

The impact of work satisfaction on employee's performance in Public Sectors Universities in Balochistan, Pakistan

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Abstract

The study of this research paper had examined the impact of work satisfaction on employee's performance in public sectors universities in Balochistan. The main aims were examined influence of employee's promotions factors on employee's performance and to determine the influence factors of salaries packages on work satisfaction on employees performance and also to examine organizational environment factors on work satisfaction on the employee's performance and investigated the significance relationship between work satisfaction on employees performance. We had selected various public sectors universities in this concerned the research study. The population size was 79 out of 79 employees from the various public sectors universities in Balochistan. The data had collected through structured by questionnaire form. The data were being analyzed while using SPSS, Descriptive statistics frequency distribution, percentage and hypothesis Chi-square tests, Coefficient correction were being used. The results of hypothesis one Pearson Chi-square test states that there is no significance association difference exist between the gender and work satisfaction level in public sectors universities because the value of significance that is less than the level of significance. The result of hypothesis two Pearson Chi-square test states that there is no significance association difference exist between employee's performance and work satisfaction level because the value of significance that is less than the level of significance. The result of hypothesis three Pearson Chi-square test states that there is no significance association difference exist between work satisfaction level and leadership commitment because the value of significance that is less than the level of significance.

The public sectors universities in Balochistan must be take better steps to hence the level of work satisfaction to their employee's performance through in areas of promotions, salaries packages, organizational environment, rewards, and needed to motivated them to attain higher performance on their jobs.

Keywords: Organizational Environment, Work Satisfaction, Employees Performance, Employees Turnover, Organization Culture, Job Satisfaction, Motivation, Rewards, Organization commitment.

1. Introduction

Human resources are the essential asset for organization which to be increases its firm growth (Armstrong 2006). It would become sources which that brings in use more and more other sources and too attained through its appreciate output through from them. However, to attained best of human resource through for its major steps which that to be taken though by firms and their management That if working class that delighted with through by its taken steps of firm, management and employers, which they delivered for the prosperity of firm. Does not to be never less, if employees disturbed or dejected with the taken steps of employers or organization so as they can be causing irrevocable loss to the firm, (2010). So that therefore, managing human resources that has considered as an art and organizations that should have to be realized too. Further, (Edwin Locke's 1976), theory considered as if employees are happy and work satisfied on their duties within organization, so that would be bring more and more changes on its productivity as well as bring huge return for that organization and that will contribute in the progress of organization.

Highly performing employees will be able to assist organization to achieve its strategic goals (Dessler, 2010). And employee's satisfaction is an essential targeted for the any organization to realize achieve its short and long run. If employees are not satisfied and unhappy through with the decisions of organization so they merely are to be danger of loss to organization and will not strive for the progress of organization. And that fact has been accepted from through by many several scholars and researchers and also by writers and academicians and as well philosophers (Lai Wan 2007).

Work satisfaction as "the attitude an employee performance has toward his job". Robbins (2005) as such described that the work satisfaction as a set of emotions that one's feels about

one's job. Job satisfaction which that is declared the most researched topic in the literature of organizational behavior and the paths to satisfy employees which were being discovered through by different scholars, researchers, writers and philosophers which that have to facilitated the human resource managers to be motivated, maintain captive the most competent workforce(Aamodt ,2009). Work satisfactions which that is directly influence absence level of employees performance and to be interest on the jobs, commitment and efficiency so that work satisfaction which is retaining minimizing cost of hiring which that assists firm to have the experienced and loyal workforce. Work satisfaction creates more opportunities for the organization to minimize its production level and do compete with its competitors in the market place to achieve more output from it less input and to be progress its growth (1987).

And that is a similarly committed and competent which is the best asset that any organization can ever have because all over another resources which that namely materials, money, machines and as such like land that depends on one and that need to keeps one individual without individual they would be useless due to depended on individual(Ilagan,Javier,2014). Consequently, work dissatisfaction which that results would be show huge turnover which as actually increasing the cost of recruitment and new hiring employees for the organization but surely need to sum huge spends on their training and skills development of newly hired employees which that proves to be highly costly through for the organization (Cayer,2005). Furthermore, the hired new employees demotivated the current employees that due to standard of performance fall that puts full stop to the growth of the organization therefore, it is quietly crucial to keep current employees motivated and satisfied. Job satisfaction would be causing adversity through to the organizational growth and work efficiency (Tett & Meyer, 1993).

There to work satisfaction which is the vital sources to acquire in organizational behavior. It would be further explained with the example of university of Balochistan teachers' association as firstly came on strike that automatically followed by other universities as well in Balochistan because of being unsatisfied on their jobs, doesn't received their salaries, incentives and as promotion but they had stopped their academic working and came on strike for a long period of time, (Thomas, 2009). In addition, work satisfaction which that explained as delighted emotional state that is outcome of job appraisal at workplace (Olive et al, 1997).

According to psychologist (Hop pock1935), we ponder upon what we feel therefore, feeling, mulling over through related. So furthermore processing of evaluate us can take consideration the makes difference through by us that includes pondering and feeling both the factors. So,

there are several tools which that used for improving employees work satisfaction. And however the most all about essential things are that to provide them incentives, rewards while performing their job well through meeting the organizational goals or sitting the incentives, rewards to become motivates for employees to work hard effectively and efficiently for achieving the milestone goals of the organization. Furthermore, every employee's level are the sourcing of motivation is different from each other and same incentives or rewards would not make satisfied all the employees (Saghir, Asad & Ishtiaq2015).

