



## **Job Satisfaction of Employees within Different Organizations in Pakistan**

**Yasir Ali<sup>1</sup>, Zahra Ashraf<sup>2</sup>**

Department of Statistics, Minhaj University, Lahore, Pakistan

Email: [yasir.ali6624080@gmail.com](mailto:yasir.ali6624080@gmail.com)

Department of commerce, Punjab Group of Colleges (Chawinda),  
Sialkot, Pakistan.

Email: [Alayanoor716@gmail.com](mailto:Alayanoor716@gmail.com)

### **Abstract**

Purpose of this research to examine the level of job satisfaction of employee's within different organizations of Pakistan. Job satisfaction has a big impact on how an employee performs his job. In the modern era, the organizations facing different challenges due to the dynamic nature of environment in different organizations. The main challenge in a business is to satisfy its employees by fulfills the needs of its employees by providing good working conditions. The aim of this paper was to assess employee's job satisfaction with the use of simple survey. In order to achieve this aim, a survey was conducted. The employees defined their job satisfaction by referring to 50 statements describing this satisfaction and evaluating 10 factors that are used to calculate the satisfaction index. 150 respondents involved to give feedback about the questionnaire. Correlation analysis and multiple linear regression analysis performed to monitor the relationship between study variables. Employee's satisfaction has the perfect positive relationship work performance and job satisfaction as linearly. Analysis of variance performed to check the means differences of the study variables.

**Keywords:** job satisfaction, employee's satisfaction, work performance.

## 1. Introduction

In several years it was first time, the large number of employees is satisfied with their current job and it is a big achievement, according to the Employee Job Satisfaction and Engagement the work performance of employees become very high. The main purpose of this study is to examine the employee's satisfaction in Pakistan's organization system. Job satisfaction is an important interpretation resulting from an evaluation of employee's job experience, services, and facilities. The improvement in economy is an important factor for job satisfaction, since employers provide a handsome salary packages and different benefits for their workers. Additionally, as the labor market stabilized, job seekers took advantage of new opportunities for job positions that best fit their skills and interests. There are limited numbers of research still suggest that job satisfaction of employees is a very complex concept. This study also find the supervisor's method, behavior, level of knowledge, understanding, interaction with employees related to the job satisfaction of employees.

George and Jones (2008) said People have different approach to various aspects of their work, such as supervisor's behavior, staff behavior, workload and salary. Many organizations are mainly focus on the job satisfaction of employees and identifying their needs. According to Rizwan Saleem (2010) Work motivation gives different effects on job satisfaction in mobile telecommunication service organization of Pakistan.

Frye (2004) showed Income is the major factors of employees and there is a positive relationship between wages and employee performance. There are many organizations make efforts for employee satisfaction, but many organizations fail to fulfill this goal. That's why

it's important for better work performance to know more about the factors that can increase employee satisfaction, and how it fits the organizations overall success.

Different persons have different criteria's for measuring their job satisfaction. In recent years, Pakistan try to improve the job satisfaction factor in organizations. Different factors show some impacts on job satisfaction like management behavior, fixed working hours, benefits, stress level and flexibility. Job satisfaction is related to motivation, employee satisfaction and work performance. Employee's safety is very important because if the organization provide a safe environment to the employees then they feel safe then they perform better work. So the employee's safety is very important factor in job satisfaction level of employees. Satisfaction is necessary because it influences the employee's level of motivation. The level of satisfaction and dissatisfaction strongly affect the employee's success or failure of employees. Zain, Ishak and ghani (2009) show the factors of job satisfaction that represent the behavior, feelings, interlink age and performance of employees.

Increased work performance value of employees, high motivation level and low absenteeism rate show positive effect on job satisfaction. Two factors effecting job satisfaction of employees are intrinsic and extrinsic factors. Some peoples are intrinsic; they do not show their feelings, opinions and ideas. Some people are extrinsic they show their feelings, opinions and ideas freely. So the organization provide healthy environment to the employees were they work freely, express their opinions and both type of peoples engaged with organization.

