

Factors Influencing Employee Satisfaction in Education Sector at Sana'a, Yemen

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Abstract

The employee's satisfaction has been revealed to be important to the success of the company's goals particularly in constructing competitive benefit above other establishments. This research aims to investigate on the impact of human resource practices to employee satisfaction in education sector in Sana'a Yemen with consideration of the current status of the country, and explore the factors that affect satisfaction. Centred on prior studies, the other investigators established that there is a direct connection among those variables (human resource practices) and satisfaction of employees. The prime facts of this study was gathered by assigning questionnaires to corresponding teachers in 8 public high school in Sana'a Yemen. The reliability test was fulfilled as Cronbach's Alpha, which displayed rational reliability grades with more than 0.9 alphas. Pearson Correlation Coefficient is used to examine the strength of answers from the questionnaires that were gathered. Largely, several variables obtained coefficient ranging from ± 0.7 to ± 0.85 which specified modest to high strength of relationship. Finally, the results in this research is demonstrate the issues which are the human resource practices, having important connection with employee satisfaction in education industry. These independent variables action a vital role in touching employee satisfaction, and should be more anxious by the government. Furthermore, this investigation also provided researcher practitioner valued in depth for upcoming studies.

Keywords: Employee's satisfaction, Human resource practices, Staffing, Training, Compensation and reward.

DOI: 10.7176/EJBM/11-9-05

Publication date: March 31st 2019

1. Introduction

The purpose of this study is to test the relationship between human resource practices with its dimensions (Staffing, Training and Compensation), and employee's satisfaction in education industry in Sana'a - Yemen. Background of study, problem statement, objectives of research and research questions, study hypotheses, significance of research, and conclusion are incorporated in this research paper.

1.1. Study Background

Teacher turnover is a global challenge and, by its very nature, is an extremely complex phenomenon. It is frequently positioned as either a problem for the poor quality of schooling and teacher morale due to the current status of Yemen or human resources management practices and planning.

According to Ministry of Education released report, 2016, big number of high school teachers have resigned or left their job due to the stop of receiving the monthly salary; the current situation of Yemen has increased the suffering of the people of Yemen in general and in the education sector in particular. The UN Office for the Coordination of Humanitarian Affairs (OCHA) has reported that more than 170 schools and 70 health facilities have been fully or substantially compromised (Giulio, 2018)

Employee Satisfaction denotes to the period of staff to be engaged in an association whereas turnover intention was meant by the quantity of workers requires parting the company.

1.2. Problem Statement

The lack of high school teachers satisfaction is not the latest matter plus it has fetching as a serious topic globally. Once there is no efficient human resource practices and no equality in the system of distributing the compensations and bonuses among employees for sure will cause a decrease on the employee's satisfaction and effecting the commitment of the employees (Karar, 2013). In numerous emergent nations, the deficiency is poorer since a lot of skilled teachers need to leave their own nations and plot to work in advanced nations for greater incomes and rewards. Appropriate staffing and recruitment in adding to established employees will assure the excellence of education sectors.

The contest of satisfactions staffs have puzzled many administrators and trade proprietors. A lot of groups are alarming about their competence to sustain those main personnel as they are in excessive demand and hard to be substituted (Brown, Fraser, Wong, Muise, & Cummings, 2013). Acquaintance employees are less probable to

stay faithful to one institute with the new occupation model (Kumar & Santhosh, 2014). The continuous turnover of workforces will carry inferences to the residual workers as there will be disruption and enlarged workload to them (Neog & Barua, 2015). Moreover, as dissatisfaction persists, their organizational commitments fades away and they have the intention of leaving work, which over time may turn into functional turnover (Bakotica, 2016). Letdown in retaining key workers will grow directorial concerns like training instance and missing awareness. Employee turnover costs are too much where it has gravely affect the organization's foundation (Appiah, Kontar, & Asamoah, 2013). Consequently, employee satisfaction is dynamic as it carries inferences for organizational effectiveness in a progressively worldwide background (Idris, 2014).

1.3. Research Question

The following is the research question for this research:

Is there a relationship between Human Resources Practices and employees' satisfaction?

