

Relationship between Job Satisfaction and Employee Experience

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Abstract

Job satisfaction, in simple words is the level of content with the job an employee is in. Since many years innumerable studies have been conducted on the level of job satisfaction of employees in the organization. Job satisfaction has also been linked with various other variables like employee commitment, work life balance, work experience, motivation, leadership and many more. In the following study I have tried to find out the relation of job satisfaction with employee experience and the impact of employee experience on job satisfaction. Data has been collected by questionnaire method with a sample size of 40. The respondents were employees of various companies aging between 25-40 years. A correlation and regression test was done. The hypothesis was true that there is a relation between job satisfaction and employee experience.

INTRODUCTION

“When people speak of employee attitudes, they usually mean **job satisfaction**, which describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while a person with a low level holds negative feelings.” (Robins & Judge, 2013). But defining job satisfaction is not as easy as it seems. This is because job satisfaction is purely related to employees of the organization and with the ever changing corporate dynamics it is becoming very difficult to keep employees satisfied with their jobs.

As stated above in numerous studies have been done on job satisfaction of employees. This is because the primary factor for the success of an organization is its employees. If an organization's employees are not satisfied with their jobs then that can result into many things such as:

1. Lower production
2. Delayed growth
3. High attrition rate
4. Lack of creativity and innovation
5. Negative work environment

Apart from the above stated points, dissatisfaction among employees also leads to a very negative work environment. This negative environment in turn affects the already satisfied employees in the organization. That is even worse for the organization as a whole.

Therefore it is very important for organizations to design their jobs in such a manner that the employees remain satisfied with their jobs. Along with that it is even more important for organization to continuously measure the levels of satisfaction among employees to make sure that employees are happy with

their work. If not, then changes in the work environment are imperative.

Coming to our next variable – employee experience is simply the kind of experience an employee has during a job in a particular organization. Employee experience is a very important component of today's corporate world as it creates a word of mouth amongst the work force. If a company has a bad word of mouth regarding employee experiences then obviously no employee would want to stay or apply to that particular organization.

Experience of a particular employee contains almost everything he sees or happens to him in the office. Right from canteen, work space provided, superiors, subordinates, job design, to overall work environment, everything makes an employee's experience in the organization.

In this study we will determine the relation of both the above stated variables and the impact that employee experience has on overall job satisfaction of the employee.

Although we can say that employees will be satisfied if their experience in their organization is good. But sometimes there are other variables which maybe satisfy the employee like a good pay package and some other variables which may not like job autonomy but both are a part of employee experience. Thus, to what extent both the variables effect each other is what will be seen in the following pages.

REVIEW OF LITERATURE

(Gill, Sharma, Mathur, & Bhutani, 2012) – The objective of this paper was to analyze the effects of job satisfaction and work experience on employee desire for empowerment. In both the countries India and Canada job satisfaction and work experience enhance

the employee's desire for empowerment. The paper showed that all the employees who have high job satisfaction and work experience show a higher desire for getting their needs and demands met regardless of cultural diversity

(Gesinde & Adejumo, 2014) – this was a descriptive study that analyzed the influence of age and working experience on job satisfaction of teachers of primary schools in different cities of Ogun state of Nigeria. The participants were 238.

(Tahere, Zahra, Fateme, & Asme, 2012) – This paper was related to the job satisfaction, motivation and organizational commitment of the employees in the hospital industry. The results showed a significant correlation between job experience and satisfaction and organizational commitment; but, no correlation was could be seen between job motivation and organizational commitment. This study has helped to create better job roles and designs in the hospital industry.

(Bhandari & Soni, 2015) – The objective of the study was to analyze the impact of age, gender and experience on work life balance. The questionnaire method was used and the respondents were employees of bank of Baroda, Udaipur. The statistical tools used were Mean, percentage and Chi square test.

OBJECTIVES

- A. To determine the relationship between Job Satisfaction and Employee experience.
- B. To determine the effect of employee experience on job satisfaction of an employee.
- C. To determine the extent to which employee experience has an effect on job satisfaction if an employee.

RESEARCH METHODOLOGY

This research is a primary data based research where I have used a questionnaire to collect the primary data.

The sample size is 40. The respondents were employees of different business organizations in Noida between the ages of 25-40 years.

For the purpose of making the survey the questionnaire which has been made by me after looking at various questionnaires available on the internet is as follows

HYPOTHESIS

H₀ – there is a relation between job satisfaction and employee experience.

H₁ – there is no relation between job satisfaction and employee experience.

Variables of Job Satisfaction are Career Growth Path, Job according to skills and qualifications, Rewards and Recognition and Job autonomy.

Variables of employee experience are working environment, supportive superior and employee recommendation.

ANALYSIS AND INTER- PRETATION AND DISCUSSION

Table 1: Reliability Statistics

<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha Based on Standardized Items</i>	<i>No. of Items</i>
.681	.669	7

The Cronbach Alpha test was done to measure the reliability of the questionnaire. The result came out to be 0.681 which is a pretty good result. This means that the questionnaire we have framed is reliable enough to go ahead with the rest of the study.