### **Factors of Workplace Satisfaction:**

An organization makes different strategies and advantages more than just good salary and benefits. The following list reveals some of the key job satisfaction aspects cited by employees:

- **Respect** – According to the survey report, the good behavior of supervisor with all employees as the most important factor in job satisfaction.
- **Trust** – The downfall occur due to mistrust between management and employees, so the trust between employees and management was another highly important satisfaction factor.
- **Security** – If our job is not secure, then it can cause a great deal of anxiety. If the organization provide safe environment to the employees then the employees work performance increase.
- **Healthy Environment** – Workplaces are free from stress and issues. Because positive and healthy environment make high level of job satisfaction.
- **Career Path** – No one wants a dead-end job. So the main factor of job satisfaction is the management ensure the work of employees will lead in upward path.
- **Pay and Benefits** – Good salary and benefits provide satisfaction to the employees for their job. Pay and benefits is an important factor in job satisfaction.

### **Job satisfaction:**

Job satisfaction is essential component for employee's motivation toward better performance. Each person has different criteria for measuring our job satisfaction. The factor that influences it is the style of management, but also payments, working hours, schedule, benefits, stress level and flexibility. Job satisfaction is related to productivity, motivation, and works performance.

### **Important factors of Job Satisfaction:**

The employees in a company that work more efficiently and give better response in their work, so the organization builds different resources that make the employee happy, including:

- **Lower Turnover** – If the employees are not satisfied about their job or job environment then the turnover of an organization will be decreased. If the employees are satisfied about their job then the turnover of organization will be increase.
- **Higher Productivity** – If the employees are more satisfied about their job terms then the productivity level also increase.
- **Increased Profits** – If the employees feel safe and satisfied with job then their work performance increase and the profit ratio of the organization also increase.
- **Loyalty** – If the employees are satisfied then they show more interest in their work and if they show more interest in their work then they are easily achieve the goals of organization. Also, help to increase the goodwill of the organization.

Many organizations fail to understand the importance of working environment for employees and face a lot of difficulties in their business. Employees are an essential component in the process of achieving organizations goals. Employees should meet the performance criteria set by the organization to ensure the quantity and quality of their work. The employees need a working environment that allows them to work freely with their fill potential without any problems.

### **Issues:**

Mostly employees have problems with their supervisor who is not giving them the respect they deserve. Supervisors also show harsh behaviors to employees due to which they are not comfortable to share the innovative ideas with their supervisors. The management allots

promotions, training, compensation to employees, formulate the salary and bonus, team empowerment and performance related pay.

### **Objectives of research study:**

The aim of the paper was to assess employee's job satisfaction and their work performance with use of simple survey. In order to achieve this aim, a survey was conducted. The survey help to proof the general level of employee satisfaction. The study was conducted in the form of a case study.

- To identify the level of job satisfaction in employees.
- To identify the factors that influences the level of job satisfaction.

### **Surrounding of the study:**

The study of surrounded to hospitals, colleges and banks in different cities of Pakistan.

## **2. Literature review**

Raziq and Maulabakhsh (2015) showed the ability to engage with employees is must present in supervisor, the supervisor have ability to communicate with their employees in a good way and basic features of supervision. Various researches have shown that with good communication skills, the level of satisfaction was high, while with poor communication skills, the level of satisfaction was low.

According to Brenninger (Brenninger, 2011) for the satisfaction of employees and good results, the supervisor adopt different strategies and getting more involved in the decision making processes for higher level of satisfaction and achieving the goals.

Supervisor gives motivation to employees and has to support individual and team efforts. Good supervisors do not work only vertically they also work horizontally.

Those employees who sincere with their organization ensure the quality of goods and services, productivity, maintenance and generate more revenue. Employees are happy for the promotion of product and brand more than job satisfaction. If the interest of employees increases with their work then the work performance and overall productivity also increase, reduce employee absence and work leaving (Bin Shmailan 2016).

Biggs (2003) has recognized three different ways to deal with methodologies or approaches to study. a) Deep methodology is a perfect by needs and interest. b) Strategic methodology is portrayed by high concentration. The samples of 278 students involved the data for introduction to statistics according to the level of education, statistics success, previous statistical experience, expected to succeed in the course, and the course is about purely statistics behavior. Other variables such as age, major subject, study year, reason to taking courses, and general anxiety are not related to the student's success or failure.