And here we can take assistance of the theory of Abraham Maslow's (1943,1954) explained A theory of work satisfaction as he divided the employees work satisfaction level into five steps (1) he firstly explained the psychological needs which that means needs for food, health ,water, shelter, and to be live. (2) Secondly, he explained needs for security, safety, protection after the first attainment need one that moves towards on second need which that is removal through from danger, job security and to be secure from the surrounding situations. (3) thirdly he explained that belongs needs now one wants friends, families, relatives which should be being loved and accepted through by the groups is the needed after the completion of the first two needs.(4) fourthly he explained that is esteem need means appreciation, recognition, respect and in independence from at working place. (5) Fifthly as he explained that which highest ranked need for self-actualizations is which that means discovering one's full potential or self-building. Eventually the purpose of Maslow's theory has been explained from here which that means when a need is once satisfied so it is not in the list of any needs anymore and couldn't motivate or satisfied the individual anymore which could goes on example if one provided with food providing so more foods which cannot cause anymore head satisfactions to them through on the way so if one finds out from their belong needed so it could not motivated them anymore and they moves through to next level variably which that need become they sources of satisfactions and motivation. At length, it's as clearly crustily which that employees' satisfactions play vital role prosperity within of any organization and none of the organization could prosper without any milestone goals achieving through by employee's satisfaction. Organizations which they need to maintain their work experienced or skillful employees and they should have to provide incentives, rewards while working well on their jobs within organization's than those organizations can successfully get their milestones goal. And involved them while of making any decisions about the organizations and give them chances to implement their potential towards on their jobs.

1.2 Statement of the Problem

Employee work satisfaction is very much important to the workforce into any organizations. And employee's performance is a critical for the organization performance to achieve its milestone goals. Organizations need to provide satisfactory opportunities to their employees to make loyalty within organization and do their job performance very well for the organization (Laosebikan, J.O, M.A, 2013).

So many organizations do not focus on the employees work satisfaction performance and still today facing the music, so here Universities needs to keep its focused on the employees work satisfaction and as well as on human resources too. Universities should need to provide more and more satisfactory factors to its employees and remain within universities and to perform their duties very well. So, some universities are facing sustainability problem probably due to employees work dissatisfaction, poor management of universities or some another factors. Employees work satisfaction is very important to the success of universities and such there is need to investigate the impact of work satisfaction on employee's performance as this affects the performance of universities.

1.3 Research Questions

The valid investigative questions in the research paper which that are all about to find out the consequence the impact of work satisfaction on employee's performance in public sectors universities in Balochistan For this purpose, under given questions were inserted in the research.

1. What are the factors which are influencing on work satisfaction on employee's performance in public sectors universities in Balochistan?
2. What would be the relationship between work satisfactions on the employees' performance in the selected public sectors universities in Balochistan?

1.4 Research objectives

The objective of the research is to find out the influences of the impact of work satisfaction on employee's performance in public sectors universities in Balochistan. The following few objectives of the research as given into below.

1. To identify the factors which are influencing the work satisfactions level of employees in public sectors universities of Balochistan.

2. To identify the factors which improve level of work satisfaction, motivational of employees in public sectors universities of Balochistan.
3. To identify relationship between management and employees in public sectors universities of Balochistan.

1.5 Significance of the research

This is the significant for the public sectors universities in Balochistan to find out the solutions about the contributed problems while raised inside of the universities, to discovered the value of facilitation's for the lecturers' and professors they are value able assets for the creating of at atmosphere environmental inside the university and it is also important to understand and to provide them incentives and facilitated their basic needs and to became sustainable within universities do their jobs well, maintain the performance on their duties. This research would be providing information regarding the impact of work satisfaction on employees performance in public sectors universities in Balochistan, and for information seekers about the someone they want to know factors which are being influencing on employees performance in public sectors universities in Balochistan and as well as any another individuals who willing to know about the effectiveness on the impact of work satisfaction in public sectors universities in Balochistan.

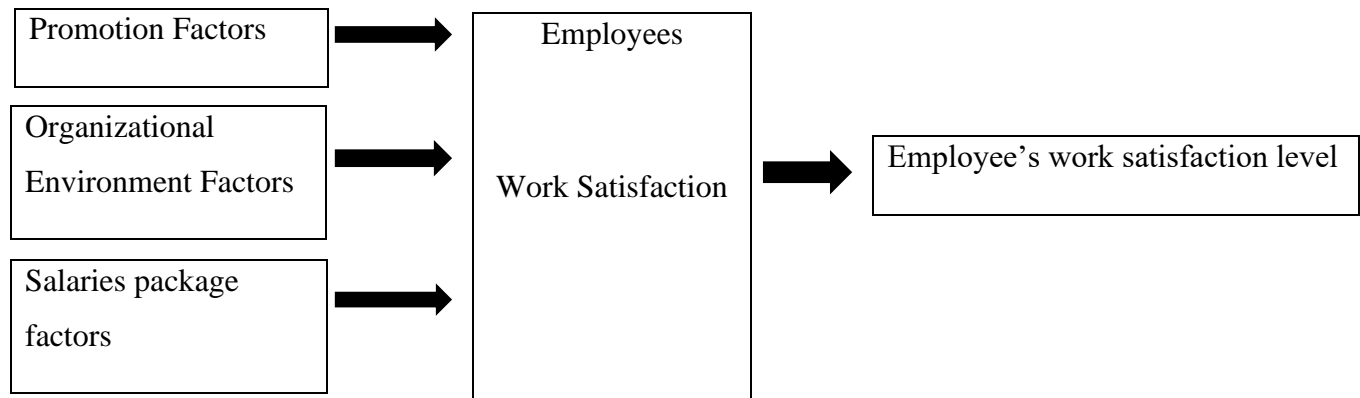
1.5 Limitation of the study

This research was conducted in province Balochistan. And which that inadequate of the impact of work satisfaction on employee's performance option in Public Sectors universities in Balochistan in Balochistan province. It does not include any other public sectors universities out of the Balochistan province.

