

# CORROBORATE FROM AN INDIAN PRIVATE SECTOR ON ASSOCIATION BETWEEN EMPLOYEE SATISFACTION AND ORGANIZATIONAL PERFORMANCE: A CRITICAL STUDY

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## ABSTRACT

There is a lack of literature concerning the partnership between employee satisfaction and corporate performance in the Indian private sector. The thesis intends to contribute to the discussion about how human capital impacts business efficiency. The study aimed to investigate the relationship between employee satisfaction and organisational performance in public sector organisations. The test design was produced to elicit input from a somewhat selected community of Indian staff. A three-issue survey was circulated. To evaluate the efficacy of employee satisfaction, Pearson's correlation test and linear regression were used. The mean score assessment technique equates employee subjective happiness, work satisfaction, and employee results in organisational progress. The findings were that organisational performance was closely correlated with workers' satisfaction, including their working climate, skills, creativity, teamwork, and autonomy. Teamwork has the most significant effect on the five influences' organisational performance: the usage of skills, the project's architecture, the independence to conduct the work, and working conditions. The realistic institutional consequences of these systemic reforms are how it will be applied, and the positive shifts in how the five facets of employee satisfaction can be impacted. Contributions and value-added the paper endorse that a company's performance can be a product of happier workers.

**Keywords:** Private Sector, Employee Satisfaction, Organisational Performance

## INTRODUCTION

Such public entities, working in an extremely unpredictable and stressful environment, must work exceptionally well to thrive. Factors of globalization, stakeholder rivalry, loss of basic expertise, improved mobility of employees and technical advances define the industrial era (Mayfield & Mayfield, 2002). City authorities then make systemic improvements to improve their efficiency (Yee, Yeung & Cheng, 2008). One solution to this is to hire intrinsically happy workers with their jobs (Okanya, 2007). This calls for companies to follow constructive policies to identify and maximize all forms of work that

lead to higher levels of employee satisfaction. Around the same time, administrators should be aware of and reduce the effects of employee frustrations on these firms (Ferguson, Ashcroft & Hassell, 2011).

A variety of scholars have gained substantial research focus on the status of public sector efficiency in India. (e.g. Hornbaek, 2006; Minnaar, 2006; Molefe, Roodt and Schurink, 2011; Van der Waldt, 2004). Concerns over government accountability based around the assumption that private sector companies would deliver similar services at cheaper prices (Carrim, 2009; Mulder & Collins, 2007; Putu, Mimba, Van-Heden & Tillema, 2007). Nilsson (2010) believes that the productivity of public sector companies in India is not up to the mark in most public sector organizations. Inadequate productivity, issues in the management of conflicts, lack of resources, inequality, bad governance and bad corporate governance continue to attract unwavering attention (Van der Heijden & Mlandi, 2005).

The alleged and actual malpractices of particular public sector employees do not paint a positive picture of a society that supports accelerated economic growth. Insufficient operational capability, low stakeholder engagement, high levels of corruption and high levels of informality have been argued to be among the explanations for the underperformance of the public sector (Putu et al., 2007).

The chronic lack of demographic diversity, poor transparency, centralized management systems and inconsistent workplace relations are other factors contributing to gender inequality (Schwella, 2001). In light of the above, we must emphasize that the underperformance of public sector entities is a well-established phenomenon. In 1995, the private sector established several regulatory mechanisms to allow the public sector to enhance the provision of public goods and services.

The 1995 White Paper on the Improvement of Democratic Systems and the Code of Ethics gives an example of the policies implemented by public servants (cited in Draai, 2008; Schwella, 2001). Through these acts, potential outcomes have not improved (Carrim, 2009; Nilsson, 2010; Van der Heijden & Mlandi, 2005). To that point, few have become popular, such as the Pizza (Molefe et al., 2011). There is a significant need to resolve the issue, as issues relating to low-performance harm to the Indian economy and the communities served by public sector entities and other stakeholders and foreign policy have not been resolved (Local Private Sector Research Centre, 2009). This was done from a socio-economic viewpoint rather than a dimensional feature of human action in previous studies that aimed to shed light on India's public sector performance problems. In this report, we intend to examine the connection between employee happiness and organizational effectiveness in India's private company. The purpose of this study is to close this discrepancy.