According to the Ramayah, Jantan, and Tadisina (2001), Job satisfaction explains how the employees come to their work and show some demands to perform their jobs. Different things make happy to the employees on doing work, and not consider leaving the job.

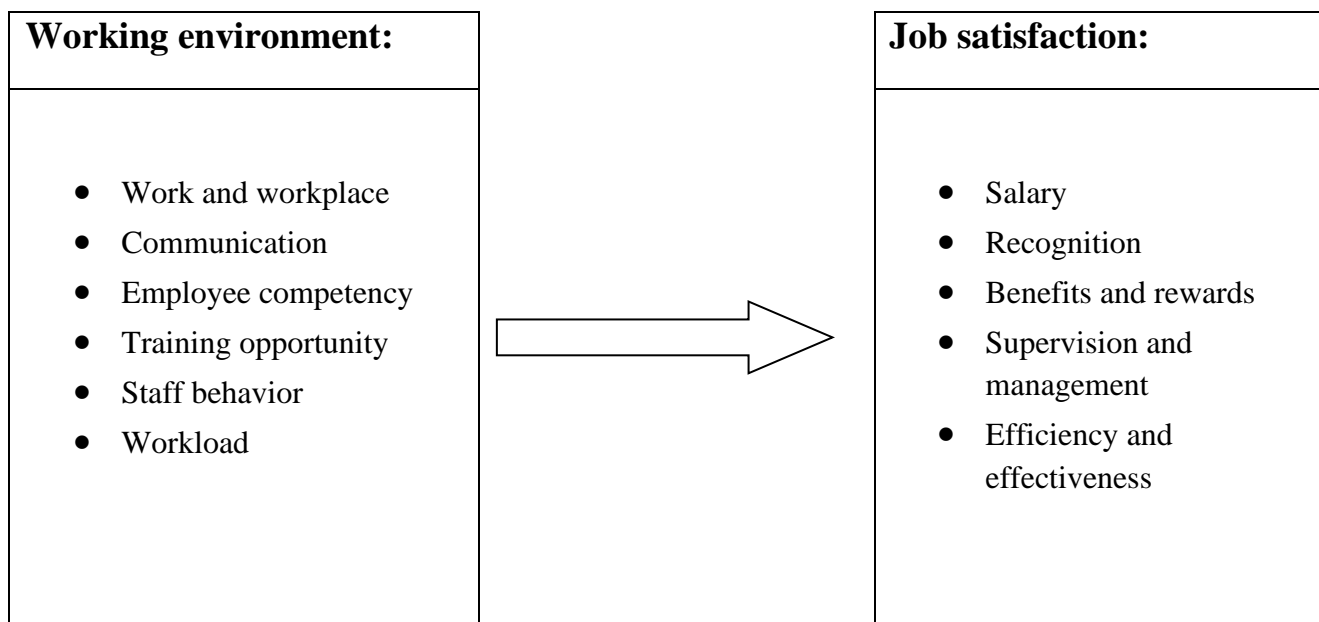
The work is more efficient when the organization understand the relationship between the job satisfaction and work environment. Their study is very important with the passage of time for the satisfaction of employees and also achieving the goals. The findings of Danish study suggest that the productivity of organization increase when the organization give better and safe work environment and give positive impact in the productivity (Buhai, Cottini, and Nielsen, 2008).

Bakotic and Babic (2013) found that the work performance of employees decrease under difficult working conditions. Working conditions is an important factor for job satisfaction and the employees not satisfy with the working conditions. To improve the satisfaction level of employees in difficult conditions, it is necessary to improve the working conditions. To improve working conditions the overall performance of employees will increase. Other researchers relate the job satisfaction as the result of worker`s analysis of extent to which the needs of individuals are fulfilled by the work environment (Dawis and Lofquist 1984).

