

DETERMINANTS OF EMPLOYEE JOB SATISFACTION AND ITS EFFECT ON ORGANISATIONAL PRODUCTIVITY

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Abstract

This study examined the determinants of employee job satisfaction and their influence on organisational productivity within diverse organisational settings. A quantitative cross-sectional research design was employed, and data were collected from 80 employees working in banking/finance, manufacturing, information technology, and service sectors. A structured questionnaire consisting of demographic questions and 30 Likert-scale items was used to measure compensation and benefits, work environment, leadership style, career development, work-life balance, overall job satisfaction, and organisational productivity. Descriptive statistics, chi-square analysis, Pearson's correlation, and multiple linear regression were applied for data analysis. The results indicated moderate levels of job satisfaction and organisational productivity among respondents. Work environment and work-life balance showed relatively higher mean scores compared to other determinants. However, correlation and regression analyses revealed weak and statistically nonsignificant relationships between the selected determinants, job satisfaction, and organisational productivity. The regression model explained only a small proportion of the variance in productivity. These findings suggest that while employee satisfaction remains an important managerial concern, additional contextual and organisational factors may influence productivity outcomes. The study provides practical insights for managers seeking to improve HR strategies and contributes to the empirical literature on job satisfaction and organisational performance.

Keywords: Job satisfaction, organisational productivity, work environment, leadership style, human resource management

1. Introduction

One of the most important resources of the contemporary organisation has become human capital. In the ever-competitive and knowledge-based economy, organisations place a lot of value on the skills, motivation, and commitment of their employees to realise sustainable growth and competitive advantage. Employees are no longer seen as simply operational resources but as strategic partners that can bring about innovation, efficiency, as well as organizational success. It has always been proven that the successful use of human resources contributes to high performance in an organisation, which is mainly achieved through various practices that cause greater satisfaction and engagement among employees (Bakotić, 2016; Pang and Lu, 2018). Increased attention is paid to work satisfaction of the employees as one of the main determinants of their performance in recent years. The level to which workers are content or unhappy with their jobs and workplace is known as job fulfilment. Research has also shown that satisfied employees are productive, committed and motivated, which translates to better organisational performance (Alromaihi et al., 2017; Inuwa, 2016). Moreover, it is possible to note that job satisfaction is one of the critical factors affecting employee engagement and overall performance (Bin and Shmailan, 2015; Baluyos et al., 2019). When workers are happy in their positions, they are more inclined to be more productive, cooperative, and devoted to the company.

There is also a significant academic interest in the connection between the human resource (HR) practices and organisational productivity. The HR practices such as favourable working conditions, equitable remuneration frameworks, the quality of leadership, and training opportunities have been found to contribute positively to the satisfaction of employees (Anwar and Shukur, 2015). As an example, the work environment has a significant impact on the level of satisfaction at the banking institutions (Agbozo et al., 2017), and the training and development program has a beneficial impact on the satisfaction and performance levels (Hanaysha and Tahir, 2016). The organisational culture and leadership style also influence the employee attitude corresponding to work and influence the productivity level (Haryono and Sulisty, 2020; Ilham, 2018). Moreover, organisational justice and job stress are also described as problems that affect both satisfaction and productivity (Hoboubi et al., 2017; Imran et al., 2015). On the whole, previous research has indicated that the mediating or direct relationship between employee satisfaction and organisational performance is crucial (Hendri, 2019; Hidayat et al., 2019). Consequently, organisations must learn the determinants of work satisfaction to improve the level of productivity and competitive advantage.

However, regardless of the identified significance of human capital, most organisations have persistently low productivity and performance issues related to the low rates of job satisfaction among employees. Unsatisfied workers tend to be less motivated, less engaged, absent, and less productive at work, which impacts the overall performance of the companies and makes them less profitable (Ezeamama, 2019; Jalagat, 2016). Employee dissatisfaction in competitive business environments may result in high turnover rates and poor performance of the organisation. Despite the existence of many studies focusing on the linkage between job fulfilment and job performance, there is still a lack of empirical evidence on the most appropriate determinants that have the greatest effect on job satisfaction in different organisational setups (Barasa et al., 2018; Inuwa, 2016). Economic remuneration, executive leadership, workplace conditions, career reputation, and work-life balance have been broadly discussed and have been impacted differently in various industries and contexts. This, in turn, necessitates empirical research to gain more insight into the effect of the combination of these determinants on job satisfaction and, therefore, on organisational productivity.