## REVIEW OF ASSOCIATED LITERATURE

### Satisfaction from workers

Employee happiness has long been a fascinating topic of scientific and management studies, contributing to many fascinating theories. Price (2001) recognizes employee satisfaction as the primary indicator of employee participation. It can be recognized as a view of the overall working environment of employees (Sempane, Rieger & Roodt, 2002). Lu determines the level of satisfaction of employees, while Barriball explains global feelings regarding one's job or a related cluster of emotions against different aspects of the workplace. Employee happiness can also be an assessment of job or work practices and a statement of individual well-being (Islam & Siengthai, 2009:4). Linked to overall job satisfaction, employee morale is about how workers feel about their role in an organization. As the two

most important factors on efficiency at work are observed, social impact and unique features are studied. Inadequate aspirations offer rise to a depressed workforce, which essentially results in a low degree of work satisfaction. Ganguly (2010) suggests that a person-fit job form is the most appropriate justification for employee satisfaction. Other researchers have argued that the importance of variables such as respect, contact, co-workers, fringe benefits, working conditions, quality of the job itself, the nature of the company itself, organizational systems, rules and practices, pay, personal growth, advancement, gratitude, protection and protection play a role in employee happiness (Ilies, Wilson & Wagner, 2009; Irving & Montes, 2009; Koonmee, Singhapakdi, Virakul & Lee, 2010). Responding to the wishes of employees is the most important approach to improve employee satisfaction (Giannikis & Mihail, 2011).

However, contemporary developments in science have brought into doubt the interpretation that happiness is inherently genetic. First, to increase total employee satisfaction, a current employee satisfaction level must be established and identified (Wright, Gardner, Moynihan & Allen, 2005). However, the concept of happiness in one company differs from one organization to another. Any companies utilize anonymous job compensation tests to assess the satisfaction of their employees (Deshpande, Arekar, Sharma & Somaiya, 2012).

There are conversations regarding the managers and employees, where one side is expected to rate the happiness of the other (Ybema, Smulders & Bongers, 2010). Exit interviews, though, are the main method of assessing the happiness of staff from various organizations (Schulz, 2001). These approaches benefit from offering workers a sense of satisfaction and motivation (Schneider, Hanges, Smith & Salvaggio, 2003). Employee happiness was found to be accurate in the measurement of company efficiency and overall results (Dawal, Taha & Ismail, 2009; Silvestro, 2002).

### **Production of organisations**

The crossover study body and the relationship between employee participation and corporate success continue to grow. Organizational performance and effectiveness have been improved by a comprehensive concentration of workers on their physical and emotional needs (Schneider et al., 2003). Cole and Cole (2005) are of the opinion that the actions of employees can be associated with their job performance. A meta-analysis by Judge, Thoresen, Bono, and Patton (2001) showed that higher levels of employee engagement were associated with higher work performance. Research performed by Harter, Schmidt and Hayes showed that there is a positive connection between staff morale and efficiency, income, attrition and consumer loyalty in roughly 8000 company units in 36 companies around the five continents of the world.

Several studies by Schneider et al. (2003) and Zohir (2007) show that the productivity of workers is positively related to the financial and business success of the company. The Company Leadership Council performed a series of executive involvement polls of more than 40% of the entities listed in the top 100 Fortune 500 businesses. The study indicates that employee motivation, actions and turnover may be a major factor in the performance of a business. Analysis (commissioned by Price Waterhouse Coopers) shows that employee loyalty is a major contributor to long-term shareholder returns and lowered turnover. Moreover, inadequate working environments will also contribute to a reduction in productivity of employees, which adversely affects employment outcomes (Chandrasekar, 2011).

