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## Examining the Relationship Between Employee Satisfaction and Organizational Productivity in Private Universities of Afghanistan: A Case Study of Karwan University

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### Abstract

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Article Info

Abstract

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Exploring the Correlation Between Job Satisfaction and Organizational Productivity: A Comprehensive Study.

Methodology for Investigating the Stated Objective: Questionnaire Design, Dissemination Among the Relevant Society, and Analysis Using IBM SPSS Statistics 28

Key Findings: The Study Reveals a Significant and Positive Correlation between Job Satisfaction and Organizational Productivity. Hypotheses are Supported.

Originality: This Research Addresses a Noteworthy Gap in Afghanistan, Providing New Insights into the Relationship Between Job Satisfaction and Organizational Productivity.

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Key words: Job satisfaction, organization productivity, Karwan university.

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## **Introduction**

The private higher education institution being investigated in this study is part of the largest private education provider in Afghanistan. People constitute the greatest and most valuable asset to any organization. Qualified and motivated people create and deliver value out of other organizational resources (e.g. financial, physical and technology) (Samuel Obino Mokaya & other, 2013). This research study is focused upon identifying the need and exploring the level of its intensity for career development of employees and its essential relationship with the success of an organization. The role of academic employees is very important in every aspect of private universities to build public image in the society by producing outstanding graduates. Almost every person gathers a unique sequence of jobs, experiences, and positions (Gerard A. Callanan, Jeffrey H. Greenhaus, Veronica M. Godshalk, 2011). Job satisfaction is essentially an individual thing. Each individual will have a variable level of satisfaction according to the value system that applies to him. The more aspects in the job which are in accordance with his or her intentions, the higher level of he or she perceived satisfaction (Bagirova and Vavilova, 2015). If a person desires for something, then it means that he has a hope, and thus he will be motivated to take action towards the achievement of these expectations. And if expectations are met, then he will feel satisfied (Asgari et. al., 2017). Satisfaction is a feeling of contentment, pleasure, which is gratifying. Job satisfaction is defined as the general attitude and positive emotional state reflecting an effective response, reaction, or appraisal of an individual toward his or her work experience conveying the meaning of work (Judge and Hurst, 2008). So there is no like this research the impact of job satisfaction

on organization productivity in Afghanistan but this shows the satisfaction linkup with productivity in Karwan private university.

### Literature Review

Author/s (Year)	Topic/ Title of the paper	Type of Research	Source of Data/ Intervention area	Research Tools	Research Methodology
(Onyebuchi, Lucky, & Okechukwu, 2019)	Impact of employee job satisfaction on organizational performance	Descriptive survey and explanatory survey.	Through in-depth interview, the paper has developed and In-depth interviews were conducted in GP	Data collected from books, journal papers and library	Quantitative and qualitative research Method has been used in this paper
(Mokaya, Lovega Musau, Wagoki, & Karanja, 2013)	Effects of Organizational Work Conditions on Employee Job Satisfaction in the Hotel Industry in Kenya	A Quantitative Research	Primary Data Source through Questionnaire Analysis	questionnaire was used to collect data; analyzed through descriptive and inferential statistics	The study adopted a descriptor-explanatory research design; a combination of both descriptive and Explanatory research designs.
(Malik, Nawab, Naeem, & Danish, 2010)	Job Satisfaction and Organizational Commitment of University Teachers in Public Sector of Pakistan	A Quantitative Approach / A Survey Based	Primary Source through survey based and questionnaire	Survey Questionnaires	Research Design/Methodology: A survey-based descriptive research design was used.
(Amin & Saleem, 2013)	The Impact of Organizational for Career Development and Supervisory Support on Employee Performance: An Empirical Study from Pakistani Academic Sector	A Quantitative Approach / A Survey Based	Primary Source through survey based and questionnaire	Survey Questionnaires	A survey and Questionnaire based quantitative research design and hypothesis tested through correlation and regression analysis

(Narimawati, 2007)	The Influence of Work Satisfaction, Organizational Commitment and Turnover Intention Towards the Performance of Lecturers at West Java's Private Higher Education Institution	descriptive survey and explanatory survey.	Primary Source through questionnaire form the private universities in West Java and Banten.	Survey Questionnaires	The method used in this research is survey method, namely descriptive survey and explanatory survey
(Steyn & Meintjes, 2006)	A critical evaluation of the Downs-Hazen instrument (CSQ) by measuring employee communication satisfaction at a private higher education institution in South Africa	A Quantitative Approach / A Survey Based	Primary Source through questionnaire form private higher education institution in South Africa. All full-time employees of the private higher educational institution,	Survey Questionnaires	Descriptive survey; formal; cross-sectional, presenting a snapshot at one point in time
(Theresia, Lahuddin, & Ranti, 2018)	The Influence of Culture, Job Satisfaction and Motivation on the Performance Lecturer / Employees	Quantitative Approach	Valid questionnaires	questionnaires	Data were analyzed using 2 methods, namely: 1). Descriptive analysis, and 2). Multivariate regression analysis with Structural Equation Modeling (SEM).
(Adil, Kannaji Rao, & Ayaz, 2020)	Effect of Compensation Packages on Job Satisfaction and Employees' Retention: A Case of Jalalabad-based Private Universities of Afghanistan	A Quantitative Approach	the researcher developed closed ended questionnaires	closed ended questionnaires	the researcher developed closed ended questionnaires  Data was analyzed using Statistical Package for Social Sciences (SPSS) version 20.0 for estimating regression and correlation models for testing hypotheses.