This research has its practical and theoretical value. In practice, it gives managers empirical information on such determinants of employee satisfaction and helps them in crafting effective HR strategies. Organisations are able to establish policies that help improve motivation, engagement, and performance by determining essential processes that influence productivity levels. In theory, The study adds to the available literature in the area of HR and management by offering empirical data on the relationship between job satisfaction predictors and organisational productivity in a systemised quantitative context.

Objectives of the Study

1. To look at the determinants of leadership approach, including compensation, work–life balance, work environment, employment satisfaction among employees and career development.
2. To analyse the effect of job satisfaction among employees on organisational productivity.

2. Materials and Methods

2.1 Research Design

The study was quantitative in character and employed a research that is descriptive and explanatory approach. The factors influencing job fulfillment and their impact on the organization's productivity were examined using a cross-sectional survey. Because the design allowed the researcher to collect the standardized data of a certain population at a single moment in time, it was determined to be appropriate. The quantitative method made it possible to use regression and correlation to statistically analyze the relationships between the variables. Employee impressions of pay, work setting, management, career development, balance between work and life, and performance outcomes were also measured with the use of the design.

2.2 Population and Sample

Employees from a variety of industries, including banking and finance, manufacturing, information technology, and service organizations, made up the target audience. The study used eighty respondents. Employees from junior, middle,

senior, and top management comprised the sample. The interviewees' ages, educational backgrounds, marital statuses, and years of employment varied widely. Due to time and availability constraints, the convenience sampling approach was non-probability. The sample size was thought to be adequate for multiple regression analysis, chi-square analysis, descriptive statistics, and Pearson correlation analysis to examine the proposed associations.

2.3 Data Collection Instrument

Data was gathered using a standardized questionnaire intended to assess factors influencing work satisfaction and organizational productivity. Likert-scale statements and demographic information comprised the two components of the tool. Employment position, work experience, level of education, Gender, age, marital status and organization type were all included in the demographic section. A five-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree," was to score the 30 statements in the second section. Six constructs—pay and benefits, working atmosphere, method of leadership, career development, life at work, overall fulfillment with work, and organizational productivity—were assessed by the questionnaire.

2.4 Variables of the Study

Work-life balance, leadership style, professional growth possibilities, pay and perks, and work environment were the independent variables. One important factor that was thought to have an impact on the organization's productivity was general job fulfillment. The dependent variable was the productivity of the organization. Multiple questionnaire items were used to determine each construct, and aggregate mean scores have been calculated for analysis. Theoretical foundations from the literature on organizational behavior and human resource management were used to determine these factors. Evaluation of statistical correlations. The statistical analysis of correlations and prediction linkages between the determinants, fulfillment at work, and productivity in the selected organizations was made possible by the operationalization of the variables.

2.5 Data Analysis Techniques

Statistical software was used to code and analyze the collected data. Descriptive statistics were employed to compute frequency, percentage, mean, and standard deviation in order to summarize demographic features and provide scores. A chi-square test was used to test the association between gender and the level of job satisfaction. Pearson employed correlation analysis to identify the link between significant variables. Multiple regression analysis was utilized in the study to examine how work satisfaction factors affect organizational production. The strength and direction of the relations were measured using a 0.05 statistical significance.

3. Results

3.1 Demographic Characteristics of Respondents

The percentage of female respondents was 53.8, and the percentage of male respondents was 46.2. The average age of the participants was 41.76 with a sd of 11.73 years, and the average work experience was 17.23 with a sd of 9.67. The majority of the respondents had a Bachelor's degree (35.0%), and the next percentage was Master's degree holders (27.5%). The banking/finance industry had the highest proportion of employees (32.5%), and the greatest job group was the middle-level staff (30.0%). The population sample shows that there is a well-trained and employed workforce that is qualified to evaluate job satisfaction and productivity determinants (Table 1).