The following are the sub research questions:

1. Is there a relationship between staffing and employee's satisfaction?
2. Is there a relationship between training and employees' satisfaction?
3. Is there a relationship between the compensation and employees' satisfaction?

1.4. Hypothesis of Study

H1: There is a relationship between staffing and employee's satisfaction.

H2: There is a relationship between training and employee's satisfaction.

H3: There is a relationship between the compensation and employee's satisfaction.

2. Literature Review

HRM is the prominent success factor of an organization. The five functional areas are associated with effective HRM:

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Human Resource Management (HRM) is the prominent success factor of an organization. There are five functional areas associated with effective HRM which are staffing, human resource development, compensation and benefits, safety and health, and employee and labor relations (Mondy and Noe 2005). These five areas function around providing sufficient space to achieving employee's retention through satisfaction.

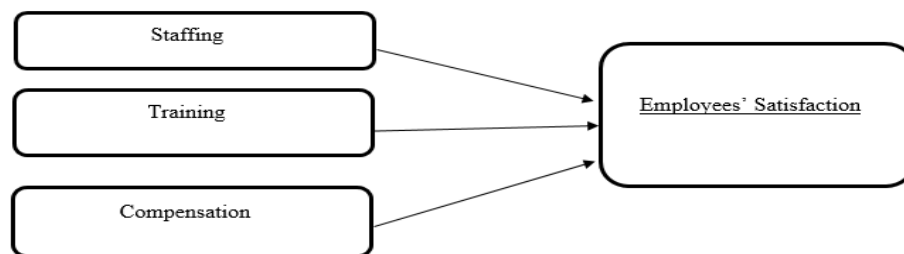
Most of the discussion evolves around how achieving employees' satisfaction is the key to retain them. Employees' satisfaction comes in line with the availability of conducive environment such as facilities which are attractive, management support and employees' opportunities for growth. This in turn helps in retaining competent employees. Fundamentally, it functions to raise the morale of employees in the organization with increased job satisfaction. Further emphasis on retention urges organizations to develop and implement retention strategies in order to increase the satisfaction of employees (Armstrong, 2009). This is viewed to reflect the preferment of sustaining of employees in a single corporation or group for a maximum period (Hong, Hao, Kumar, Ramendran, & Kadiresan, 2012). Administrations have to put various attempts to boost workers to be enthusiastic, dedicated and engrained in the group or establishment (Kyi, 2011). Several studies have concluded that retaining the right individuals, with the right set of attitudes, within the organization is more challenging then recruiting for new talents. The employing of new brilliant personnel might be one of the utmost significant topics for the sustainability of an institute; though, holding the appreciated personnel could be a far better fund saving and more operational process for the group (Rappaport, Bancroft, & Okum, 2003). The 'war of talent' is decisive for business.

Silbert (2005) argues that reward systems are among the best strategy used by most of the organization to retain its employees and is essential to employees because it brings about positive perception with the organization. Due to the increasing diversity of the workforce and competition in the business environment more creative approaches must be adopted by employers to provide the right rewards to the right people (Staw, 1980). Generally rewards can be used to motivate employees in order to retain them such as increased pay, promotion, appreciation, positive recognition for higher performers, bonuses, free trips, opportunity to use one's ability, and a sense of challenge and achievement (Mullins, 2005; Armstrong, 2009). Every employee needs to be recognized, for doing a good job; the performance recognition makes individuals feel better about themselves and their organization, therefore works with the organisation for an extended period (Ishigaki, 2004).

According to Horwitz (2008), skills shortages are a threat to economic growth. therefore, retention strategies goes long way in a global market that is confronted with a shortage of skilled workers. It is therefore essential for business, government public and private sector leaders to address this critical component of employee retention for competitiveness and service delivery. On another line of argument, Moseley et al. (2008) argue that employee retention is essential to organizations as increased turnover creates instability and puts additional workload and stress on remaining staff, increasing job dissatisfaction and therefore potentiating the turnover cycle.