2. LITERATURE REVIEW

2.1 Conceptual framework

A conceptual framework is an ideas or concepts that organized through in the manner which that makes easy way to communicate with the others (Schwartz, 2016). The framework is a network through by the view of many researchers, another Associations of the several factors that have been identified as very important to the problem (Dionco-Adetayo, 2011). The conceptual relationship between dependent variables and independent variables.



Independent Variable

Dependent Variable

The independent variable was conceptualized as employees work satisfaction. The employees work satisfaction factors which that used as variables were promotion factors, organizational environment factors, salaries packages factors and Organizational culture factors and as well as immediate management factors. In contrast, the dependent variables were employees work satisfaction level measured through by willingness to perform, higher employees performance and employees output.

2.2 Theoretical Review

2.2.1 Locke's theory of work satisfaction

Locke (1976) job satisfaction is explained as the subsequent outcome of motivating factors such as appraisal of job position, experience or compensation which result in amusing and positive mental state. According to human psychology and biology we mull over what we feel therefore, feeling and pondering are related. In addition, while we analyze our jobs, we evaluate the crucial things to us and this includes thinking and feeling both.

2.2.2 Neumann Rewards Theory

Neumann (1989) fabrication of incentives and rewards can be considered the most common scale of employee satisfaction.

2.2.3 Hackman, Oldham, Herzberg, Smith, job satisfaction theory

(Hackman, Oldham, 1975, Herzberg 1987, Smith, Kendall and Hulin 1969, Spector, 1997) expressed promotion, nature of work, increment in pay and social relations as the job satisfying factors. The instant focus to the job behavior is more conceptual aspect of the problem utilizing Rand's theory of emotion as the starting point Importance of appraisal, satisfaction, emotion,

dissatisfaction, and their Interconnections are taken into consideration. The current theory of work satisfaction contrasts with the prior ones. In addition, different data can be taken into consideration to understand work satisfaction such as value hierarchies, changing character of values and over all work satisfaction. The Herzberg's two factor theory (2004); the estimation of satisfaction and values and rational versus irrational values.

2.2.4 Hugo Munsterberg organizational psychology theory

Hugo Munsterberg (1913) organizational psychology theory an employee's job satisfaction which that based on their perception of the value which that received through by their jobs. But it's also determined by that how employees perceive the rewards and they received related to the effort they put in.

2.2.5 Herzberg's two factor theory

The two-factor theory which was being presented by Herzberg (1959, 1966) and which that is based on need fulfillment and work satisfaction. And several studies were being conducted to know what things satisfy of satisfy the white collar workers.so therefore this study brought the facts that the factors that assures work satisfaction when present are not the factors and that causes work dissatisfaction when absent. Eventually, as they had seen satisfaction and dissatisfaction as well independent. Although which they had expressed are these factors that cause dissatisfaction as the hygiene factors, (2007). The presence of these factors which that does not let satisfaction take place and as the result and that they decline the performance of white-collar workers. The hygiene factors are company policies, administration behavior, technical supervision, salary and interpersonal relationship with supervisors and workers conditions, which they related within job content.

2.2.6 Maslow's Theory of Motivational/Satisfaction

Maslow's (1943) Hierarchy of needs that defined to be most extensively cited theory of motivation and satisfaction (Wehrich and Koontz, 1999). Maslow's (1943) argument which that based on humanistic psychology and clinical practices revealed that, an individual's motivation/satisfaction requirements can be arranged in pecking or hierarchical which that orderly shows namely physical needs, safety needs, social needs, esteem/achievement needs, and self-actualization (Maslow's ,1943). The theory that defines when one level of these needs is fulfilled or satisfied it could no longer motivate. Therefore, next higher level of need must be initiated to aspire the individual as so to feel satisfied (Luthans, 2005). However, needs are

affected both through by weighted attached to them and the level at which an individual wants to need those needs (Karimi, 2007).

2.3 Empirical Review

A huge number of researchers which that have proved the importance of work satisfaction of employees in organizations.

Work satisfaction is very important for the management often to leads lethargy and reduced organizational turnover (Moser, 1997). Lack of work satisfaction is the predicting of quitted a job, (Alexander Liechtenstein and Hellman 1997; Janal, 1977). Sometimes workers move from one profession into another profession which that considered a greener pasture when the economy comes down and its concomitant as such as likely, poor's conditions of service and due to late payment of the salaries, (Nwagwu, 1997). And some researchers are explaining its nature (e.g. Armentor & Forsyth, 1995; Flanengan, Johnson, & Berret, 1996; Kadushin & Kulys, 1995). And that tends agree work satisfaction is an essentially controlled through by the factors which that described in Adeyemo's (2010) perspective of an external to the workers.

Some another researcher (e.g. MacDonald, 1996; O'Toole, 1980) given argues in the favors of the control of work satisfaction through by factors intrinsic to the employees or workers. The researcher's argument is based on the idea that employees or workers deliberately decided to find satisfaction/motivation on their jobs performance and perceived them worthwhile. Panchanathan and Sowmya (2011) that analyzed the factors influencing work satisfaction in the public sectors and founded that job suitability, working conditions and another employees' interpersonal skills significantly that has affected the level of work satisfaction.

Javid Baloch, & Hassan (2014) analyzed the determinants of work satisfaction and the impact of the employee's performance and employee's turnover intention. So for satisfying employees in to working place needs to provide reward and incentives, in concepts of psychological, reward can divided into two category namely intrinsic rewards and extrinsic rewards, and psychologist said intrinsic reward directly interacted with the employee's experiences. These are defined rewards that are part of the job itself. (Gibson, Ivancevih, Donnelly, 1991). Another psychologist defined as rewards that are experienced directly by an employee's performance (Stoner & Freeman, 1992).