(Tepayakul & Rinthaison g, 2018)	Job Satisfaction and Employee Engagement among Human Resources Staff of Thai Private Higher Education Institutions	A Quantitative Approach	A questionnaire was developed	A questionnaire was developed from literature review and was administered to a sample of 220 HR staff from 58 PHEIs in Thailand.	the researcher developed questionnaires and used the statistical tools for hypothesis testing
(Saeed & Farooqi, 2014)	Examining the Relationship between Work Life Balance, Job Stress and Job Satisfaction Among University Teachers (A Case of University of Gujrat)	A Quantitative Approach	Questionnaire is the tool used for collecting data	Questionnaire is the tool used for collecting data for the research. Data has been analyzed through Statistical Package for Social Sciences (SPSS).	Questionnaire is the tool Descriptive Statistics, Correlation and Regression analysis has been applied to draw the results of the study
(Mohammad Jasim Uddin, Luva, & Maroof Hossian, 2013)	Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh	the research has employed qualitative approach.	Through in-depth interview, the paper has developed and In-depth interviews were conducted in GP	The paper has applied qualitative methodology focusing on a case study of Grameen phone (GP) (a subsidiary of Teleron in Norway), the leading Telecommunication based subsidiary in Bangladesh.	The paper has applied qualitative methodology focusing on a case study of Grameen phone (GP) (a subsidiary of Teleron in Norway),
(Orpina, Abdul Jalil, & Ting, 2022)	Job Satisfaction and Turnover Intention among Malaysian Private University Academics:	This research adopted a quantitative method.	Intention Scale (TIS-6), Minnesota Satisfaction Questionnaire (MSQ), and Survey of Perceived	A total of 327 respondents provided valid data and analyzed it	This research adopted a quantitative method. The Turnover Intention Scale (TIS-6), Minnesota

	Perceived Organizational Support as a Moderator		Organizational Support (SPOS)	using SPSS Process Macro Version 3.5.	Satisfaction Questionnaire (MSQ), and Survey
(Raihan, 2011)	mediating effects of organizational commitment and perceived organizational support on hrm practices and turnover intention: a study of private universities in Bangladesh	This research adopted a quantitative method.	The researcher had collected the survey data for statistical analysis to test the hypothesized Relationships between the variables, which were studied.	The study had used a number of different statistical techniques such as factor analysis, correlation analysis, multiple regressions and hierarchical multiple regression for analyzing the data	The researcher had collected the survey data for statistical analysis to test the hypothesized Relationships between the variables which were studied.
(Nanle, Asikhia Professor Olalekan Magaji, 2015)	effect of job enrichment on employee satisfaction in selected private universities in south-west Nigeria	cross-sectional survey design	Regression model was used to analyze the data collected.	Primary data Questionnaires through questionnaire	
(NgariJame s, 2013)	Influence of Employee Relations on Organization Performance of private universities in Kenya;	a descriptive research design.	questionnaires	questionnaire was used to collect data; analyzed through descriptive and inferential statistics	The study adopted a descripto-explanatory research design; a combination of both descriptive and explanatory research designs.

(QaiserNaeemBasharat, 2010)	Job Satisfaction and Organizational Commitment of University Teachers in Public Sector of Pakistan	A survey-based descriptive research design	questionnaires	Survey Questionnaires	Research Design
	The Impact of Organizational for Career Development and Supervisory Support on Employee Performance: An Empirical Study from Pakistani Academic Sector	A Quantitative Approach / A Survey Based	Primary Source through survey based and questionnaire	Survey Questionnaires	A survey and Questionnaire based quantitative research design and hypothesis tested through correlation and regression analysis
(A., 2016)	Impact of Employee Job Satisfaction on Organizational Performance: An Empirical Study	Quantitative Approach	Primary Source through survey based and questionnaire	Questionnaires	Questionnaire based quantitative research
(Shmailan Abdulwaha b, 2016)	The relationship between job satisfaction, job performance and employee engagement: An explorative study.	(Scarlett Survey).	Primary Source through survey based and questionnaire	Survey Questionnaires	Questionnaire based quantitative research
(OmahOkechukwuObiekweOnyebuchi, 2019)	Impact of Employee Job Satisfaction on Organizational Performance	Quantitative Approach	Valid questionnaires	questionnaires	Data were analyzed using 2 methods, namely: 1). Descriptive analysis, and 2). Multivariate regression analysis with Structural Equation Modeling (SEM).