Table 1. Demographic Profile of Respondents (N = 80)

| Variable | Category | Frequency | Percentage (%) |
|-------------------------|-----------------|---------------|----------------|
| Gender | Female | 43 | 53.8 |
| | Male | 37 | 46.2 |
| Education | Bachelor | 28 | 35.0 |
| | Master | 22 | 27.5 |
| | Doctorate | 16 | 20.0 |
| | Diploma | 14 | 17.5 |
| Marital Status | Married | 41 | 51.2 |
| | Single | 39 | 48.8 |
| Job Position | Middle Level | 24 | 30.0 |
| | Senior Level | 20 | 25.0 |
| | Junior Level | 19 | 23.8 |
| | Top Management | 17 | 21.2 |
| Organization Type | Banking/Finance | 26 | 32.5 |
| | Manufacturing | 22 | 27.5 |
| | IT | 19 | 23.8 |
| | Service | 13 | 16.2 |
| Age (years) | Mean ± SD | 41.76 ± 11.73 | |
| Work Experience (years) | Mean ± SD | 17.23 ± 9.67 | |

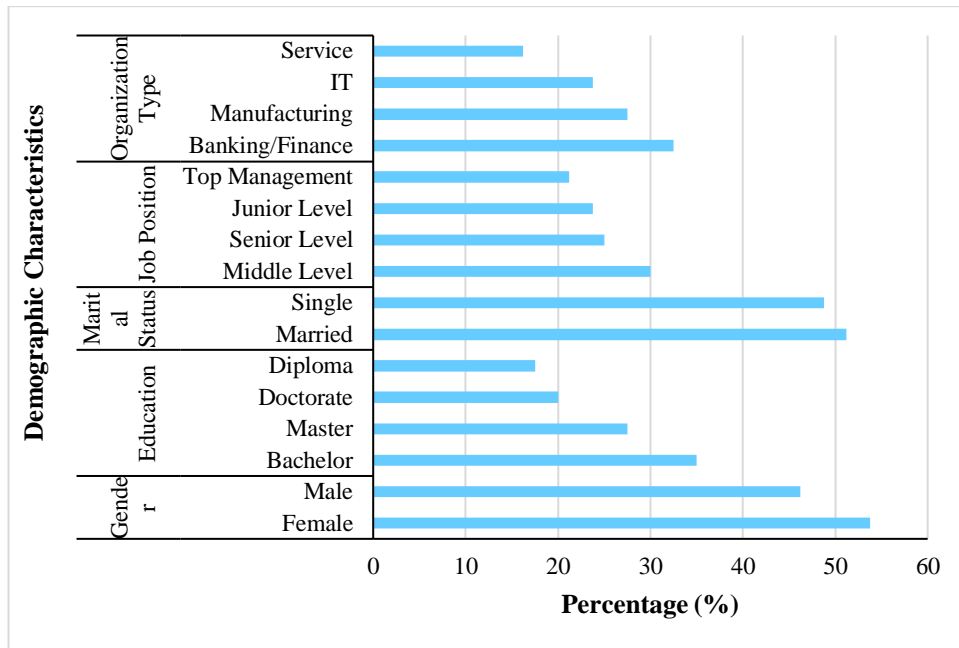


Figure 1. Percentage Distribution of Respondents' Demographic Characteristics

Figure 1 shows the distribution of the respondents in major demographic groups, such as gender, education, marital status, job position, and type of organization as a percentage. Most of the interviewees were women who had bachelor's degrees and married, upper-middle-management level employees, and most worked in the banking/finance field.

3.2 Descriptive Statistics of Study

The primary constructions' the standard deviation and mean values are displayed in Table 2. The mean scores of all constructs were moderate. The work environment and work-life balance had relatively greater averages. The level of overall work satisfaction and organisational productivity was also moderate.

Table 2. Mean and SD of Constructs (N = 80)

| Construct | Mean | SD | Interpretation |
|-----------------------------|------|------|----------------|
| Compensation & Benefits | 2.80 | 0.66 | Moderate |
| Work Situation | 3.11 | 0.76 | Moderate |
| Leadership Style | 3.07 | 0.69 | Moderate |
| Career Development | 2.96 | 0.78 | Moderate |
| Work-Life Balance | 3.09 | 0.62 | Moderate |
| Overall Job fulfilment | 2.96 | 0.68 | Moderate |
| Organizational Productivity | 2.96 | 0.65 | Moderate |