Different motivation styles give different impact on the work of employees. Motivation is an important element in job satisfaction. The motivation factor of employees increase then the performance of employees also increase and they achieve the goal of organization quickly (Raziq and Maulabakhsh, 2015). The most important issue of the manager of an organization is the work performance of employees and their job satisfaction. Because if the employees are satisfied with their job then they show more interest in our work and give positive result (Kelidbari et al., (2011).

According to Schabracq and cooper (2000), stress is a factor that decrease the level of motivation, low job satisfaction level, increases the level of absentees and the quality of products become low. Anxiety can affect the organizations performance, jourdanian companies affected by these factors and controlled by the better ways.





**Fig 1:** A conceptual model of working Environment that yields job satisfaction

### 3. Methodology

The population of this research involves employees that work in different organizations of Pakistan. Population consist of employees in Pakistan were consists of employees which were more than ten lack involved in this study. The data were collected from different institutions of Punjab Pakistan including Sialkot, Gujranwala, Narowal, Islamabad, Sargodha and Lahore. In this research simple random sampling method was used. A questionnaire was used to collect data from the different kind of organizations as 50 respondents from banks, 50 from hospitals and 50 from colleges. The employees respond their job satisfaction by referring to 50 statements described the satisfaction and 10 factors of evaluating that are used to calculate the satisfaction index. The demographic information of the respondents those were included as Gender, Age employment, marital status, and job nature.

In this study, the survey depends on reality based questionnaire and the answer for every question which attempted by the respondents as strongly disagree, disagree, neutral, agree, and strongly agree. These questions were used to define the job satisfaction level of employees in the organization with respect to achieve the goals of organization. Different factors of the study variables were included in this research describe in table B 1.

**Table: A 1 Variable's Description**

| Study Variables         | Factors   |
|-------------------------|---|
| Job satisfaction        | Work and workplace<br>Benefits and rewards<br>Salary                  |
| Employee's satisfaction | Recognition<br>Communication<br>Staff behavior<br>Employee competency |
| work performance        | Supervision and management<br>Training opportunities<br>Workload      |

Sample for this study was three organizations and their employees in Punjab Pakistan. Sample was included 150 employees of banks, colleges and hospitals. Fifty (50) statements were included in the questionnaire and distributed in these organizations.

In this study 36.7% were female and 63.3% were male employees respondents gave feedback. The percentages of the respondents according to the age as fewer than twenty years were 1.3%, 20-30 were 78.0%, 30-40 were 1.3%, 40-50 were 20.0% and over 50 years old were 0.7%. The employment rate of the respondents that work for full time were 97.3% and for part time 2.7%. Marital status of the 48.7% respondents was married and 51.3% respondents were married. Percentages of respondents according to the job nature were equally distributed. The average income of the respondents was 67000 per month.

Data collected by visited the organizations as teachers from colleges, admin staff of bank and hospitals. Sample of fifty (50) employees used and got feedback from them, also verbal conversation to confirm the data collection process. MS excel and SPSS software was used to analyze the data that collected. Pearson correlation was applied to check the relationship between study variables. Multiple linear Regression analysis performed to analyze how much work performances improve the job satisfaction and employee's satisfaction. The coefficient of regression analysis defined the degree of affects for work performance of the employees. Analysis of variance (ANOVA) Applied to check the mean differences of the study factors. Null hypothesis for the ANOVA statistic was all means are equal.

#### 4. Results

Table B-2 shows the descriptive of the study variables that involved in the model. Average of the respondents for the factor of work performance results agree on 3.71 with 0.498 standard deviation that shows on the average of respondents agree statements of this factor. Moreover average of the respondents respond 3.8 with standard deviation 0.285 for the factor of employee's satisfaction, means that on average the respondents were agree on the statements of this factor. In addition, the average respondents for job satisfaction 3.64 with standard deviation 0.342 that show on average respondents agree with the statements of this factor.