## Methodology

This Study Adopts a Quantitative Approach, Utilizing Two Key Variables: Job Satisfaction as the Independent Variable and Organizational Productivity as the Dependent Variable. The Target Population Encompasses All Staff Members of Karwan Private University, located in the Capital of Afghanistan. Data Collection was Conducted through an Online Google Form Questionnaire, Carefully Designed to Gather Relevant Data from the Selected Area. The Analysis of the Collected Primary Data was Performed Using IBM SPSS 28, Employed for Thorough Testing and Inference.

The Study's Hypotheses Are Formulated as Follows:

H1: There exists a positive correlation between job satisfaction and organizational productivity.

H2: There exists a positive correlation between organizational productivity and organization services.



Figure1: Research Model

The Questionnaire Comprises Three Sections:

1. Demographic Questions: To gather basic information about the participants.
2. Job Satisfaction Section: Designed to assess the respondents' level of job satisfaction.
3. Organization Productivity Section: Focused on evaluating the organization's productivity.

To measure the impact of job satisfaction on organization productivity, a set of 21 scales were adopted. Respondents provided their answers using a 5-point Likert scale: 5 for 'always,' 4 for 'mostly,' 3 for 'sometimes,' 2 for 'often,' and 1 for 'never.'

Table2: Reliability Statistics

Scale	Cronbach's Alpha	N of items	Remarks
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Job Satisfaction	6.65	14	Accepted
Organization productivity	6.19	7	Accepted

Significance on 0.000

Table 2 presents the Reliability Statistics for two scales: Job Satisfaction and Organization Productivity.

The Cronbach's Alpha coefficient for the Job Satisfaction scale is 0.665. This value indicates the internal consistency or reliability of the scale. While the value of 0.665 is below the ideal threshold, it still suggests a moderate level of internal consistency for the scale. Therefore, it is deemed acceptable for use in the study. The Cronbach's Alpha coefficient for the Organization Productivity scale is 0.619 it indicates a moderate level of internal consistency. As a result, the scale is considered acceptable for use in the study.

## Findings

As shown in table 4, total respondents are male. The maximum statistics are in age of 30-40 and many of them are married. In education portion large size is graduate and almost, 50 % employees are impermanent.

Table4: General mean and standard deviation

Variable	M	SD
Job satisfaction	15.9	1.123
Organization productivity	3.54	0.89

Table 4: The average level of job satisfaction among the respondents is approximately 15.9. The Standard Deviation of 1.123 indicates the variability or dispersion of responses around the mean. Since the Standard Deviation is relatively low, it suggests that the responses are closely clustered around the mean, indicating a relatively consistent level of job satisfaction among the participants.

The mean value for organization productivity is approximately 3.54. The Standard Deviation of 0.89 indicates the variability or dispersion of responses around the mean. Similar to job satisfaction, a low Standard Deviation suggests that responses are closely clustered around the mean, implying a relatively consistent perception of organization productivity among the participants.

Table5:

Variable	B	SE	t	VIF
constant	1.66	0.51	2.9	
job satisfaction	0.58	0.15	3.8	1.000

a. predictor: job satisfaction, (constant).

b. dependent variable: organization productivity  $p < 0.05$ ,  $R = 0.504$ ,  $F(15, 04)$ .

As shown the table 5, B and standard error and also variance of inflation factor is 1. The of VIF shows the correlation of variable is moderate relationship.

The Variance Inflation Factor (VIF) is a measure used to assess multicollinearity between variables. A VIF of 1.000 suggests that there is no significant multicollinearity between the independent variable "job satisfaction" and other independent variables in the model.

To sum, the data indicates that job satisfaction has a positive and statistically significant impact on the dependent variable in the model. The constant term is also statistically significant, contributing to the overall relationship being studied.

## Conclusion

Job satisfaction is defined as the general attitude and positive emotional state reflecting an effective response, reaction, or appraisal of an individual toward his or her work experience conveying the meaning of work (Judge and Hurst, 2008). So there is no like this research

the impact of job satisfaction on organization productivity in Afghanistan but this shows the satisfaction linkup with productivity in Karwan private university. In this research that the effect of employee satisfaction on the productivity of the organization, especially in Karwan Private University, it was concluded that this effect is very high. This research is a quantitative research and the data is based on a questionnaire that was answered in the amount of 47 and analyzed with the help of SPSS software, Different organizations are trying to increase their production efficiency, so they are trying to find ways, one of which is the employee's job satisfaction and his impression on the productivity of the organization. On this topic, this research was conducted using a simple random sampling of questionnaire distribution in a practical and practical way. That the effects of job satisfaction of the employee have a great effect on the management of the organization, which was our hypothesis, which has been confirmed, as well as our research. There are two sides. Therefore, it can be said that if any organization wants to increase its productivity, it should pay attention to the job satisfaction of the employees. The relation of variable is moderate because the VIF value is 1 and it shows the relationship is in moderate stage.

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