The development of a work atmosphere in which employees feel happy will help management. This is because employee morale and trust are important to success and lead to increased productivity (Surujlal & Singh, 2003; Yee et al., 2008). Satisfied workers seem to believe that, in the long term, company will be more lucrative, will take charge of the efficiency of their job and will be more dedicated to the enterprise, contributing to a display of the actions of corporate citizenship (Fraser, 2001; Sempene et al., 2002; Yoon & Suh, 2003). Goslin (2005) indicates that happier workers are more loyal, more involved, and more successful. If employees are not happy, their physical and emotional well-being can have a detrimental effect (Faragher, Cass & Cooper, 2005).

As a result, the efficiency of the business could deteriorate because more time is spent on output. More leave is expected to be taken by the unlucky workers. Therefore, if measures were taken to enhance the productivity of the workers, the efficiency of the company would be increased and satisfied staff would express the effect. This indicates that people and their hard efforts are the secrets to excellent corporate progress. Numerous study has shown that worker morality and customer satisfaction are related in the service sector (Bernhardt, Donthu & Kennett, 2000; Wangenheim, Evanschitzky & Wunderlich, 2007).

A happy working environment is likely to contribute to committed staff willing and ready to offer an outstanding quality experience to the consumer (Chi & Gursoy, 2009). Without a question, the excellent customer service delivered would be remembered and appreciated by consumers, leading to frequent sales and referrals (Koys, 2003). These behaviors contribute to satisfied and loyal clients, culminating in increased organizational efficiency. As such, service companies ought to spend capital to optimize employee satisfaction.

## **DEVELOPMENT AND METHODS OF STUDY**

### **Development of studies**

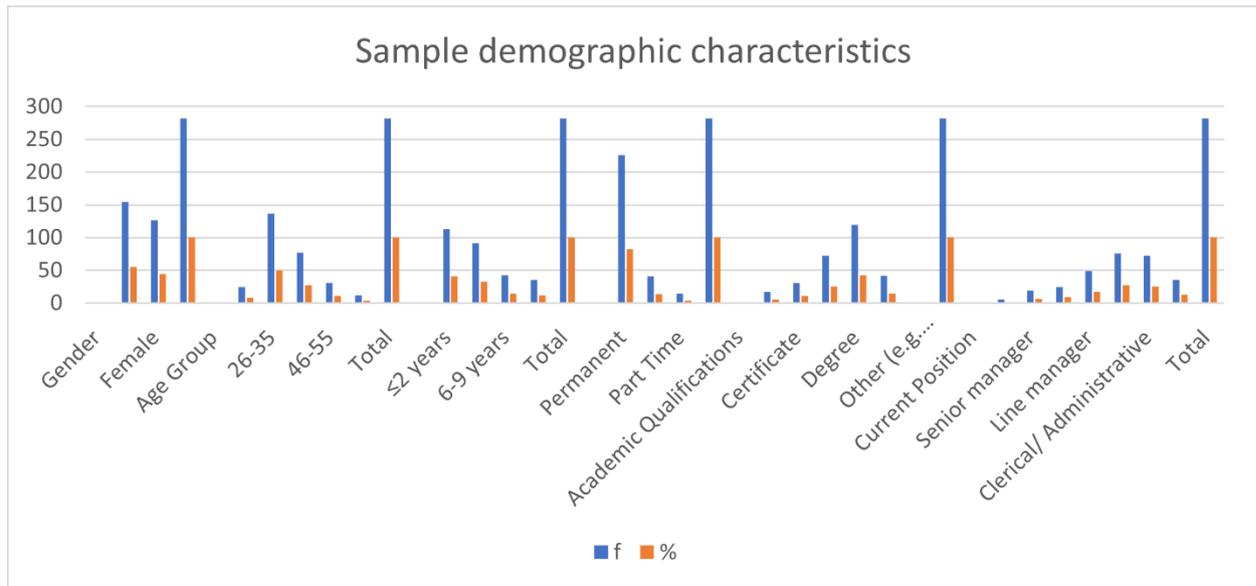
The data is quantified with the application of a quantitative method to the analysis. As the survey framework includes a diverse collection of respondents, the survey technique has been chosen. The number of variables that can be evaluated is substantial, minimal costs are required for production and administration, and can be easily adapted in different situations (Glasow, 2005; Zikmund, Babin, Carr & Griffin, 2009). Abstract to review.