**Table: B-2 Descriptive statistics for study variables**

| Variable/Factor         | Mean | Standard Deviation |
|-------------------------|------|--------------------|
| Work performance        | 3.71 | 0.498              |
| Employee's satisfaction | 3.8  | .0.285             |
| Job Satisfaction        | 3.64 | .342               |

Table B-3 show the results of Pearson correlation analysis indicate 0.59 for work performance and job satisfaction which mean that there is a perfect positive and linear relationship. Same as 0.42 results for work performance positively related with job satisfaction. The resulted value of correlation coefficient for employee's satisfaction and work performance 0.59 which means both are positively related. Job satisfaction also has positive relationship with the employee's satisfaction.

**Table: B-3 Pearson Correlation Analysis of study variables**

| Variables/Factors       | Work performance | Employee's satisfaction | Job satisfaction |
|-------------------------|------------------|-------------------------|------------------|
| Work performance        | 1                | 0.59                    | 0.42             |
| Employee's satisfaction | 0.59             | 1                       | 0.58             |
| Job satisfaction        | 0.42             | 0.58                    | 1                |

Table B-4 shows the regression model summary of involved study variables. Value R is 0.584 that explained the strong relationship between study variables and the model significantly fitted. In table B-5 the regression coefficients explain the degree of relationships between study variables. For the employee's satisfaction 0.85 unit change occur in the dependent variable which is work performance. If 0.204 unit change increases in job satisfaction than work performance also increase linearly.

**Table: B-4 Model Summary**

| Model Summary | R     | R square | Adjusted R | Std. Error |
|---------------|-------|----------|------------|------------|
|               | 0.584 | 0.341    | 0.332      | 0.407      |

**Table: B-5 Regression Coefficients**

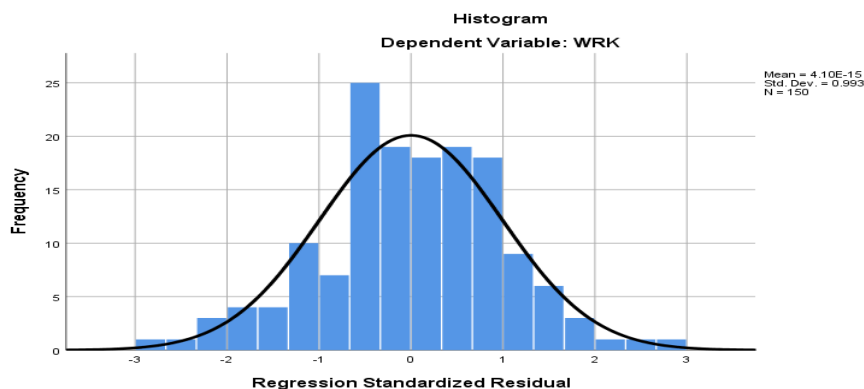
| Model    | B     | Std. error | T     | Sig.  |
|----------|-------|------------|-------|-------|
| Wrk Prfm | -.326 | 0.465      | -.701 | 0.485 |
| Emp. Stf | 0.856 | 0.145      | 5.921 | 0.000 |
| Job Stf  | 0.204 | 0.121      | 1.688 | 0.094 |

Table B-6 presents the analysis of variance for the factors work performance, employee's satisfaction and job satisfaction. The resulting value approve that the calculated value of F statistic greater than the table so null hypotheses for this analysis rejected which is all means are equal. Graph A show the histogram of the dependent variable that show the normality of data. Study data approximately follow the normal distribution. Graph B presented the normal probabilities plotting of regression residual which means the data has linearity and follow the normality assumption to analyze the multiple linear regression.

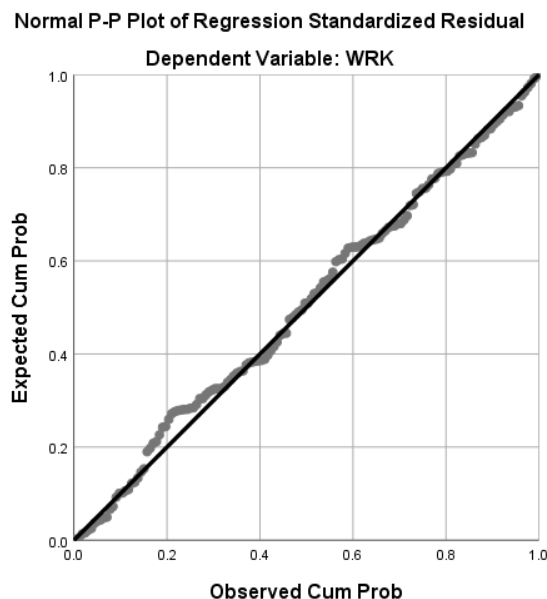
**Table: B-6 Analysis of Variance (ANOVA)**