Qualitative Analysis

Question 1: Since how many years have you been working in your current organization?

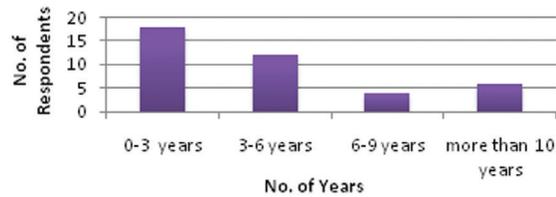


Fig. 1: No. of Years Working in the Current Organization

As we can see from the above graph most of the employees surveyed were working in their current organization from 0-3 years. 12 respondents were working since 3-6 years. Only 4 respondents were working since 6-9 years whereas 6 employees were working in their current organization for more than 10 years. This gives an interpretation that most of the employees surveyed were more career oriented as they frequently changed jobs for better career and growth prospects. This makes it even more important for companies to make more efforts to retain talented employees as if they do not do so, the employee would just shift to some other company which is offering him better prospects.

Question 2: Which of the following factors motivates you the most?

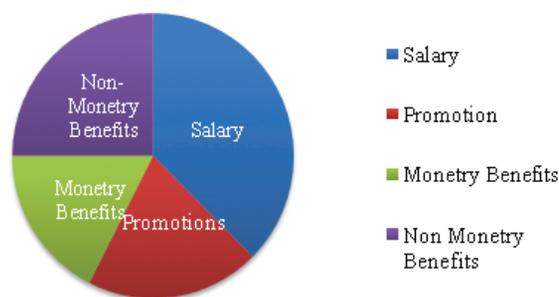


Fig. 2: Motivating Factor

When it comes to job satisfaction the most important thing we need to know is what is

motivating the employees the most. More the motivation more would be the satisfaction. This has been proven in many studies done earlier. There is a positive correlation between motivation and job satisfaction. (Singh & Tewari, 2011) (ukessays, 2013). Out of the employees surveyed most of the employees responded to salary being a motivating factor for them to work in their current organization. A close second was non-monetary benefits whereas other monetary benefits and promotions have almost the same no. of responses. This can only mean that salary is still a very big motivating factor for employees to work.

Question 3: Overall how satisfied are you with your job?

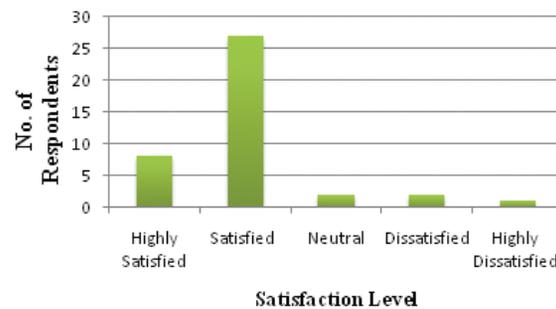


Fig. 3: How Satisfied are You with Your Job

This was a direct question asked from the employees as to how satisfied they were with their job. Majority of the employees were satisfied with their current job. Some of them were highly satisfied as well and a very low percentage was neutral, dissatisfied and highly dissatisfied. This means that most of the employees surveyed were being provided what they wanted with their job as a result they were satisfied with their job but less no. of employees were highly satisfied. This only means that the satisfied employees were of the view that there is still some scope of improvement.

Quantitative Analysis

Correlation – Career Growth Path-Working Environment and Recommendation

On the responses obtained certain statistical tests were performed like correlation and regression. The results show that there is a correlation between Career growth path and the working environment. The correlation between the two variables as seen in the table is 0.417. Which means that career growth path and working environment have a significant linear relationship as $p < 0.001$. Earlier studies conducted also show that a company is able to provide a good career

path to its employees when the overall work environment is conducive enough. (Society for human resource management, 2015). A supportive work environment where there is proper communication between superiors and subordinates is required. Identifying core competencies and behaviors and incorporating them for proper training and development is all a part of the work environment. (Chao & Thomas, 2013) Thus a conducive work environment will provide for a good career growth path and thus ensure that the employee had a good experience in the company which in turn would increase the satisfaction.

Table 2: Quantitative Analysis

		<i>Career Growth Path</i>	<i>Skills and Qualifications</i>	<i>Job Autonomy</i>	<i>Reward and Recognition</i>	<i>Working Environment</i>	<i>Supportive Superior</i>	<i>Recommendation</i>
Career Growth Path	Pearson Correlation	1	.313*	-.281	.502**	.417**	.275	.667**
	Sig. (2-tailed)		.049	.079	.001	.007	.086	.000
	N	40	40	40	40	40	40	40
Skills and Qualifications	Pearson Correlation	.313*	1	-.015	.450**	.349*	.207	.188
	Sig. (2-tailed)	.049		.929	.004	.027	.201	.245
	N	40	40	40	40	40	40	40
Job Autonomy	Pearson Correlation	-.281	-.015	1	.281	-.383*	.062	-.087
	Sig. (2-tailed)	.079	.929		.079	.015	.706	.594
	N	40	40	40	40	40	40	40
Reward and Recognition	Pearson Correlation	.502**	.450**	.281	1	.250	.368*	.467**
	Sig. (2-tailed)	.001	.004	.079		.119	.019	.002
	N	40	40	40	40	40	40	40
Working Environment	Pearson Correlation	.417**	.349*	-.383*	.250	1	.187	.378*
	Sig. (2-tailed)	.007	.027	.015	.119		.247	.016
	N	40	40	40	40	40	40	40
Supportive Superior	Pearson Correlation	.275	.207	.062	.368*	.187	1	.117
	Sig. (2-tailed)	.086	.201	.706	.019	.247		.472
	N	40	40	40	40	40	40	40
Recommendation	Pearson Correlation	.667**	.188	-.087	.467**	.378*	.117	1
	Sig. (2-tailed)	.000	.245	.594	.002	.016	.472	
	N	40	40	40	40	40	40	40