Lawler & Porter (1997) that suggested satisfaction which affects employee effort. And they explained that need to increase satisfaction performance possibility which that helps to increase

expectations of performance leading to rewards. Satisfaction and productivity that have critical link to affects with each other. That efforts leads to effective performance which have eventually leads toward satisfaction but the kind of reward system with under which employees operated untimely affects work satisfaction and employee's performance (David, Joseph & Williams, 1990). Curall, Towler & Juge (2005) also found out that output and productivity of the organization has revalued against the performance from its employees and therefore, better performance of the employee's high level of demands for the job satisfaction (Sousa-Posa, 2000).

Nanda & Browne (1997) had examined that performance of employee's which that indicates at the hiring stage of position found the level of employee's satisfaction and motivation which that affects their level of performance. Meyer (1999) gives confirm argument which that lower level of job satisfaction as negatively affects the performance of employee's commitment that eventually hinders achievements for the organizational objectives or its milestone goals and its performance. So therefore, that need to retain higher level performers that required which attracts packages at today's demand for world competition that means organization needs to maintain higher performance employees for the competition in the markets (Frye, 2004).

3. RESEARCH METHODOLOGY

3.1 Research Design

Research design as the plan, structure and strategy of investigation purporting to obtain answers to research questions, control variance so that conclusion to be drawn. Qualitative & quantitative survey research design which that we used for collecting primary data to answer the research questions formulated for the research study. Qualitative & quantitative research design was used because involved the study assessing the opinion of the respondents on the work satisfaction as its affects their jobs performance.

3.2 Data Description

Data description was defined in the following steps.

3.2.1 Statement of the Problem

“The impact of work satisfaction on employee's performance in public sectors universities in Balochistan”.

3.2.2 Target population

In this research paper, the target population is all about the public sectors universities employees of Balochistan.

3.2.3 Sampled population

In our research study sampled population consist of all the public sectors universities in Balochistan.

3.2.4 Sampling technique

As our objective is to study the “The impact of work satisfaction on employees performance in public sectors universities in Balochistan”, so we convenience sampling to form a sample. Convenience sampling is a non-probability sampling technique, which offers the advantages of the low cost, time, and resources.

3.2.5 Sample size

A size of sample is determine in relation to require precision and available budget for observing the selected data we selected data the sample size of 79 employees of public sectors universities in Balochistan.

3.3 Data Collection Tools

3.3.1 Questionnaire

After drawing the sample and design, the appropriate research technique through which we collected data is a questionnaire form. The close-ended questionnaire formulated was based on the information drawn from the review of the relevant literature.

3.3.2 Method of Data Analysis or Statistical techniques

The qualitative & quantitative data collected were analyzed presented and interpreted using descriptive statistics. Statistics package for social sciences (SPSS) version 20 was used to analyze qualitative & quantitative data into descriptive statistics as such as frequencies and percentages.

4. Data Analysis & Interpretation

2.1 Demographic Information Analysis

Table 4.1.1 Gender

| Gender | Frequency | Percent |
|--------|-----------|---------|
| Female | 21 | 26.6% |
| Male | 58 | 73.4% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.1.1 shows that (n=21), (26.6%) of the responded were female and (n=58), (73.4%) of the responded were male and female staff of the various public sectors universities of Balochistan.

Table 4.1.2 Age

| Age | Frequency | Percent |
|-------|-----------|---------|
| 20-30 | 39 | 49.4% |
| 31-40 | 27 | 34.2% |
| 41-50 | 9 | 11.4% |
| 51-60 | 4 | 5.1% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.1.2 shows the revealed the age distribution of respondents, out of 79 respondents that part took in this research study, 39(49.4%) were within 20-30 years range, 27(34.2%) were within 31-40 years range, 9(11.4%) were within 41-50 years range, 4(5.1%) was within 51-60 years range. This implies that the respondents were matured enough to participant in this research study.

Table 4.1.3 Professional

| Professional | Frequency | Percent |
|---------------------|-----------|---------|
| Lecturer | 66 | 83.5% |
| Assistant Professor | 6 | 7.6% |
| Professor | 7 | 8.9% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.1.3 showed professional held by respondents in the various public sectors universities in Balochistan. It represented 66(83.5%) of the respondents' lecturers, 6(7.6%) were Assistant

professor, 7(8.9%) were Professor. This implied that respondents were matured enough to participant in this research study.

Table 4.1.4 Experience

| Experience | Frequency | Percent |
|-------------------|------------------|----------------|
| 0-10 | 56 | 70.9% |
| 11-20 | 17 | 21.5% |
| 21-30 | 5 | 6.3% |
| more than 30 | 1 | 1.3% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.1.4 it showed that 56, (70.9%) of the respondents of the have spends between 0-10 years in the public sectors universities in Balochistan, 17(21.5%) have spent between 11-20 years, in the public sectors universities in Balochistan, 5(6.3%) have spent between 21-30 years, in the public sectors universities in Balochistan, 1(1.3%) have spent more than 30 years in public sectors universities in Balochistan. Most of the respondents have been worked for more than 10 years in the public sectors universities in Balochistan.

2.2 Factors Information Analysis

Table 4.2.1 you satisfied with your current job in University.

| Satisfaction | Frequency | Percent |
|---------------------|------------------|----------------|
| No | 28 | 35.4% |
| Yes | 51 | 64.6% |
| Total | 79 | 100% |

Source: survey, 2023)

Table 4.2.1 showed that 28(35.4%) employees were unsatisfied from their current job in the various public sectors universities in Balochistan, 51(64.6) employees have been satisfied from their current jobs from the various public sectors universities in Balochistan.