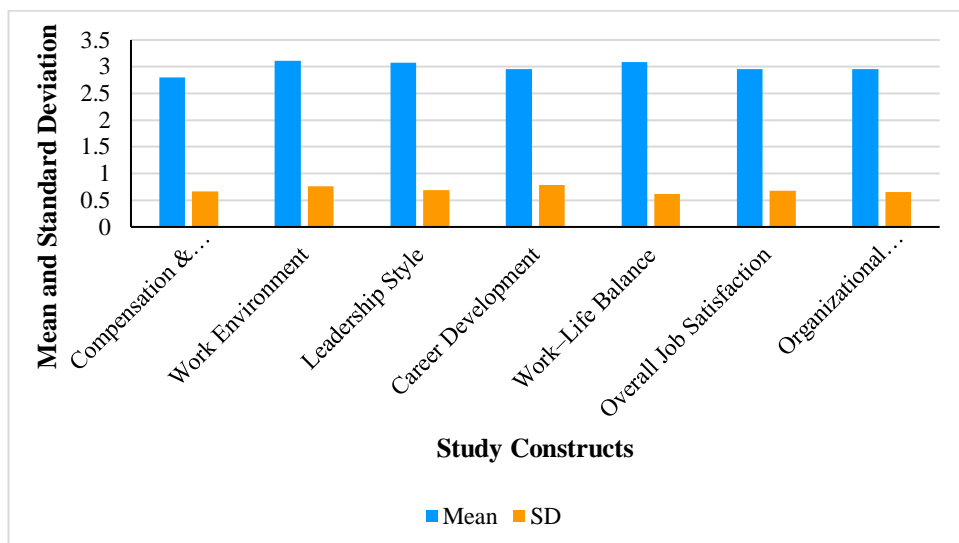


Figure 2. Mean and SD of Study

The study's key constructs' mean and standard deviation are displayed in Figure 2. The variable scores are moderate in all the variables, with the work environment and work-life balance having higher averages. The standard deviation values will show an acceptable level of variability, thus indicating that the participants will have consistent responses as to the determinants of job satisfaction and organisational productivity.

3.3 Association Between Gender and Job Satisfaction

A chi-square test was used to establish whether the level of job fulfilment was different between genders or not. The outcomes showed that there was not a statistically significant correlation between gender and the level of job satisfaction, which implied that in this study, there was no dependency on gender and the level of job satisfaction.

Table 3. Gender and Job Satisfaction Level

| Test | χ^2 | df | p-value | Interpretation |
|---------------------------|----------|----|---------|-----------------|
| Gender × Job Satisfaction | 0.502 | 2 | 0.778 | Not Significant |

3.4 Pearson’s Correlation Analysis of Study Variables

A Pearson correlation test was done to check relationships between career development, work satisfaction and organisational productivity. Growth in career had a weak positive correlation with work satisfaction. Organisational productivity was weakly negatively correlated with job satisfaction. Nevertheless, none of these correlations was found to be statistically significant at the 0.05 level (Table 4).

Table 4. Pearson’s Correlation Matrix Among Career Development, Job Satisfaction, and Organisational Productivity (N = 80)

| Variables | Job Satisfaction | Career Development | Organizational Productivity |
|-----------------------------|------------------|--------------------|-----------------------------|
| Job Satisfaction | 1 | 0.205 | -0.167 |
| Career Development | 0.205 | 1 | -0.034 |
| Organizational Productivity | -0.167 | -0.034 | 1 |

3.5 Multiple Linear Regression Analysis for Predicting Organisational Productivity

The research used multiple regression analysis to determine the effects of overall job fulfilment, leadership style, work environment, , career development, compensation, and work-life balance, on the productivity of an organisation. In the 5.1% of variance in productivity, the model explained. Nevertheless, the general model was not significant, and none of the predictors was significant ($p > 0.05$). Such results indicate that the chosen determinants were not significant predictors of productivity in this sample (Table 5).

Table 5. Results for Organisational Productivity (N = 80)

| Predictor | B | t | p |
|-------------------------|--------|--------|-------|
| Compensation & Benefits | -0.047 | -0.404 | 0.687 |
| Work Environment | -0.063 | -0.636 | 0.527 |
| Leadership Style | 0.120 | 1.058 | 0.294 |
| Career Development | 0.016 | 0.157 | 0.876 |
| Work–Life Balance | -0.014 | -0.116 | 0.908 |
| Job Satisfaction | -0.165 | -1.438 | 0.155 |

4. Discussion

The study has discussed the antecedents of job fulfilment among employees and their effect on organisational productivity. The descriptive outcomes showed that the levels of satisfaction and productivity among the respondents were moderate. Work environment and work-life balance scored relatively higher mean scores, which implies that the employees took these factors better than other determinants. Nonetheless, the analysis done by correlation and regression showed weak and statistically non-significant relations among career development, work satisfaction, and organisational productivity. The regression equation explained a limited percentage of the variation in the productivity, which showed a weak predictive power of the chosen variables. Furthermore, the connection among gender and job fulfilment did not show any substantial relationship, implying that male and female workers are equally satisfied.