### **Sampling Participants**

In order to assess the survey, the manager/job worker's was taken from a separate department of the South African government. The calculation of the sample size used by Green's (1991) thumb law, which specifies that no fewer than 50 participants are acceptable for a correlation or regression with the increasing number of Independent Variables (IVs), was used. Previous research (Ericksen & Dyer, 2005; Katou & Budhwar, 2007; Watson, Maxwell & Farquharson, 2007) provided tentative estimates of the sample size required to assess operational success in public sector entities utilizing similar sample sizes. The spatial distribution of the respondents is self-explanatory, as can be seen in Table 1.

TABLE 1: Sample demographic characteristics.

Parameter	<i>f</i>	%
<b>Gender</b>		
Male	155	55.15
Female	127	44.85
<b>Total</b>	<b>282</b>	<b>100</b>
<b>Age Group</b>		
≤25	025	08.46
26-35	137	49.63
36-45	077	27.57
46-55	031	10.66
≥56	012	03.68
<b>Total</b>	<b>282</b>	<b>100</b>
<b>Employment Period</b>		
≤2 years	113	40.81
2-5 years	091	32.72
6-9 years	043	14.34
≥9 years	035	12.13
<b>Total</b>	<b>282</b>	<b>100</b>
<b>Type of Employment</b>		
Permanent	226	81.99
Contract	041	13.97
Part Time	015	04.04
<b>Total</b>	<b>282</b>	<b>100</b>
<b>Academic Qualifications</b>		
Matric	017	05.51
Certificate	031	10.66
Diploma	072	25.37
Degree	119	43.01
Postgraduate degree	042	14.71
Other (e.g. professional qualifications)	001	00.74
<b>Total</b>	<b>282</b>	<b>100</b>
<b>Current Position</b>		
Executive manager	06	01.47
Senior manager	19	06.62
Middle manager	25	08.82
Line manager	49	17.65
Specialist staff	76	27.21
Clerical/ Administrative	72	25.74
Other (e.g. general worker)	35	12.50
<b>Total</b>	<b>282</b>	<b>100</b>



### Procedure for gathering data and calculating devices

Primary data was collected from a 3-section survey. Part A collected population statistics. Section B required specifics on training, while Section C sought guidance on the organization's results. In Pieces, either a 1-5 point Likert scale or a 5-point Likert scale outlined in Sections B and C were used, respectively. Ittner, Larcker and Meyer (2003); Jenkins, Gupta, Mitra and Shaw (1998); the Minnesota Satisfaction Questionnaire (Fields, 2002) and Lau and Sholihin were all used to determine the final score on each question (2005). To define and address issues and to assess the timeline for completion of the questionnaire, a partial assessment of the sample was conducted using 20 randomly chosen persons (Presser et al., 2004). Feedback from the pre-test survey was used to revise the questionnaire until it was carried out (Radhakrishna, 2007). Proper legal considerations such as the right of applicants to privacy, secrecy, confidentiality or non-participation, informed consent and protection from embarrassment, victimization and damage have been upheld during the survey administration. In a set of 500 questionnaires, 282 were read, of which 54.4 per cent were used in the final study.