Table 4.2.2 you believe that your level of work satisfaction influences your overall job performance.

| Job performance | Frequency | Percent |
|------------------------|------------------|----------------|
| No | 20 | 25.3% |
| Yes | 59 | 74.7% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.2 showed 20(25.3%) employees have believed that level of work satisfaction has not been influences their overall job performance, 59(74.7%) employees have believed that level of work satisfaction have been influencing their overall job performance.

Table 4.2.3 you feel motivated to perform well in your role.

| Motivation | Frequency | Percent |
|--------------|-----------|---------|
| Rarely | 22 | 27.8% |
| Occasionally | 24 | 30.4% |
| Frequently | 19 | 24.1% |
| Always | 14 | 17.7% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.4 showed 22(27.8%) employees have been rarely motivated to perform well in their role, 24(30.4%) employees have been occasionally motivated to perform well in their role, and 19 (24.1%) employees have been frequently motivated to perform well in their role, 14(17.7%) employees have been always motivated to perform well in their role.

Table 4.2.4 you satisfied with current Performance evaluation process in the University.

| Evaluation process | Frequency | Percent |
|--------------------|-----------|---------|
| Very Dissatisfied | 21 | 26.6% |
| Dissatisfied | 13 | 16.5% |
| Neutral | 23 | 29.1% |
| Satisfied | 15 | 19.0% |
| Very Satisfied | 7 | 8.9% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.4 showed 21(26.6%) employees have been very dissatisfied with the current performance evaluation process of the universities, 13(16.5%) employees have been dissatisfied with the current performance evaluation process of the universities, 23(29.1%) employees have been neutral with the current performance evaluation process of the universities, and 15 (19.0%) employees have been satisfied with the current performance evaluation process of the universities and 7(8.9%) employees have been satisfied with the current performance evaluation process of the universities.

Table 4.2.5 you believe that the University's policies & producers are fair and transparent.

| Fair & transparent | Frequency | Percent |
|-------------------------------|------------------|----------------|
| No | 41 | 51.9% |
| Yes | 38 | 48.1% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.5 showed 41(51.9%) employees have not been believed the policies and producers are fair and transparent of the universities, 38(48.1%) employees have been believed the policies and producers are fair and transparent of the universities.

Table 4.2.6 you participate in professional development activities provided by the University.

| Professional development activities | Frequency | Percent |
|--|------------------|----------------|
| Rarely | 32 | 40.5% |
| Occasionally | 13 | 16.5% |
| Frequently | 23 | 29.1% |
| Always | 11 | 13.9% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.6 showed 32(40.5%) employees have rarely participated in professional development activities which have provided by the universities, 13(16.5%) employees have been occasionally participated in professional development activities which have provided by the universities, 23(29.1) employees have frequently participated in professional development activities which have provided by the universities, 11(13.9%) employees have always participated in professional development activities which provided by the universities.

Table 4.2.7 the availability of flexible work arrangements contributes to your satisfaction

| Flexible work Arrangement | Frequency | Percent |
|----------------------------------|------------------|----------------|
| No | 23 | 29.1% |
| Yes | 56 | 70.9% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.7 showed 23(29.1%) employees have not the availability of flexible work arrangements contributed to their satisfaction; 56(70.9%) employees have been available flexible work arrangements to contribute to their satisfaction.

Table 4.2.8 the physical work environment (office, space, facilities) contributes to your job satisfaction

| Work environment | Frequency | Percent |
|------------------|-----------|---------|
| Not at all | 22 | 27.8% |
| Slightly | 23 | 29.1% |
| Moderately | 22 | 27.8% |
| Very Much | 12 | 15.2% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.8 showed 22(27.8%) have facilitated not at all contributed to their satisfaction, 23(29.1%) have slightly contributed facilities to their job satisfaction, 22(27.8%) have moderately facilities to their job satisfaction, and 12(15.2%) have very much facilitated contributed to their job satisfaction.

Table 4.2.9 the University promote a healthy work-life integration for its employees.

| Work life Integration | Frequency | Percent |
|-----------------------|-----------|---------|
| Not at all | 30 | 38.0% |
| Slightly | 29 | 36.7% |
| Moderately | 12 | 15.2% |
| Very Much | 8 | 10.1% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.9 showed 30(38.0%) employees have not at all promoted a healthy work-life integrations from the public sectors universities of Balochistan, 29(36.7%) employees slightly have promoted a healthy work-life integration from the public sectors universities of Balochistan, 12(15.2%) employees moderately have promoted a healthy work-life integrations from the public sectors universities of Balochistan, 8(10.1%) employees very much have promoted a healthy work-life integration from the public sectors universities of Balochistan.

Table 4.2.10 the University provide clear & achievable performance expectations for you role.

| Performance expectation | Frequency | Percent |
|-------------------------|-----------|---------|
| No | 37 | 46.8% |
| Yes | 42 | 53.2% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.10 showed 37(46.8%) employees have not clearly achieved performance expectations for their role from the public sectors universities in Balochistan, 42(53.2%) employees have been clearly achieved performance expectations for their role from the public sectors universities in Balochistan.

Table 4.2.11 you to recommend in your opinion, does the leadership within the Universities demonstrate a commitment to employee working in the Public Sectors Universities in Balochistan to others based on your current job satisfaction.

| Leadership | Frequency | Percent |
|---------------|-----------|---------|
| Very unlikely | 24 | 30.4% |
| Unlikely | 18 | 22.8% |
| Neutral | 21 | 26.6% |
| Likely | 13 | 16.5% |
| Very Likely | 3 | 3.8% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.11 showed 24(30.4%) employees have very unlikely leadership within the public sector universities demonstrate a commitment to the based on their current job satisfaction, 18(22.8%) employees have unlikely leadership within the public sectors universities demonstrate a commitment to the based on their current jobs satisfaction, 21(26.6%) employees have neutral leadership universities demonstrate a commitment to the based on their current jobs satisfaction, 13(16.5%) employees have likely leadership within the public sectors universities demonstrate a commitment to the based on their current jobs satisfaction, 3(3.8%) employees have very likely leadership within the public sectors universities demonstrate a commitment to the based on their jobs satisfaction.

