaction. Previous studies divided the job satisfaction into two categories which are general and overall satisfaction and assessment of how individual feels for his/her job related satisfaction. Assessment of different aspects of job like financial incentives consist of following:

- Pay and promotion
- Direct benefits such as health insurance, Pensions, Allowances
- Indirect benefits like subsidies for meal conveyance and child care

Non financial incentives include:

- sabbaticals flexible working hours
- occupational health planned career breaks
- counseling and study leave payment

These incentives show a strong effect on job satisfaction (Awases, 2006). Incentives are functions of sustainability metrics. Furthermore, these are more probably to have planned measures for stakeholder commitment, to be more focused (Robert *et al.*, 2013).

Nadia and Shagufta (2011) investigated that motivation improves the work efficiency and job satisfaction of employees. They found in their study that employee gender displayed a significant relation with job satisfaction and motivation. Whenever management is caring, supportive and focus their attention on motivation, it creates a confidence in the employee (Mohanty, 2012), the output is more productive and more positive. Jamal *et al.* (2012) found in his research that motivation is necessary tool for doing tasks and assignments delegated and fairly.

Motivation boosts the employees for giving their best for the organization. (Chang *et al.*, 2013) categorized the motivation in four main variables, i.e. 'standard' and 'interest', transmission and selection. (Fasihizadeh, 2012) shown in their results that clear goals of organization lead to job satisfaction. A good brand name inspire the employees of organization (Ceridwyn and Debra, 2006).

(Rifayat-Islam, 2012) also proved that clear goals of the organization have a positive impact on job satisfaction. Zaim *et al.* (2012) investigated the relationship between compensation and job satisfaction, he proved that compensation has a positive effect on job satisfaction. Stephen (2000) proved in his study, whether compensation plays an important role in employee retention. (Lydon, 2002) proved in their study that compensation positively affects the job satisfaction. In the study conducted by (Jamal *et al.*,

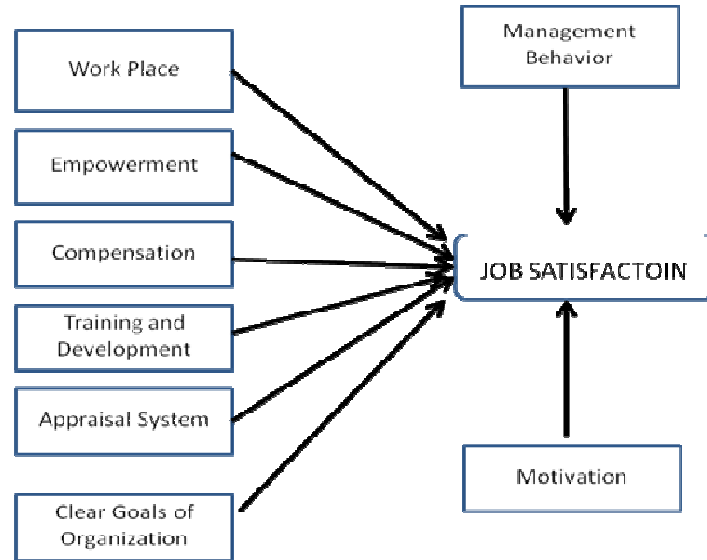


Fig. 1: Framework of the study

2012) they found that majority of the respondent feels whether more pay is necessary for improved work environment and job satisfaction. (Rizvi, 2011) proved that income plays an important role in satisfaction of employees.

### RESEARCH HYPOTHESIS

- H1:** There is positive relationship between Work Place and Job Satisfaction
- H2:** There is positive relationship between Empowerment and Job Satisfaction
- H3:** There is positive relationship between Compensation and Job Satisfaction
- H4:** There is positive relationship between Training and Development and Job Satisfaction
- H5:** There is positive relationship between Appraisal System and Job Satisfaction
- H6:** There is positive relationship between Clear goals of organization and Job Satisfaction
- H8:** There is positive relationship between Management behavior and Job Satisfaction
- H9:** There is positive relationship between Motivation and Job Satisfaction

### METHODOLOGY

Primary data was used in the study, considering the aim of study, the research method is descriptive and Likert Scale with following choices (Strongly Disagree-Disagree-Neutral Agree- Strongly agree) was used.