### The validity of the measurement device and its efficiency

Figure 2 is the internal accuracy proportions of this analysis. When five different variables have been used, such as working environments, the use of knowledge, teamwork, imagination and autonomy, it is possible to measure how satisfied a person is at work. These variables were obtained utilizing the key factor review. Notably, the internal precision of all five variables was beyond the recommended threshold of.2 (Hair et al., 2010), which indicates that the internal precision measurements were appropriate to the maximum scale. The Cronbach alpha was 0.72, representing the reliability standard below the Fraering and Minor 0.7 standards (2006).

High scores indicate a high standard of unity for each factor, and five distinct dimensions have been established. Convergence in validity has been shown by the similarity of individual and corporate output assessments. Chart 3 findings suggest statistically significant associations between the five sub-scales, which provide evidence of convergence. The model was tested to ensure the predictive value. The five factors are directly linked to operational efficiency.

## ANALYSIS & RESULTS

The goal of this study was to investigate the connection between employee happiness and organizational success in a government department. Descriptive and inferential quantitative approaches have been applied to social sciences (SPSS version 20.0). The Pearson correlation test and multiple linear regression analysis were conducted to test the interaction between the variables. Significance was assessed at  $p \leq 0.05$ .

### **Correlation analysis:** Happiness and operational efficiency of workers

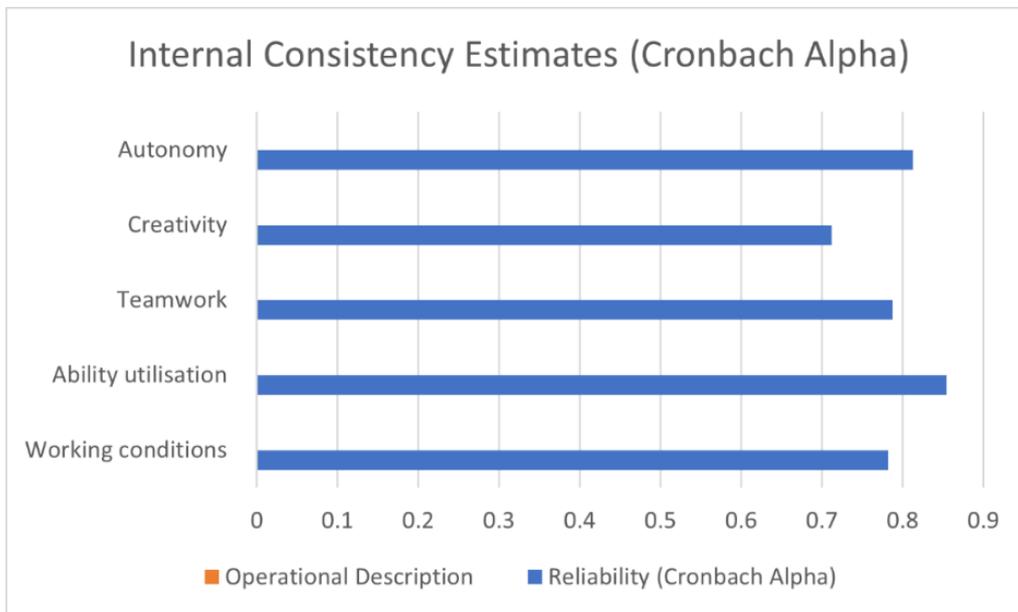
The associations between employee morale and corporate performance was measured using five employee satisfaction scales. The Pearson correlation coefficient was used to calculate the linear interaction of quantitative variables within the study (Maxwell & Moores, 2007). These findings are listed in Charts 3 and 4. A matrix matrix analysis (see Chart 3) indicates that there were clear beneficial associations between organizational results and all five employee satisfaction variables (see Chart 3) (see Chart 2) (see Chart 1) (see Chart 3) (see Chart 2). (refer to chart 1). In terms of inter-factor associations, there is broad evidence for a substantial association between all five employee retention variables varying from (.507;  $p < 0.05$ ) to (.583;  $p < 0.05$ ). As a consequence, like all other job retention considerations, there are changes as these variables change. Any decrease in any metric of employee happiness will also minimize the remaining predictor variables.