Table 4.2.12 you rate the communication within your department or Team

| Department or Team | Frequency | Percent |
|--------------------|-----------|---------|
| Poor | 30 | 38.0% |
| Fair | 20 | 25.3% |
| Good | 17 | 21.5% |
| Excellent | 12 | 15.2% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.12 showed 30(38.0%) employees have been poor to make communications with their department, 20(25.3%) employees have felt fair to communicate with their department employees, 17(21.5%) employees have good communicated with their departments, and 12 (15.2%) employees have excellent communicated with their departments.

Table 4.2.13 the organizational culture contributes to your overall job satisfaction

| Organizational Culture | Frequency | Percent |
|-------------------------------|------------------|----------------|
| No | 29 | 36.7% |
| Yes | 50 | 63.3% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.13 showed 29(36.7%) the organization culture has not been contributed to their overall job satisfactions; 50(63.3%) the organization has been contributed to their overall job satisfactions.

Table 4.2.14 the level of autonomy in your job contribute to your satisfaction.

| Level of Autonomy | Frequency | Percent |
|--------------------------|------------------|----------------|
| No | 26 | 32.9% |
| Yes | 53 | 67.1% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.14 showed 26(32.9%) the level of autonomy in their jobs have not been contributed to their satisfactions, 53(67.1%) the level of autonomy in their jobs have been contributed to their satisfactions.

Table 4.2.15 you engage in collaborative projects with your colleagues.

| Collaborative Projects | Frequency | Percent |
|-------------------------------|------------------|----------------|
| Rarely | 28 | 35.4% |
| Occasionally | 25 | 31.6% |
| Frequently | 18 | 22.8% |
| Always | 8 | 10.1% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.14 showed 28(35.4%) rarely they have engaged in collaborative projects with their colleagues, 25(31.6%) occasionally they have engaged in collaborative projects with their colleagues, 18(22.8%) frequently they have engaged in collaborative projects with their colleagues, 8(10.1%) always they have engaged in collaborative projects with their colleagues.

Table 4.2.16 you satisfied with the recognition and rewards program in place for outstanding performance.

| Rewards Program | Frequency | Percent |
|------------------------|------------------|----------------|
| Very Dissatisfied | 26 | 32.9% |
| Dissatisfied | 16 | 20.3% |
| Neutral | 19 | 24.1% |
| Satisfied | 12 | 15.2% |
| Very Satisfied | 6 | 7.6% |
| Total | 79 | 100% |

Source: survey (2023)

Table 4.2.15 showed 26(32.9%) employees have been very dissatisfied with the recognition and rewards program in the place of outstanding performance, 16(20.3%) employees have been dissatisfied with the recognition and rewards program in the place for outstanding performance, 19(24.1%) employees have been neutral with the recognition and rewards program in the place for outstanding performance, 12(15.2%) employees have been satisfied with the recognition and rewards program in the place for outstanding performance, 6(7.6%) employees have been satisfied with the recognition and rewards program in the place for outstanding performance.

4.3 Testing of Hypotheses

Three research hypotheses were formulated and tested for the study.

Hypothesis one

H0: There is no significance association between the gender and work satisfaction level in public sectors universities.

H1: There is significance association between the gender and work satisfaction level in public sectors universities.

Table 4.3.17 Pearson Chi-Square test

| Gender * work satisfaction level Cross tabulation | | work satisfaction level | | Total |
|--|--------------------|-------------------------|-----------------------|-------|
| | | No | Yes | |
| Gender | Female | 4 | 17 | 21 |
| | Male | 24 | 34 | 58 |
| Total | | 28 | 51 | 79 |
| Chi-Square Tests | | | | |
| | Value | Df | Asymp. Sig. (2-sided) | |
| Pearson Chi-Square | 3.360 ^a | 1 | 0.056 | |
| Continuity Correction | 2.455 | 1 | 0.117 | |
| Likelihood Ratio | 3.600 | 1 | 0.057 | |

Source: survey (2023)

Table 4.3.16 showed the results of association between the gender and work satisfaction level in public sectors universities in table number. The cross-tabulation results states that majority the gender satisfied with their work satisfaction level within public sectors universities but somehow most of them are dissatisfied. The results of Chi-Square test states that there is significance difference exists between the gender and work satisfaction level in public universities because the significance value is 0.05 which is less than the 5% level of significance so, we reject the null hypothesis i.e. there is no significance association between the gender and work satisfaction level in public sectors universities.

Hypothesis two

H0: There is no significance association between the work satisfaction level and employee's performance in public sectors universities.

H1: There is significance association between the work satisfaction level and employee's performance in public sectors universities.

