

# SATISFACTION OF WORKING CONDITIONS AND PRODUCTIVITY IMPROVEMENT

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## ABSTRACT

Satisfaction of working conditions and productivity improvement of university employees covered a broad range of topics from working hours, policies, rules and regulation, organization cultures, remuneration, management, and physical conditions of the work place. The link between working conditions and satisfaction of employees is, in fact, vital to the success of business organization in the modern world. To understand that link between employees' high satisfaction in working conditions would have positive relationship with their high productivity, willing to serve customers with high service quality, and the level of happiness in the workplace. The objectives of this study were to survey the university employees' level of satisfaction from working conditions as well as to survey the relationship between university employees' level of satisfaction from working conditions.

A mixed of qualitative and a quantitative research study were conducted by interviewing with 100 university employees who were the regular employees and a total of 10 management level was selected for an in-depth interviewed in order to gain more insightful information. Statistical descriptive and analysis was performed by using SPSS program and LISREL. Frequency, percentage, mean, and standard deviation and t-test were used for data analysis and generated findings for this study. The result of this investigation revealed that the majority of university employees had rated that they had a very high level of satisfaction on working conditions with an overall mean of 3.53 and S.D of .879. The list of high level of satisfaction included corporate culture, order & cleanliness of the office, above market remuneration, flexible workings, and quality of trainings.

**Keyword:** Working Conditions, Level of Satisfaction, Corporate Culture, University's Employees

## Introduction

Good and high standard of working condition refers to the working in the office and environment and all exiting circumstance that affecting health, safety, security, productivity and responsibility of the employees. On the other hand, a poor working condition will damage many things in the organization and will lead to low satisfaction, low morality, and low productivity of the work place. In fact, it is legally the main responsibility of the employers to ensure the good and high standard of working condition. A higher education organization also need to improve their standard of working conditions. Nowadays, the poor working condition in the campus includes high level of noises from constructions and traffic congestions, limited parking spaces and unlawful parking in front of the buildings, the restrooms under poor maintenance, and uncollected garbage, and so forth. The poor working conditions may be different from one organization to other organization. It is imperative for the management of the university to take a close supervision and correct the problems as soon as possible.

It is widely accepted that satisfaction of working conditions has a positive relationship with the concept of productivity improvement of university employees. In the today's competitive of higher education environment to delivering high quality academic services and high quality general services to students, staff, and faculty members as well as stakeholders of the university. Employee satisfaction is as important as customer satisfaction. Low level of employee satisfaction will lead to high turnover rate, low productivity, and low business profit in the long run. Therefore, satisfied employee and satisfied customers are the strong foundation of modern organization's success. The productivity improvement may covered a broad range

of topics from working hours, policies, rules and regulation, organization cultures, remuneration, management, supervision, and physical conditions of the work place. The vital link between high standard of working conditions and high level of satisfaction of university employees is, in fact, necessary and important to the success of higher education organization in the globalization. To completely understand that link between employees' high satisfaction in working conditions would have positive outcome in both short-term and long-term with their high productivity, high morality, willingness to serve customers with high service quality constantly, and the level of happiness in the workplace. Therefore, the researcher is interested in studying and investigating the vital link of high level of satisfaction from the good working conditions and high productivity from university employees.

### **Research Methodology**

In order to answer the core of the research objective from the perspectives of university employees, a mixed method of research were used. The purposes of this study were to examine by conducting a survey the university employees' level of satisfaction from working conditions as well as to understand the relationship between university employees' level of satisfaction from working conditions. A comprehensive way of mixed method of both qualitative and a quantitative research study.

For the quantitative method, it was important to perform data collection by interviewing with 100 university employees who were the full time employees and, for the qualitative method, a total of 10 management level was selected for an in-depth interviewed in order to gain more insightful information. Statistical descriptive and statistical analysis were obtained by utilizing the modern statistical SPSS program and LISREL. Moreover, frequency, percentage, mean, and standard deviation and t-test were used for data analysis and generated findings for this study. Then, the discussion and presentation of the findings will perform at the end. In order to measure the overall satisfaction of university employees, research questions were derived with the following questions.

1. What is the overall satisfaction of university employees with the working conditions?
2. To what extent has the working conditions meet the university employees?
3. What should be done to enhance the condition of working conditions?

### **Findings**

The result of this investigation revealed that the majority of university employees had rated that they had a very high level of satisfaction on working conditions with an overall mean of 3.53 and S.D of .879. The list of high level of satisfaction included corporate culture, order & cleanliness of the office, above market remuneration, flexible workings, and quality of trainings.

TABLE 1. FIVE AREAS OF SATISFACTION OF GOOD WORKING CONDITIONS

	Mean	S.D.	Rank
Areas			
1. Corporate culture	3.83	0.754	1
2. Order and cleanliness	3.76	0.821	2
3. Remuneration	3.62	0.788	3
4. Flexible workings	3.59	0.903	4
5. Quality of trainings	3.47	0.971	5

From table 1, there are five areas that the respondents rated for high level of satisfaction which may link to high productivity. First, the respondents rated “Corporate culture” as number one area that need to pay need to ensure there is a good working condition and working environment and the respondents rated with a mean of 3.83 with standard deviation of 0.754. Second, the respondents rated “Order and cleanliness” as number two area that need to pay need to ensure there is a good working condition and working environment and the respondents rated with a mean of 3.76 with standard deviation of 0.821. Third, the respondents rated “Remuneration” as number three area that need to pay need to ensure there is a good working condition and working environment and the respondents rated with a mean of 3.62 with standard deviation of 0.788. Fourth, the respondents rated “Flexible workings” as number four area that need to pay need to ensure there is a good working condition and working environment and the respondents rated with a mean of 3.59 with standard deviation of 0.903. Finally, the respondents rated “Quality of trainings” as number five area that need to pay need to ensure there is a good working condition and working environment and the respondents rated with a mean of 3.47 with standard deviation of 0.971.

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