**Conceptual model of the study:** A theoretical model represents abstraction, not a real picture (Emery, 1969). Some variables which are considered important from the job satisfaction point of view are being measured

and explained in the theoretical framework. Job satisfaction of employees is taken as the dependent variable, which will be checked for a relationship with compensation, clear goals of organization, appraisal System, work place, training and development, management behavior and motivation (Fig. 1). Following framework is made for the study.

**Participants:** A total of 150 survey forms were distributed and received 140, as 5 survey forms were empty and 5 survey forms were useless due to missing data. As a result, total 130 survey forms were taken for the study. The survey was done in private organizations of Pakistan having offices in Rawalpindi and Islamabad, including hotel industry, banking sector, telecommunication sector and other organizations. Further the data analysis was performed to reach the findings.

**Demographics:** Demographics reveals that the female participants were 23.7% and male were 76.7% distribution of age was as follow Below 18 were 2.3%, 18-25 were 36.6%, 26-35 29%, 36-45 21.4% Above45 10.7% The demographic results for experience fever than 5 years 56.5%, 5-9 Years 19.8%, 10-14Years 16%, 15-19 Years 5.3% More than 20 Years 2.3%.

### DATA ANALYSIS

Data gathered with instrument was analyzed by using SPSS.

**Cronbach's alpha test for internal consistency:**  
**Reliability:** The statistics of reliability test show the value of Cronbach's Alpha for all the variables is more than 0.70 which is considered to be good for internal

Table 1: Cranach's alpha

Variable	Cronbach's Alpha	No of items
Empowerment	0.886	4
Compensation	0.873	3
Training and development	0.816	5
Appraisal system	0.770	5
Work place	0.783	3
Management behavior	0.851	4
Clear goals of organization	0.792	2
Motivation	0.881	2
Job satisfaction	0.823	4

Table 2: Descriptive statistics

	Mean	S.D.
Job satisfaction	3.5382	0.90802
Motivation	3.5878	1.01428
Clear goals	3.5649	0.87793
Work place	3.5242	0.81233
Management behavior	3.5553	0.82117
Training and development	3.4122	0.75844
Compensation	3.6616	0.88577
Empowerment	3.4408	1.03396
Appraisal system	3.3511	0.75001

Table 3: Scale statistics

Scale statistics			
Mean	Variance	S.D.	No of items
31.6361	32.878	5.73390	9

reliability of data. The normal range of Cronbach's alpha is between 0 and 1. According to Glien (2003), Value of alpha.8 is expected to be a required target which shows a good internal consistency of the items in the scale, but 0.70 is acceptable (Table 1) (Gliem, 2003).

The results are shown in Table 2 are showing average mean, as the mean of dependent variable Job Satisfaction is (3.53) and all the independent variables are also showing average mean of (3.4), which means that respondents are agreed in an average. Standard deviation is more than 1.0 in Motivation and Empowerment rather than others. So it shows strong impact on Job Satisfaction.

Description of Table 3 is as follow:

- **Scale statistics:** This statistics shows the item-analysis output from SPSS for the multi-item scale of employee's satisfaction with their job.

Table 4: Item-total statistics

Item-total statistics					
	Scale mean	Scale variance	Corrected item-total correlation	Squared multiple correlation	Cronbach's Alpha
Job satisfaction	28.0980	24.355	0.859	0.805	0.855
Empowerment	28.1953	25.992	0.552	0.432	0.884
Compensation	27.9746	25.190	0.776	0.712	0.863
Training and development	28.2239	27.560	0.596	0.378	0.879
Appraisal system	28.2850	29.473	0.349	0.260	0.895
Work place	28.1120	25.456	0.825	0.793	0.860
Clear goals	28.0712	25.901	0.694	0.543	0.870
Management behavior	28.0808	25.406	0.821	0.778	0.861
Motivation	28.0483	27.760	0.383	0.228	0.899

- **Item means:** This is a summary of the nine individual item means.
- **Item standard deviation:** This is a summary statistics for Standard Deviation of the nine individual items.
- **Summary item statistics:** This is a comparison of Item Means and Item Correlation.