Table 4.3.18 Pearson Chi-Square test

| employee's performance * work satisfaction level Cross tabulation | work satisfaction level | | Total | |
|---|-------------------------|-----|-------|----|
| | No | Yes | | |
| Employees Performance | Very Dissatisfied | 10 | 11 | 21 |
| | Dissatisfied | 7 | 6 | 13 |
| | Neutral | 6 | 17 | 23 |
| | Satisfied | 4 | 11 | 15 |
| | Very Satisfied | 1 | 6 | 7 |
| Total | | 28 | 51 | 79 |
| Chi-Square Tests | | | | |
| | Value | Df | Sig | |
| Pearson Chi-Square | 6.039 ^a | 4 | .016 | |
| Likelihood Ratio | 6.172 | 4 | .087 | |
| Linear-by-Linear Association | 4.559 | 1 | .033 | |

Source: survey (2023)

Table 4.3.17 showed the result of associations between employee's performances and work satisfaction level in public sectors universities in table number. The cross-tabulation results states that the majority employee's performance are neutral with their work satisfaction level in the public sectors universities but some of them are very dissatisfied. The results of chi-square test states that there is a weak significance difference exist between employee's performance and work satisfaction level in public sectors universities because the significance value is 0.05 which is less than the 5% level of significance so, we reject hull hypothesis i.e. There is no significance association between employee's performance and work satisfaction level.

Hypothesis three

H0: There is no significance association between the leadership commitment and work satisfaction level in public sectors universities.

H1: There is significance association between the leadership commitment and work satisfaction level in public sectors universities.

Table 4.3.19 Pearson Chi-Square test

| work satisfaction level * leadership commitment to employee working Cross tabulation | | leadership commitment to employee working | | | | | Total |
|---|-----|---|----------|---------|--------|----------------|-------|
| | | Very unlikely | Unlikely | Neutral | Likely | Very Likely | |
| work satisfaction level | No | 14 | 6 | 3 | 5 | 0 | 28 |
| | Yes | 10 | 12 | 18 | 8 | 3 | 51 |
| Total | | 24 | 18 | 21 | 13 | 3 | 79 |
| Chi-Square Tests | | | | | | | |
| | | Value | Df | | Sig | | |
| Pearson Chi-Square | | 11.338 ^a | 4 | | 0.023 | | |
| Likelihood Ratio | | 12.65918188 | 4 | | 0.013 | | |
| Linear-by-Linear Association | | 5.91939067 | 1 | | 0.014 | | |

Source: survey (2023)

Table 4.3.18 showed the results of association between the work satisfaction level and leadership commitment to employee working in public sectors universities in table number. The cross tabulation results that majority employees work satisfaction level are very satisfied in the public sectors universities and but somehow most of them are unsatisfied. The results of Chi-Square test states that there is significance difference exist between the work satisfaction level and leadership commitment to employee working in public sectors universities because the significance value is 0.05 which that is less than the 5% level of the significance so, we reject the null hypothesis i.e. there is no significance association between the work satisfaction level and leadership commitment to employee working in public sectors universities.

Table 4.3.20

Spearson Coefficient correlation

| | | work satisfaction level | Gender | Influence work satisfaction | leadership commitment to employee working | |
|-----------------------|---|-------------------------|--------|-----------------------------|---|-------|
| Spearman's rho | work satisfaction level | Correlation Coefficient | 1.000 | -.206 | .116 | .582* |
| | | Sig. (2-tailed) | | .048 | .307 | .012 |
| | Gender | Correlation Coefficient | 1.000 | .045 | | -.040 |
| | | Sig. (2-tailed) | | .693 | | .725 |
| | Influence work satisfaction | Correlation Coefficient | | 1.000 | | .065 |
| | | Sig. (2-tailed) | | | | .572 |
| | leadership commitment to employee working | Correlation Coefficient | | | 1.000 | |

Source: survey (2023)

Table 4.3.19 showed the Spearson Coefficient correlation depicting that there is negative and statistically significant association exists between the work stratification level and Gender. It means the relationship is negative between the work satisfaction levels with Gender. They both have negative association about their work satisfaction level. The insignificance association relationship exists between work satisfaction level and influence work satisfaction. The insignificant association exist between work satisfaction level and organization commitment but there is weak relationship among them.

Results & Discussions

The results of demographic data analysis showed that 21(26.6%) of the respondents were female and while 58(73.4%) most of them respondents were male, and the age distribution of respondents, out of 79 respondents that part took in this research paper study, 39(49.4%) were respondents mostly within range 20-30 years, 27(34.2%) were respondents within 31-40 years range, 9(11.4%) were respondents within 41-50 years range and as well 4(5.1%) were respondents within 51-60 years range, and professional distribution of respondents, 66(83.5%) most of the respondents were lecturer, 6(7.6%) of the respondent were assistant professors,

7(8.9%) of the respondent were professors, and experience distribution of respondents ,56(70.9%) of the respondents have been working between 0-10 years range,17(21.5%) of the respondents have been working between 11-20 years range,5(6.3%) of the respondents have been working between 21-30 years range,1(1.3%) of the respondents have been working more than 30 years range and majority of the respondents have been worked for more than 10 years in public sectors universities in Balochistan.

The results of factors data analysis that 28(35.4%) employees were unsatisfied from their current job in the various public sectors universities in Balochistan, 51(64.6) employees have satisfied from their current jobs from the various public sectors universities in Balochistan and showed 20(25.3%) employees have believed that level of work satisfaction have not been influences their overall job performance, 59(74.7%) employees have believed that level of work satisfaction have been influencing their overall job performance, 22(27.8%) employees have been rarely motivated to perform well in their role, 24(30.4%) employees have been occasionally motivated to perform well in their role, and 19 (24.1%) employees have been frequently motivated to perform well in their role, 14(17.7%) employees have been always motivated to perform well in their role, 21(26.6%) employees have been very dissatisfied with the current performance evaluation process of the universities, 13(16.5%) employees have been dissatisfied with the current performance evaluation process of the universities, 23(29.1%) employees have been neutral with the current performance evaluation process of the universities, and 15 (19.0%) employees have been satisfied with the current performance evaluation process of the universities and 7(8.9%) employees have been satisfied with the current performance evaluation process of the universities, 41(51.9%) employees have not been believed the policies and producers are fair and transparent of the universities, 38(48.1%) employees have been believed the policies and producers are fair and transparent of the universities,32(40.5%) employees have rarely participated in professional development activities which have provided by the universities, 13(16.5%) employees have been occasionally participated in professional development activities which have provided by the universities, 23(29.1) employees have frequently participated in professional development activities which have provided by the universities, 11(13.9%) employees have always participated in professional development activities which provided by the universities, 23(29.1%) employees have not the availability of flexible work arrangements contributed to their satisfaction, 56(70.9%) employees have been available flexible work arrangements to contribute to their satisfaction, 22(27.8%) have facilitated not at all contributed to their