Therefore, one of the key factors that fascilitates employees retentions is the avialbility of professional development that are in the form of job training and ongoing development opportunities. This results in active commitment beause employees will strongly identify with the organization if their personal goals are being met by the organisation (Coetzee and Schreuder 2013). This active commitment often prompts employees to stay with the organisation. Therefore it is imperative for any organization to provide its employees with adequate training and keep track of their level of job satisfaction.

Human Resources Practices:



Independent Variables

Dependent Variables

3. Research Methodology

For the current work, quantitative examination is being applied and questionnaires are circulated as the tool to gather facts for the investigation. Mathematical tools and analysis evaluate the figures gathered through circulation of questionnaires. Quantitative method is utilized to satisfy the big sum of respondents from a widespread populace. Arithmetical and statistical tools (Venkatesh, Brown, & Bala, 2013) confirm quantitative experiments. Primary data is unique facts gathered for a precise investigation aim (Hox & Boeije, 2005). Questionnaire is proposed to use as primary figures in this study which provide a group of framed queries for the respondents to reply. Questionnaires will also offer more precise and trustworthy data for member to carry out the work.

To manner the real investigation, we have 8 high school in Sana'a for target respondents. We tripped our aimed respondents to collect 30 responses of every School and given matrons with envelopes and stamps to place back the finished questionnaires to us. After a week, we productively composed back the questionnaires with reply. Capable to gather back 211 questionnaires, the response rate is 87.91%.

After collecting the data, it was concluded and scrutinized with the means of a software acknowledged as 'Statistical Analysis System Enterprise Guide (SAS).

4. RESEARCH RESULTS

This part organizes descriptive and inferential scrutiny; the outcome of questionnaire were being assessed. The outcome been analyzed and separated into various portions such as central tendencies measurement, reliability check, Pearson Correlation Analysis

4.1 Central Tendencies Measurement of Constructs

Central tendencies are used to display the value of mean and standard deviation of all the questions in the questionnaires. SAS system has been used to find out these values.

Table 1: Summary of Central Tendencies Measurement

Variables	Dimensions	Mean	Standard Deviation
Independent Variables	Human Resources Practices		
	Staffing	3.78	1.026
	Training	3.99	1.020
	Compensation and Rewards	4.26	0.725
Dependent Variable	Employees' Satisfaction	4.54	0.587

As stated in the table, compensation and reward training have the highest rank of mean, which is 4.26 while staffing has the lowest rank of mean (3.78). The lowest standard deviation among the independent variables is belongs to Compensation and Rewards which is 0.725 while staffing has the highest standard deviation which is

1.026. In the other hands, the dependent variable, Employees' Satisfaction received very high rank of mean which is 4.54.

4.2 Reliability Test

Reliability test had been used to test on all 211 sets of questionnaires distributed in actual study to determine the reliability of the questions. The table below shows the result of the reliability test.

Table 2: Result of the Reliability Test

Variables	Dimensions	Cronbach's Alpha
Independent Variables	Human Resources Practices	0.907
	Staffing	0.786
	Training	0.826
	Compensation and Rewards	0.861
Dependent Variable	Employees' Satisfaction	0.898

The Cronbach's Alpha value of employees' satisfaction were 0.898 which indicated that it has a very good reliability. However, the Cronbach's Alpha value of staffing is 0.786 which is stays in the very good reliability. The Cronbach Alpha's value of training is 0.826 which stay in the range of good reliability. The Cronbach's Alpha value of compensation and rewards is 0.861 is indicated a good reliability. The reliability result of the human resources practices as one sum is 0.907 which is indicated very good reliability.

4.3 Pearson's Correlation Coefficient

A Pearson correlation coefficient will indicate the direction, strength and significance of the bivariate relationships among all the variables.

4.3.1 Staffing and Employees' Satisfaction

The table below illustrating the relationship between staffing and employees' satisfaction as positive due to the positive value for correlation coefficient. The staffing has a 0.785 correlation with the employees' satisfaction. Thus, when human resource practices are high, employees' satisfaction is high. The value of 0785 falls within the coefficient range of ± 0.71 to ± 0.90 . Therefore, the correlation is high. The relationship is significant because the p-value < 0.0001 is less than alpha value 0.05.