| SOV      | Sum of Squares | DF  | Mean Squares | F      | Sig. |
|----------|----------------|-----|--------------|--------|------|
| Wrk Prfm | 12.612         | 2   | 6.306        | 37.994 | .000 |
| Emp. Stf | 24.398         | 147 | .166         |        |      |
| Job Stf  | 37.010         | 149 |              |        |      |

**Graph-A: Histogram for the dependent variable**



## Graph-B Normal PP Plot of Regression Residual



## 5. Conclusions

In the conclusions this research provides the evidences for the positive relationship between work performance, employee's satisfaction and job satisfaction. Employee's satisfaction the organizations that were involved in this research has much affect to the work performance. Job satisfaction also a major factor that positively related to the work performance of employee's in hospitals, Colleges and banks. With the authentication of these results work performance can be increase by the improving employee's satisfaction and job satisfaction of the employee's.

Employee's satisfaction with their work with their staff with their management much matter and much related to their work. It can also better by increasing the rewards and benefits to the employee's. Happy and satisfied employee performs better his duties, become more responsible, and feels a part of the organization. Job satisfaction also has the positive relationship with employee's satisfaction of in different organizations. Job satisfaction motivates the work

performance in positive direction and Putt the much benefits for the employers of that organization. Most of the employee's work as much when they got incentives from the organizations. Work performance can be increase by improving the training programs and managing the proper workload for the employees.

## 6: Suggestions

To increase the job satisfaction of employees, the organization focuses on the rewards structure rather than motivational session.

- Organization provides promotion to those employees who deserve it.
- Management must motivate the employees to enhance their work.
- Organization assigns the work to the employees according to their skills.
- Organization gives high preference to the employees, and focus on their health and safety.

It also ensures that the employees of organization work in relaxed and free environment without any burden and pressure.

## References:

1. Brenninger, H. J. (2015). *Employee satisfaction and its impact on company value* (Doctoral dissertation, Doctoral thesis. University Of Latvia, Faculty Of Economics and Management, Riga Latvia).
2. Ashraf, M. A. (2019). The mediating role of work atmosphere in the relationship between supervisor cooperation, career growth and job satisfaction. *Journal of Workplace Learning*.
3. Neumeier, M. (2015). *The Brand Flip: Why customers now run companies and how to profit from it*. New Riders.

4. Spelt, E. J., Biemans, H. J., Tobi, H., Luning, P. A., & Mulder, M. (2009). Teaching and learning in interdisciplinary higher education: A systematic review. *Educational Psychology Review*, 21(4), 365.
5. Saleem, R., Mahmood, A., & Mahmood, A. (2010). Effect of work motivation on job satisfaction in mobile telecommunication service organizations of Pakistan. *International journal of business and management*, 5(11), 213.
6. Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717-725.
7. Rakowska, A., Juana Espinosa, S. A. D., & Mendryk, I. (2020). Well-being and job satisfaction of employees aged 50+, perceived organizational support for development and innovation.
8. Dawis, R. V. (2005). The Minnesota theory of work adjustment. *Career Development*, 1.
9. Danish, R. Q., & Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International journal of business and management*, 5(2), 159.
10. Sembiring, N., Nimran, U., Astuti, E. S., & Utami, H. N. (2020). The effects of emotional intelligence and organizational justice on job satisfaction, caring climate, and criminal investigation officers' performance. *International Journal of Organizational Analysis*.
11. Jones, L., Watson, B., Hobman, E., Bordia, P., Gallois, C., & Callan, V. J. (2008). Employee perceptions of organizational change: impact of hierarchical level. *Leadership & Organization Development Journal*.