### **REGRESSION ANALYSIS:**

Several linear regression models were tested in order to identify the variables that accounted for an enormous overall variance in the scores of the dependent variable. (The Malhotra, 2010). The findings are listed in the graph. Employee satisfaction (as calculated by survey) accounted for about 45.3 per cent of the gap in employee outcomes. Where the variance inflation factor (VIF) is greater than 10, multicollinearity is a reason for alarm since it means that the variables used do not seem to be separate (Field, 2005). Multicollinearity arises when all of the independent variables are similarly related, resulting in unexpected findings when seeking to study how much individual independent variables influence the dependent variable (Field, 2009). Since the loading factor varied from 1,769 to 1,971, the inflation variance factor was appropriate. The importance of these variables means that they do not trigger collinearity issues. Larger tolerance values greater than 0.5 are more appropriate in terms of tolerance since they represent less issues with multicollinearity (Denis, 2011); thus, the tolerance values of the regression sample are within an acceptable range.

Three variables, including operating environments ( $p = 0.000$ ), coordination ( $p = 0.000$ ) and power efficiency ( $p = 0.001$ ), were statistically important in the regression study (see Chart 4) at  $p < 0.05$  and led to 45.3 per cent of the explained gap in organizational results. Links to corporate success are calculated by three variables: working environment ( $\beta = 0.351$ ), coordination ( $\beta = 0.224$ ) and power usage ( $\beta = 0.129$ ). Linked to earlier studies by Cooke (2000) and Mohamad, Lo, and La (2009), which showed that these satisfaction variables were a significant contributor to organizational success. Creativity ( $\beta = 0.086$ ) and autonomy ( $\beta = 0.016$ ) have a small effect on the disparity in operational efficiency; thus, the performance of the company is likely to be measured by the degree to which workers are happy within the organisation.

**Chart 1: Internal Consistency Estimates (Cronbach Alpha) and operational definitions for employee satisfaction sub-scales.**



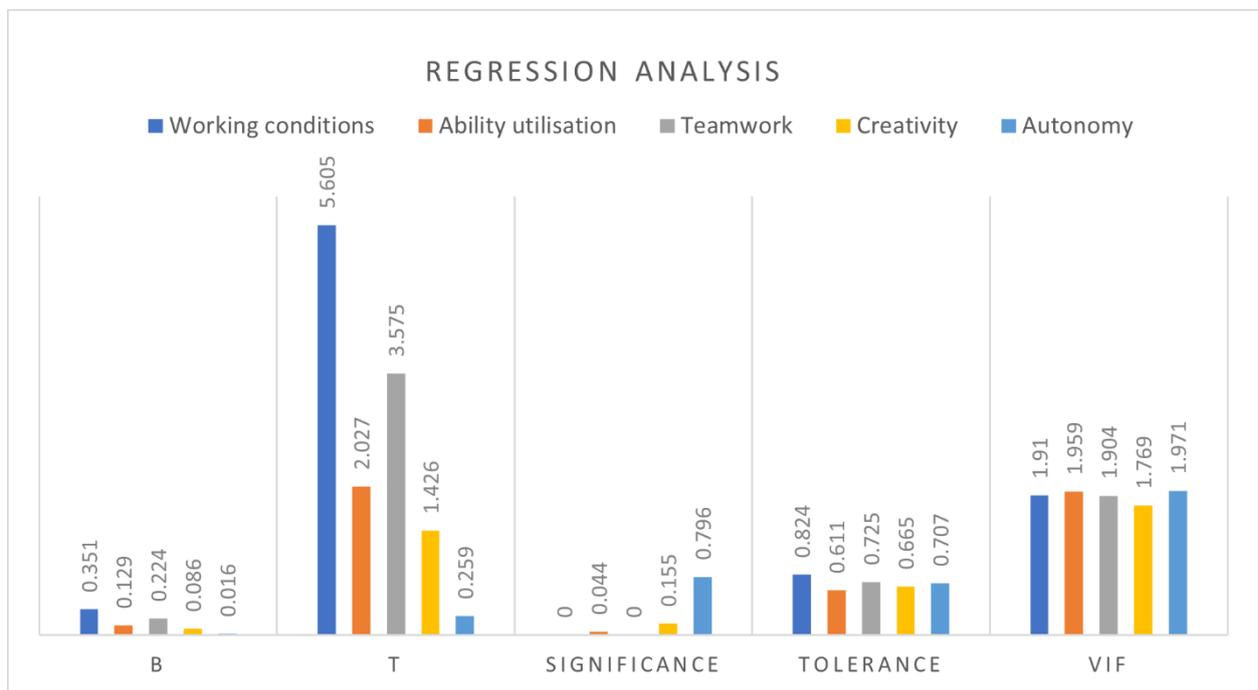
**Chart 2: Correlations: Employee satisfaction and organisational performance**