satisfaction, 23(29.1%) have slightly contributed facilities to their job satisfaction, 22(27.8%) have moderately facilities to their job satisfaction, and 12(15.2%) have very much facilitated contributed to their job satisfaction, 30(38.0%) employees have not at all promoted a healthy work-life integrations from the public sectors universities of Balochistan, 29(36.7%) employees slightly have promoted a healthy work-life integration from the public sectors universities of Balochistan, 12(15.2%) employees moderately have promoted a healthy work-life integrations from the public sectors universities of Balochistan, 8(10.1%) employees very much have promoted a healthy work-life integration from the public sectors universities of Balochistan, 37(46.8%) employees have not clearly & achieved performance expectations for their role from the public sectors universities in Balochistan, 42(53.2%) employees have been clearly achieved performance expectations for their role from the public sectors universities in Balochistan.

The 24(30.4%) employees have very unlikely leadership within the public sector universities demonstrate a commitment to the based on their current job satisfaction, 18(22.8%) employees have unlikely leadership within the public sectors universities demonstrate a commitment to the based on their current jobs satisfaction, 21(26.6%) employees have neutral leadership universities demonstrate a commitment to the based on their current jobs satisfaction, 13(16.5%) employees have likely leadership within the public sectors universities demonstrate a commitment to the based on their current jobs satisfaction, 3(3.8%) employees have very likely leadership within the public sectors universities demonstrate a commitment to the based on their jobs satisfaction and 30(38.0%) employees have been poor to make communications with their department, 20(25.3%) employees have felt fair to communicate with their department employees, 17(21.5%) employees have good communicated with their departments, and 12 (15.2%) employees have excellent communicated with their departments,

29(36.7%) the organization culture has not been contributed to their overall job satisfactions; 50(63.3%) the organization has been contributed to their overall job satisfactions. 28(35.4%) rarely they have engaged in collaborative projects with their colleagues, 25(31.6%) occasionally they have engaged in collaborative projects with their colleagues, 18(22.8%) frequently they have engaged in collaborative projects with their colleagues, 8(10.1%) always they have engaged in collaborative projects with their colleagues. 26(32.9%) employees have been very dissatisfied with the recognition and rewards program in the place of outstanding performance, 16(20.3%) employees have been dissatisfied with the recognition and rewards program in the place for outstanding performance, 19(24.1%) employees have been neutral with

the recognition and rewards program in the place for outstanding performance , 12(15.2%) employees have been satisfied with the recognition and rewards program in the place for outstanding performance,6(7.6%) employees have been satisfied with the recognition and rewards program in the place for outstanding performance.

The results of hypothesis the of Chi-Square test states that there is significance difference exists between the gender and work satisfaction level in public universities because the significance value is 0.05 which is less than the 5% level of significance so, we reject the null hypothesis i.e. there is no significance association between the gender and work satisfaction level in public sectors universities, the results states that the majority employee's performance are neutral with their work satisfaction level in the public sectors universities but some of them are very dissatisfied. The results of chi-square test states that there is a weak significance difference exist between employee's performance and work satisfaction level in public sectors universities because the significance value is 0.05 which is less than the 5% level of significance so, we reject hull hypothesis i.e. There is no significance association between employee's performance and work satisfaction level. The results of Chi-Square test states that there is significance difference exist between the work satisfaction level and leadership commitment to employee working in public sectors universities because the significance value is 0.05 which that is less than the 5% level of the significance so, we reject the null hypothesis i.e. there is no significance association between the work satisfaction level and leadership commitment to employee working in public sectors universities in Balochistan.

3. Conclusion

The results of this research study which that indicated through by the frequency distributions, percentages and hypothesis had showed that work satisfactions factors and influenced factors on work satisfaction on the employee's performance and employee's promotion, employee's work satisfaction. There was positive significant relationship between employees' and work satisfaction level as like employee's salaries package factors, promotions factors, and employees work satisfaction level. And also, employee's work satisfaction level had a significant positive relationship with employee's performance. Thus, the research study concludes that impact work satisfaction on employee's performance.

Recommendations for Public Sectors Universities in Balochistan, Pakistan.

In this research study we find the factors which are influencing on the work satisfaction on employee's performance in Public Sector universities in Balochistan, in here we want to recommend few suggestion to the top management of universities to the following figures.

1. It is recommended to the top management of the public sectors universities to create good atmosphere working conditions for the employees, to boost their morale.
2. It is recommended to the top management of the public sectors universities in Balochistan to facilitate the employees and if employees leave the universities so that would be difficult for the hiring new employees, it may be very costly for advertisements, test conductor fees, training cost etc.
3. It is also recommended to the top management of the public sectors universities in Balochistan, should make employees more a priority, since an employee's with a high morale will be committed to the job.
4. It is also recommended to the top management of the public sectors universities in Balochistan should review its promotions, salaries packages ,rewards , health systems so as to favors employees who are working hard and committed to their jobs.
5. It is also recommended to the top management of the public sectors universities in Balochistan to provide basic facilities and needed to reduce employee's turnover.

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