12. Saleem, R., Mahmood, A., & Mahmood, A. (2010). Effect of work motivation on job satisfaction in mobile telecommunication service organizations of Pakistan. *International journal of business and management*, 5(11), 213.
13. Frye, M. B. (2004). Equity-based compensation for employees: firm performance and determinants. *Journal of Financial Research*, 27(1), 31-54.
14. Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717-725.
15. Jamil Osman, Z. (2013). Malay muslim academic women in dual-career families: Negotiating religious and cultural identities and practices (Doctoral dissertation, University of York).
16. Rozar, N. M., Sidik, M. H., Razik, M. A., & Zolkepli, M. F. (2020). Staff Satisfaction on Turnover Intention in Higher Education Institution: Measurement Model Validation Using Structural Equation Modelling (PLS-SEM). *Systematic Reviews in Pharmacy*, 11(12), 931-946.
17. Shaju, M., & Subhashini, D. (2017). A Study on the Impact of Job Satisfaction on Job Performance of Employees Working in Automobile Industry. *Journal of Management Research (09725814)*, 17(2).
18. Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020). Employees' job satisfaction and their work performance as elements influencing work safety. *System Safety: Human-Technical Facility-Environment*, 2(1).
19. Abuhashesh, M., Al-Dmour, R., & Masa'deh, R. (2019). Factors that affect employees job satisfaction and performance to increase customers' satisfactions. *Journal of Human Resources Management Research*, 2019, 1-23.

20. Dartey-Baah, K., & Amoako, G. K. (2011). Application of Frederick Herzberg's Two-Factor theory in assessing and understanding employee motivation at work: a Ghanaian Perspective. *European Journal of Business and Management*, 3(9), 1-8.
21. Snipes, R. L., Oswald, S. L., LaTour, M., & Armenakis, A. A. (2005). The effects of specific job satisfaction facets on customer perceptions of service quality: an employee-level analysis. *Journal of business research*, 58(10), 1330-1339.
22. Bin Shmailan, A. S. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4 (1), 1-8. Bindu, PH (2012). Role of job-related factors in Engaging Employees. *Journal of Management*, 1(3), 1-42.
23. Buhai, S., Cottini, E., & Westergård-Nielsen, N. (2008). The impact of workplace conditions on firm performance.
24. Mausner, B., & Snyderman, B. B. (1993). *The motivation to work*. Transaction Publishers.
25. Kathawala, Y., Moore, K. J., & Elmuti, D. (1990). Preference between salary or job security increase. *International Journal of Manpower*.
26. Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020). Employees' job satisfaction and their work performance as elements influencing work safety. *System Safety: Human-Technical Facility-Environment*, 2(1).
27. Kovach, K. A. (1987). What motivates employees? Workers and supervisors give different answers. *Business Horizons*, 30(5), 58-65.
28. Kovach, K. A. (1987). What motivates employees? Workers and supervisors give different answers. *Business Horizons*, 30(5), 58-65.

29. Pushpakumari, M. D. (2008, January). The impact of job satisfaction on job performance: An empirical analysis. In City Forum (Vol. 9, No. 1, pp. 89-105).
30. Abuhashesh, M., Al-Dmour, R., & Masa'deh, R. (2019). Factors that affect employees job satisfaction and performance to increase customers' satisfactions. Journal of Human Resources Management Research, 2019, 1-23.
31. Rad, A. M. M., & Yarmohammadian, M. H. (2006). A study of relationship between managers' leadership style and employees' job satisfaction. Leadership in Health Services.
32. Saleem, R., Mahmood, A., & Mahmood, A. (2010). Effect of work motivation on job satisfaction in mobile telecommunication service organizations of Pakistan. International journal of business and management, 5(11), 213.
33. Udemba, N. Relationship between Self Efficacy and Job Performance and Satisfaction of Secondary School Teachers in Anambra State.
34. Ahimbisibwe, L. (2019). Employee motivation, job satisfaction and performance among Kampala Serena hotel employees (Doctoral dissertation, Makerere universty).
35. Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020). Employees' job satisfaction and their work performance as elements influencing work safety. System Safety: Human-Technical Facility-Environment, 2(1).