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01

A correlation was also found between career growth path and the fact that employee would recommend others to work in their current organization. The correlation between the two variables came out to be 0.667, meaning a significant correlation. What we can infer from this is that if a proper career growth path is provided to the employees they would surely want to recommend others to work here. A good career growth path provides satisfaction to employees and only if the experience of employees is good they would give recommendation so here also we establish the fact that there is a correlation between job satisfaction and employees experience.

Correlation – Rewards and Recognition and Recommendation

A correlation was also found between rewards and recognitions and employees recommending the company to others. If the rewards and recognition system of the company is good then employees would obviously be satisfied which would add to their good experience in the company and

thus they would recommend working in this company to others. The correlation between these variables is 0.467 which tells us that there is a significant linear relationship between rewards and recognitions and employee recommendation

Regression – Career Growth Path, Rewards and Recognition

A regression test was also done to see what percentage of changes in dependent variable (job satisfaction) is due to the independent variable (Employee experience).

According to the tests 46.5% changes in the career growth path variable was due to employee experience. What we infer from this is that working environment has 46.5% effect on career growth path of an employee. As discussed above if the working environment of a company isn't conducive then it would affect the career growth path of employees. A bad working environment would hamper the company to provide for good career for the employees. Overall this means that a

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.711a	.506	.465	.497	.506	12.283	3	36	.000	1.287

a. Predictors: (Constant), working Environment, Supportive Superior, JE3

b. Dependent Variable: Career Growth Path

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.711a	.506	.465	.497	.506	12.283	3	36	.000	1.287

a. Predictors: (Constant), recommendation, Supportive Superior, working Environment

b. Dependent Variable: Reward and Recognition

part of changes in job satisfaction variable is due to employee experience. If the employee experience is good and is increasing then the job satisfaction also increases.

Another regression relationship was found where 26.2% of changes in Reward and recognition variable were due to working environment. If the working environment of a company isn't very good then employees won't be able to perform well thus there would be less rewards provided to the employees. We know rewards and recognition is a part of job satisfaction thus we can say that changes in job satisfaction are due to working environment.

CONCLUSIONS

Our hypothesis that there is a relationship between job satisfaction and employee experience is true to a lot extent. This is because we could find a significant correlation between 3 variables from job satisfaction and employee experience. There were other correlation relationships but with a higher level of error. Thus it was not taken into discussion. We also did the regression analysis, the result of which was also positive. So on the whole there is a relationship between job satisfaction and employee experience and job satisfaction to some extent is dependent on employee experience. So it is important for companies in today's world to make sure that the experience of employees in their organization is a positive one as it would affect the job satisfaction of employees and would also create a word of mouth amongst the work force. It is increasingly becoming important for companies to ensure that their talented employee stay do not leave the organization. For this ensuring a good employee experience and keeping the employees satisfied and happy.

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ANNEXURE

Questionnaire

This questionnaire is exclusively for college level research purposes. Be rest assured that your results won't be made public. Kindly spare 5 mins to fill the form.

Name: _____

Age: _____

1. How long have you been working in your current organization?
 - a. 0-3 years
 - b. 3-6 years
 - c. 6-9 years
 - d. More than 10 years
2. Do you feel you have been provided with proper career growth path?
 - a. Yes
 - b. No
 - c. Maybe
3. Do you feel your working environment is conducive to your professional being?
 - a. Yes
 - b. No
 - c. Maybe
4. Are your superiors supportive and do they listen to your opinion or not
 - a. Yes
 - b. No
 - c. Maybe
5. Is the work provided to you according to your skills and qualification?
 - a. Yes
 - b. No
 - c. Maybe
6. Do you have the necessary job autonomy?
 - a. Yes
 - b. No.
 - c. Maybe
7. Is the reward and recognition system in your organization satisfactory?
 - a. Yes
 - b. No
 - c. Maybe
8. Which of the following factors motivate you the most?
 - a. Salary
 - b. Promotion
 - c. Monetary benefits
 - d. Non- monetary benefits
9. Would you recommend working in this organization to anyone?
 - a. Yes
 - b. No
 - c. maybe
10. Overall how satisfied are you with your job?
 - a. Highly satisfied
 - b. Satisfied
 - c. Neutral
 - d. Dissatisfied
 - e. Highly dissatisfied