**Chart 3: Correlations: Employee satisfaction and organisational performance**



**Chart 4: Regression analysis: Employee satisfaction and organisational performance**



## **FINDINGS**

In the analysis, the outcomes of the tests indicate two contradictory hypotheses. Second, employee happiness included five factors: working circumstances, utilization of expertise, collaboration, innovation and autonomy by numerous linear regression studies, and Pearson's association study determined that employee happiness has a major effect on organizational efficiency. Five characteristics were shown to be strongly associated with superior output in the workplace. The fact that three of the five components of employee engagement are positively correlated with corporate performance indicates that employee satisfaction is positively correlated with corporate efficiency. It serves as an opportunity to increase efficiency and reduce workforce stress. Workers' efficiency will decrease if they are not happy.

The mean score rating technique was used to assess the relative contribution of each of the five variables to organizational efficiency. The results of the study found that collaboration has a major influence on success as a function of awareness, ingenuity, individuality and the least regulation of working conditions.

### **Managing Consequences**

There are some negative effects if our findings are to be released. Organizational performance may be accelerated at a micro-level by improving employee happiness variables that are predictors of outcomes, such as coordination, use of talent, innovation, individuality and working conditions. These factors are eligible for strategic problems owing to the diagnostic value they provide. After analyzing each of the five retention metrics included in this report, management professionals and turnaround strategists will consider and fix efficiency problems. At the macro stage, addressing the inefficiency of the public sector as a whole will be accomplished by giving attention to the organizational aspects of workers within public bodies.

### **Limitations and suggestions for more research**

Many of the relevant requirements for this review apply. The results of this study were restricted to a survey of 282 respondents with limited geographic bias and sample size. Attention must be given when generalizing from these instances to other situations. The usage of convenience sampling also improved the potential of the analysis to identify prejudice in samples (Whitley & Kite, 2009). This work is not without consequences for more in-depth study. First, identifying the socio-demographic characteristics of respondents, such as ethnicity, age and educational level, will improve the data collection of this report. Finally, more broad spectrum, covering more government agencies, can also be used to perform studies in the related fields. Finally, prospective research could rely on alternate factors that may also have an effect on organizational efficiency. This can contribute to underreported measurements due to any omissions discovered. On the other side, because the present research focused on the operational efficiency of retention of workers within a public organisation, comparable investigations may also be carried out in other contexts, such as private businesses and non-profit-making organizations.

## CONCLUSION

This paper examined the connection between worker happiness and operational efficiency in the public sector organization. Twenty-nine workers of a privately owned firm in Chennai, India, were requested to complete a survey questionnaire. Important and observable correlations have been developed between organizational success and five employee satisfaction variables, in particular the use of coordination, capability usage, imagination, autonomy and working conditions. This reports demonstrate the cumulative effect of increasing employee happiness indicators in order to lead to more incredible business success. Finally, the factors of employee satisfaction can be discussed in the study of the success of public bodies. Through following the techniques recommended in this report, public policy administrators would boost corporate effectiveness by improving employee loyalty.

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