The result of this study indicates a partial deviation from previous studies. It has been indicated in previous works that work environment and job satisfaction showed significant positive relationships, and supportive working conditions are important in improving employee attitudes (Raziq and Maulabakhsh, 2015; Pawirosumarto et al., 2017). The leadership style has also been defined as a powerful predictor of satisfaction and employee performance (Priarso et al., 2018). In addition, it has been indicated in the healthcare and hospitality industries that job fulfilment is strongly connected with job performance (Platis et al., 2015). The studies have also confirmed that organisational culture, employee competency, and HR flexibility have a positive impact on performance in the form of job satisfaction (Sabuhari et al., 2020; Soomro and Shah, 2019). Conversely, statistically significant predictive relationships were not found in the present study. Although some of the determinants, like career development and leadership, were found to have directional associations,

they did not attain the conventional levels of significance. Prior empirical research has proposed that employee satisfaction is one of the strongest predictors of organisational performance (Sikowo et al., 2016), but context-related, organisational, and sample specifics can be the reason behind the less significant relationships in this article. These contradictions emphasise the necessity to study determinants of satisfaction in particular organisational settings.

The statistical relationships were not significant, but the results can be of use to managers. The moderate mean scores indicate that the changes in compensation policies, leadership strategies, career development, and work-life equilibrium programs can lead to a positive influence on employee perceptions. The organisations are to be concerned with enhancing internal HR practices, the development of a supportive management style, and the encouragement of professional development programs. Employee satisfaction should also be maintained even in the case of no significant statistical effects to ensure the continuity of motivation, commitment to the organization and lasting constancy of the institution. Employee welfare can also be approached strategically, which can lead to better performance results in the long run. The research also had various limitations. The sample size was relatively small, which made it have weak statistical power and generalizability of results. The limitations of the cross-sectional design were that it did not permit causal inference between variables. The self-reported questionnaires were used to collect the data, and this method could have led to bias in responses. Also, the research included only some determinants of work satisfaction in the study, leaving out other possible influential determinants like the organisational culture, employee engagement, and psychological empowerment. The limitations could have been one of the reasons that led to the poor relationships found in the statistical analyses.

Further studies are recommended in terms of the use of larger and more diversified samples in various industries in order to increase the validity of the external studies. Longitudinal designs could be used to give more information on the causal relationship between job satisfaction and productivity. Researchers are also advised to include other mediating/moderating variables such as organisational culture, motivation of employees and development of competency. Mixed-method strategies, which involve a combination of quantitative and qualitative methods, can be further used to deepen the insight into the factors of circumstances that influence employee satisfaction and organisational productivity.

5. Conclusion

The study looked at the elements that affect employee job fulfilment and how they affect organizational productivity. The results indicated that the employees indicated moderate levels of job satisfaction and organisational productivity. Work environment and work-life balance were the few determinants that had a relatively higher mean score because they were found to be viewed more positively by the respondents. Nonetheless, statistical results showed poor and inconsequential correlations between the determinants chosen, work satisfaction and organisational productivity. The regression equation was only able to account for a very low percentage of variation in productivity, implying that there are other variables outside those analysed that could have a greater percentage contribution to the results of performance. This fact does not undermine the practical significance of employee satisfaction since the relationships are not significant. The ability to maintain positive work conditions, good payment strategies, leadership, and career advancement facilities is important in the sustainability of organisations. The findings emphasise the multidimensionality of the job satisfaction-productivity interaction, which means that contextual and organisational variables can define such interaction. Comprehensively, this research helps in the realisation of the human resource practices and their possible implications for productivity. It highlights the necessity of ongoing organisational work to improve the welfare of employees and prompts future studies on the need to expand the determinants and contextual issues that can influence work fulfilment and work presentation.

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