Table 4 is about Item total statistics which are as follow:

- **Scale mean:** It shows, by not including the specific item listed, all the items in the scale are consolidated for all the individual items is 31.63. Mean of the consolidated scores excluding job Satisfaction is 28.09, excluding empowerment is 28.19 and so on.
- **Scale variance:** It shows, by not including the specific item listed, all the items in the scale are consolidated for all the individual items is 32.87 and the variance of the consolidated scores not including job Satisfaction is 24.355 and empowerment is 25.99 and son.
- **Corrected item-total correlation:** Correlation of the item specified with the consolidated score for other items. In this analysis, the correlation between item job satisfaction and the summated score is 0.859.

**Cronbach's Alpha Item Deleted:** It shows that of all the items Predictors: (Constant), Compensation, Clear Goals Of organization, Appraisal System, Work Place, Training and Development, Management Behavior and Motivation. This shows the scale's Cronbach's alpha used for reliability coefficient of internal reliability if the individual item is deleted from the scale. For Job Satisfaction it is 0.855 and for Empowerment it is 0.884 if job Satisfaction and empowerment were removed for the scale.

**Regression analysis:** The results of the regression analysis of job satisfaction are reported in Table 5 and 6 Shows the Analysis of variance and Table 7 are about Unstandardized and Standardized Coefficients.

Table 5: Multiple regression analysis

Model summary				
Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	S.E. of the estimate
1	0.897 <sup>a</sup>	0.805	0.792	0.41381

Table 6: Analysis of variance

ANOVA <sup>b</sup>						
Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	86.293	8	10.787	62.991	0.000 <sup>a</sup>
	Residual	20.891	122	0.171		
	Total	107.184	130			

<sup>a</sup>: Predictors: (Constant), Appraisal System, Empowerment, Motivation, Clear Goals, Training And Development, Compensation, Management Behavior, Work Place; <sup>b</sup>: Dependent Variable: Job Satisfaction

Table 7: Coefficients

		Coefficients <sup>a</sup>				
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	S.E.	β		
1	(Constant)	-0.452	0.225		-2.007	0.047
	Empowerment	0.109	0.046	0.124	2.402	0.018
	Compensation	0.145	0.075	0.142	1.928	0.056
	Training and development	0.020	0.061	0.016	0.325	0.745
	Work place	0.308	0.094	0.275	3.266	0.001
	Management behavior	0.337	0.089	0.305	3.801	0.000
	Clear goals	0.165	0.059	0.160	2.790	0.006
	Motivation	0.067	0.040	0.075	1.667	0.098
Appraisal system	-0.029	0.056	-0.024	-0.524	0.601	

<sup>a</sup>: Dependent Variable: Job Satisfaction

**Predictors:** (Constant), Compensation, Clear Goals Of organization, Appraisal System, Work Place, Training and Development, Management Behavior and Motivation Dependent Variable: Job Satisfaction, According to the model summary, the R is 0.897, which is 89.7 percent. This means that 89.7% of dependent variable of Job Satisfaction which is shown by its 8 corresponding variables, which are Empowerment, Training and Development, Work Place, Appraisal System, Management Behavior, Motivation, Clear Goals Of organization and compensation, it shows that 11% (100%-89%) of dependent variable of Job Satisfaction is explained by some other factors. R square of 0.805 which means 80.5% represented the significant contribution of the 8 independent variables, towards the Job Satisfaction.

Above Table determine adequate result as the significance is not above 0.05. This shows that research model used in this study is good. If the significance value is less than 0.05 then there are statistically significant differences between groups.

$$JS = C + \beta_1 (T\&D) + \beta_2 (WP) + \beta_3 (AS) + \beta_4 (MB) + \beta_5 (Mot) + \beta_6 (CGO) + \beta_7 (E)$$

JS = Job Satisfaction

T&D = (Training and Development

WP = (Work Place)

AS = (Appraisal System

MB = (Management Behavior

Mot = (Motivation)

CGO = (Clear Goals of organization)

E = (Empowerment)

β = Unstandardized coefficient

C = Constant value

Based on the above table, we able to derive the following equation:

$$JS = -0.452 + 0.20 T\&D + 0.308 WP + (-0.029 AS) + 0.337 MB + 0.67 Mot + 0.165 CGO + 0.109 E$$

This can be explained as the increase of 1 units of employee Training and Development (T and D) may increase 0.20 units in Job Satisfaction (JS). However, for the independent variable of Work place, every 1 unit of increase will increase 0.308 units in Job Satisfaction. For appraisal System, it will increase -0.029. For Management, 0.337 unit increases in training may cause 0.20 units of Job Satisfaction to increase. For motivation it will increase 0.67 units in Job Satisfaction. For Clear Goals of organization it will increase 0.165 points. Finally, for empowerment will decrease 0.109 units. Compensation is 0.149.