Table 3: Correlations between Staffing (HS) and Employees' Satisfaction (ES)

		ES
HS	Pearson Correlation	0.785
	p-Value	< 0.001
	N	211
	Pearson Correlation	1
	p-Value	
	N	211

4.3.2 Training and Employees' Satisfaction

The table below illustrating the relationship between training and employees' satisfaction is positive due to the positive value for correlation coefficient. Thus, when training is high, employees' satisfaction is high. The value of 0.843 falls within the coefficient range of ± 0.71 to ± 0.90 . Therefore, the relationship is high. The relationship is significant because the p-value < 0.0001 is less than alpha value 0.05.

Table 6: Correlations between Training (HT) and Employees' Satisfaction (ES)

		ES
HT	Pearson Correlation	0.843
	p-Value	< 0.001
	N	211
	Pearson Correlation	1
	p-Value	
	N	211

4.3.3 Compensation and rewards and Employee Retention

The table below illustrating the relationship between compensation and rewards and employees' satisfaction is positive due to the positive value for correlation coefficient. Thus, when compensations and rewards is high, employees' satisfaction is high. The value of 0.889 falls within the coefficient range of ± 0.71 to ± 0.90 . Therefore, the relationship is high. The relationship is significant because the p-value < 0.0001 is less than alpha value 0.05.

Table 7: Correlations between HC and Employees' Satisfaction (ES)

		ES
HC	Pearson Correlation	0.889
	p-Value	<0.001
	N	211
	Pearson Correlation	1
	p-Value	
	N	211

5. Discussions, Conclusions and Recommendations

5.1 Discussions

The outcome of the study reported that there is a strong correlation between human resource practices and employee satisfaction in the education sector. This can be seen in several dimensions. It has pointed out that when the organizational human resource practices are more; the employee satisfaction in the education sector is also more. Additionally, HRM practices had a significant impact on employee attitudes such as job satisfaction, according to Edgar and Greare (2005).

Moreover, the result of the research shows a positive outcome for Pearson correlation which elaborates a definite connection between the HR practices and employee satisfaction. Briefly, in companies where poor staffing process and poor training programs occur, poorer employee satisfaction will be resulted. Training and development have a significant positive impact on employees' job satisfaction. In line with an examination from Jalal Hanaysha (2015), an employee who gets training has a significant positive effect on job satisfaction, and also the result confirms the finding of (Garcia 2005).

This study concludes that effective human resource practices are the main factors influencing employee satisfaction. The rewards and compensations are portions of the solid indicator that affect staff satisfaction. Specifically, in education sectors, a stable reward and compensations bundle results in greater job satisfaction and teacher retention rate.

5.2. Conclusions

In short we can say, the results in this research is demonstrate the issues which are human resource practices (Staffing, Training, and compensations and reward), having important connection with employees' satisfaction in education industry.

These all independent variables action a vital role in touching employees' satisfaction, and should be more anxious by schools principals and government. Furthermore, this investigation also provided researcher and education practitioner valued in depth for upcoming studies. Coming and current studies need put care on other factors distressing employees' Satisfaction. So, next coming generation can get correct knowledge and information.

5.3. Recommendations

As in this fast moving environment, employee's Satisfaction is one of the major elements for an organization to encourage its sustainability and survivorship. The research is recommended that more training need to be provided to the teachers as it shows how important for teachers to improve their skills in teaching and assessments. The research also recommended that the human resources authority in schools need to ensure there is no salary release lateness. Finally Specific time should be given to teachers to answer the question in the questionnaires. The lengthen time restraints would enable the teachers to review the questions more and accurate answers could be get.

It is suggested to large the sample size as well as the areas of analyses by including other type of schools and from different cities not only Sana'a. Big sample size amplifies the chance of worth where it is a more reliable indicator to display population means (Lin, Henry C. Lucas, & Shmueli, 2013). Big size sample also prevents the effect of extreme observations.

There is a small difficulty of using quantitative methodology in directing our research. Therefore, it is suggested to increase the research by mixing both qualitative and quantitative methods in a research (Castellan, 2010). On the other hand from scalable measure found through quantitative approaches, qualitative measures are obtainable to advance the results.

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