

A Study on Employee Satisfaction for Improving Organizational Workculture

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Abstract – Employee satisfaction is very essential in each organization to improve the productivity and well-being of the staff. This study aims to analyze the satisfaction of the employees to improve the organization's work culture. The study was conducted in a 200-bedded multispecialty hospital for 3 months. The sample size for this study was 100. The structured questionnaire method was used to collect the data from employees. The study was conducted using a descriptive and analytical research design to evaluate employee satisfaction. The tools used for this study were correlation and ANOVA analysis. The results show that important factors like salary, benefits, and job stress directly affect employee satisfaction and differences in perception among employees. So, the employer should create a positive work environment and enhance salary structures to improve employee satisfaction and motivation.

1. INTRODUCTION

1.1 Definition

Employee satisfaction is an important element that helps to improve the success and growth of the organization. Which means employees feel happy, motivated, and fulfilled with their job roles, responsibilities, and work environment. Organization work culture is an important role that influences employee satisfaction. Work culture includes the values, beliefs, attitudes, and practices followed within an organization.

1.2 Causes of employee dissatisfaction

Several factors affect employee satisfaction, such as salary and benefits, workload, job stress, management support, training and development opportunities, and organizational policies.

1.3 Objectives

- To analyse the level of employee satisfaction in the organization
- To study the factors influencing employee satisfaction
- To identify the level of stress experienced by employee in their job roles
- To evaluate the relationship between employee satisfaction and organizational support

2. LITERATURE REVIEW

- According to Tri Wahjoedi (2021), The results showed that in fact the respondents thought that organizational culture and work motivation had no direct significant effect on employee performance. Organizational culture has a significant direct effect on job satisfaction and work motivation and job satisfaction has a significant direct effect on employee performance.
- According to Yustina Olivia Da Silva, Achmad Firdiansjah and Boge Triatmanto (2019), The organizational culture influenced job satisfaction, which meant that employees' job satisfaction would be obtained if the company

had a good organizational culture. It could be assumed that the better the organizational culture of the company in supporting its employees in completing the company's work, the more satisfied the employees would be.

3. METHODOLOGY

The study was conducted using a descriptive and analytical research design to evaluate employee satisfaction and understand its impact on organizational work culture. The primary data was collected from employees using the convenience sampling method, and the sample size was 100. Data was collected through a structured questionnaire method. The various statistical tools were used to analyze the employee satisfaction, which is descriptive analysis, correlation analysis, and one-way ANOVA.

4. ANALYSIS

4.1 Table shows descriptive statistics of employee satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation
How satisfied are you with the salary provided by the organization?	100	1	4	2.46	1.039
How satisfied are you with the benefits offered by the organization?	100	1	4	2.69	.895
How satisfied are you with the level of stress related to your job responsibilities	100	1	4	2.53	1.010
Valid N (list wise)	100				

INTERPRETATION

The results indicate that the mean score for salary satisfaction is 2.46 with a standard deviation of 1.039. The mean value for benefits satisfaction is 2.69 with a standard deviation of 0.895. The mean score for job stress is 2.53 with a standard deviation of 1.010. From the above results, it can be understood that employees show a moderate level of satisfaction with salary and benefits provided by the organization. The results also indicate that employees experience a moderate level of stress in their job roles.

4.2 Correlation analysis

Correlations				
		How satisfied are you with the benefits offered by the organization?	How satisfied are you with the level of stress related to your job responsibilities	How satisfied are you with the salary provided by the organization?
How satisfied are you with the benefits offered by the organization?	Pearson Correlation	1	.496	.535
	Sig. (2-tailed)		.000	.000
	N	100	100	100
How satisfied are you with the level of stress related to	Pearson Correlation	.496	1	.324
	Sig. (2-tailed)	.000		.001

your job responsibilities	N	100	100	100
How satisfied are you with the salary provided by the organization?	Pearson Correlation	.535	.324	1
	Sig. (2-tailed)	.000	.001	
	N	100	100	100

. Correlation is significant at the 0.01 level (2-tailed).

HYPOTHESIS TESTING

- **H0:** There is no significant relationship between employee satisfaction and organizational factors.
- **H1:** There is a significant relationship between employee satisfaction and organizational factors.
- Since the p-value (Sig. value) is less than 0.05, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted.

Therefore, it can be concluded that there is a significant relationship between employee satisfaction and organizational factors in the organization.

4.3 ANOVA analysis

Descriptive								
How satisfied are you with the salary provided by the organization?								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20-30	68	2.24	.979	.119	2.00	2.47	1	4
31-40	28	2.82	1.020	.193	2.43	3.22	1	4
41-50	1	3.00	.	.	.	.	3	3
Above 50	3	4.00	.000	.000	4.00	4.00	4	4
Total	100	2.46	1.039	.104	2.25	2.67	1	4

Test of Homogeneity of Variances			
How satisfied are you with the salary provided by the organization?			
Levene Statistic	df1	df2	Sig.
4.074 ^a	2	96	.020

- a. Groups with only one case are ignored in computing the test of homogeneity of variance for
How satisfied are you with the salary provided by the organization? .

ANOVA					
How satisfied are you with the salary provided by the organization?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.498	3	4.833	5.024	.003
Within Groups	92.342	96	.962		
Total	106.840	99			

INTERPRETATION

The results of the ANOVA test show that the F value is 5.024 and the significance value (p-value) is 0.003. Since the significance value is less than 0.05, it indicates that there is a statistically significant difference in salary satisfaction among employees belonging to different age groups. The results clearly indicate that employee satisfaction with salary varies across different age groups. This means that employees of different ages have different levels of satisfaction regarding the salary provided by the organization.

5. FINDINGS

- The descriptive results shows that employees have an moderate level of satisfaction with salary.
- Most employees belong to the 20–30 years age group, showing that most of the workers are young.
- Most employees have 1–3 years of work experience, along with a considerable number of newly recruited employees.
- Employees are relatively more satisfied with benefits compared to salary.
- Employees experience a moderate level of job-related stress, which may influence their performance and satisfaction.
- The correlation analysis reveals that there is a significant and positive relationship between salary, benefits, and job stress, indicating that these factors collectively influence employee satisfaction.
- The ANOVA analysis indicates that employee satisfaction with salary varies significantly across different age groups, showing differences in perception among employees

6. SUGGESTIONS

- The organization should review and enhance salary structures to improve employee satisfaction and motivation.
- Effective measures should be taken to reduce job-related stress, such as proper workload distribution and flexible work schedules.
- The organization should continue to strengthen employee benefits and welfare programs to maintain higher satisfaction levels
- Management should ensure clear communication of policies and procedures to avoid confusion and dissatisfaction among employees.
- Employee feedback should be collected periodically and corrective actions should be implemented to address concerns.
- Special attention should be given to different employee groups, as satisfaction levels vary across categories

such as age.

- Continuous monitoring and evaluation of employee satisfaction should be carried out to ensure on going improvement in work culture

7. REFERENCE

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