Above are the raw standardized and (Unstandardized) regression weights for the regression of Job Satisfaction on Compensation, Clear Goals Of organization, Appraisal System, Work Place, Training and Development, Management Behavior and Motivation. Consistent with our hand calculation, the standardized regression coefficient for Compensation is

Table 8: Correlation analysis

Independent variables	Job satisfaction	Significance
Job satisfaction	1	0.000*
Empowerment	0.573	0.000*
Training and development	0.518	0.000*
Work place	0.828	0.000*
Appraisal system	0.289	0.000*
Management behavior	0.831	0.000*
Motivation	0.365	0.000*
Clear goals of organization	0.702	0.000*
Compensation	0.784	0.000*

Table 9: Hypothesis testing

Hypothesis	Correlation result	Accepted? Yes/No
There is a positive relationship between		
H1: Work place and job satisfaction	r = 0.828** p < 0.001 Y	Yes
H2: Empowerment and job satisfaction	r = 0.573** p < 0.001 Y	Yes
H3: Compensation and job satisfaction	r = 0.784** p < 0.001 Y	Yes
H4: Training and development and job satisfaction	r = 0.518** p < 0.001 Y	Yes
H5: Appraisal system and job satisfaction	r = 0.289** p < 0.001 Y	Yes
H6: Clear goals of organization and job satisfaction	r = 0.702** p < 0.001 Y	Yes
H8: Management behavior and job satisfaction	r = 0.831** p < 0.001 Y	Yes
H9: Motivation and job satisfaction	r = 0.365** p < 0.001 Y	Yes

0.142, for Clear Goals Of organization is 0.160, for Appraisal System is...-0.024 for Work Place it is 0.275, for Training And Development its value is .016, for Management Behavior, it is 0.305 and for Motivation it is 0.075. This weight means that for every unit change in percentage of Compensation, Clear Goals Of organization, Appraisal System, Work Place, Training And Development, Management Behavior and Motivation (that is, for every increase by a factor of one standard deviation on the Compensation, Clear Goals Of organization, Appraisal System, Work Place, Training And Development, Management Behavior and Motivation variable), Y (Job Satisfaction) will increase by a multiple of their standardized Beta standard deviations.

**Correlation analysis:** Correlation between all the variables is depicted in Table 8.

**Hypothesis testing:** We performed correlation analysis between variables; the results of the correlation were depicted in Table 9.

## CONCLUSION

The purpose of this study was to examine whether there is a relationship between Job Satisfaction and Empowerment, Compensation, Clear Goals Of organization, Appraisal System, Work Place, Training and Development, Management Behavior and Motivation. All the variables showed a positive impact on job satisfaction. Employees are the backbone of any organization; they participate in the growth of the organization along with all other resources. This study has highlighted the requirements of the satisfied employees of private organizations. Only a few policy changes can satisfy many employees.

## RECOMMENDATIONS

From the study, the following recommendations were made.

- There should be a special focus on Appraisal System, Work Place and Training and Development
- Management behavior should be monitored to get the high performance from satisfied workers.
- Employees have a strong concern regarding workplace so this factor should also be a focus of the organizations.
- If the employees are satisfied, they are supposed to contribute more for their organizations' competitive edge.
- Employees of the private organization should have clear goals and objectives by other management, so that they can participate in growth of the organization.
- Appropriate performance appraisal system on employees' progress is necessary for achievement of the expected performance.

## FUTURE STUDY

Future investigations should include more variables and explore relationships among age, experience and other valuable variables in relation to Empowerment, Compensation, Clear Goals of organization, Appraisal System, Work Place, Training and Development, Management Behavior and Motivation and job satisfaction. As we mentioned the scope of the study was limited to two cities only, so future research can be conducted with large sample size to get better results.

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