Factors of job satisfaction and its effects on employee performance: A Case Study of Ghazni University employees

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ABSTRACT

Purpose - This study delves into the factors impacting job satisfaction and their subsequent effects on employee performance within the context of Ghazni University.

Aims - In addition, the research also strives to assess the extent of job satisfaction and pinpoint the factors that might lead to job attrition.

Design/methodology/approach - To achieve the stated goals; the participant combine comprised 110 university employees' staff, selected through the Yamane sampling method. Employing an applied research approach, the study adopted a survey-based descriptive methodology, using a questionnaire for data collection. For analysing data using SPSS software, involving calculations of Pearson's correlation coefficient and regression analysis.

Findings - The study's outcomes uncover a discernible and moderate connection (correlation coefficient of 0.589) between job satisfaction and the performance of employees. Notably, organizational factors have the most impact performance (correlation coefficient of 0.697). Group factors, demonstrate the coefficient of (0.524) with performance. And collaborative management factors exhibit a coefficient of (0.314) in correlation with performance. A more in-depth analysis of the individual components within the aforementioned factors underscores that compensation and benefits exert the most pronounced effect on both job satisfaction and employee performance.

Limitations of the study - The main limitation and challenge in conducting this research was the lack of cooperation in sharing information, Still, due to the specialization of the subject, it required more understanding.

Originality/value - This study offers significant insights into the essential nexus between job satisfaction and employee performance. The outcomes emphasize the pivotal role of organizational factors in nurturing both job satisfaction and overall job performance. These findings hold the potential to guide university administrators and policymakers in devising strategies aimed at elevating employee contentment, involvement, and output, thereby playing a pivotal role in bolstering the university's accomplishments and operational efficiency.

1. INTRODUCTION

Job satisfaction and employee performance are two critical aspects that significantly impact an organization's success and productivity (Ullah, et al., 2021). In today's competitive and dynamic work environment, understanding the factors that influence job satisfaction and their subsequent effects on employee performance has become a key focus for researchers and organizations alike (Wright , Cropanzano , & Bonett , 2007). Job satisfaction refers to an employee's overall contentment and fulfilment with their job, while employee performance encompasses the outcomes and achievements demonstrated by employees in their roles.

Job satisfaction can be one of the important and influential factors in the performance of employees of any organization (Arshad , Arshad , & Zakaria, 2023). Job satisfaction means a kind of pleasure and positive feeling towards work, which is also a function of the relationship between what a person expects from a job and what the job offers to a person (Khahro , Ali , Siddiqui , & Khoso, 2016). The study of job satisfaction is important from two aspects: first, from the human aspect that employees should be treated fairly and with respect, and second, from the behavioural aspect that attention to job satisfaction can guide the behaviour of employees in such a way that affect their organizational functions and duties and lead to the occurrence of positive and negative behaviours on their part (Milka , Andi , Pahmi, Andi , & Lenny , 2023).

In every government or private organization, there are certain problems that not paying attention to them can be a factor in reducing the productivity of the system or paying attention to it can lead to success in affairs. However, if these factors are categorized and prioritized, it can be seen at the top of them, the sentence of lack of satisfaction or job satisfaction. Therefore, job satisfaction can be used by presenting the results of past strategies and future predictions of employees as part of the evaluations that lead to planning for the improvement of the organization (Togia, Vlachou, & Koutras , 2019). Research results show that employees with higher job satisfaction are in a good condition in terms of physical and mental ability, but people who are not satisfied with their jobs are usually withered, hopeless and pessimistic people (Yirenkyi-Fianko & Chileshe , 2012).

Job satisfaction is considered one of the most important variables in the field of organizational behaviour because every organization has specific goals that form the existential philosophy of that organization. Achieving the goal of the organization depends on the existence and mobilization of capital, equipment and human resources available in the organization. In this, the role of human resources is more central and key because it is the employees of the organization who seek to achieve organizational goals by combining capital, equipment, creative force, initiative and planning in a practical way (Rivai & Sagala, 2014).

Ghazni University is one of the service organizations that provides educational services to the people of the society and currently has more than 152 employees in the administrative and staff departments engaged in providing services. Since the provision of educational services to fellow countrymen and the educational system of a country is considered the only way to save and progress the country, it is necessary to pay serious attention to the satisfaction of employees. Because, on the one hand, the nature of university employees' duties has more of a qualitative dimension, and on the other hand, they are responsible for training the country's human resources. Identify their satisfaction or lack of satisfaction and suggest solutions for existing problems.

The primary objective of this study is to assess the levels of employee satisfaction concerning the proposed hypotheses and their subsequent impact on the performance of Ghazni University employees. By comprehensively investigating these factors, the aim is to enhance job satisfaction elements, leading to heightened contentment amongst employees. Additionally, this research seeks to provide actionable recommendations for cultivating an optimal work environment, bolstering morale, and invigorating the workforce. Through these measures, the goal is to drive an elevation in employee performance at Ghazni University.

1.1 RESEARCH QUESTIONS

1. Is there a significant relationship between employees' job satisfaction and their performance?
2. What is the extent of the relationship between organizational factors (salary and benefits, progress and promotion, nature of work, working conditions) and the level of employee performance?
3. Does a significant relationship exist between group factors (colleagues, supervisors) and the performance level of employees?
4. To what extent does the collaborative management style relate to the performance level of employees?

1.2 RESEARCH OBJECTIVES

MAIN OBJECTIVES
1. Investigating factors affecting job satisfaction and its effects on the performance of Ghazni University employees.
2. Identifying the job satisfaction factors of employees.
3. Measuring employee satisfaction with their duties.
4. Identifying, determining and strengthening the factors that make the working environment better.

MINOR OBJECTIVES
1. Determining the impact of organizational factors on the performance level of Ghazni university employees.
2. Determining the impact of group factors on the performance level of Ghazni university employees.
3. Determining the impact of collaborative management on the performance level of Ghazni university employees.

1.3 RESEARCH HYPOTHESES

Based on the stated questions and objectives, this study presents four hypotheses that are intended to be examined and tested.
H1: There is a significant relationship between employees' job satisfaction and their performance.
H2: There is a significant relationship between organizational factors (salary and benefits, progress and promotion, nature of work, working conditions) and the level of employee performance.
H3: There is a significant relationship between group factors (colleagues, supervisors) and the performance level of employees.
H4: There is a significant relationship between the collaborative management style and the performance level of employees.

2. LITERATURE REVIEW

Self-esteem, self-respect, and self-development are essential aspects of personal growth. Job satisfaction plays a significant role in increasing happiness within the workplace, consequently fostering a positive work attitude. A contented employee tends to exhibit qualities such as creativity, adaptability, innovation, and loyalty (Diamantidis & Chatzoglou, 2019).

Job satisfaction refers to a set of positive feelings that people have about their jobs, and it has a cascade impact on numerous elements of a company. Job satisfaction is an organization's unseen achievement (Siddiqui & Siddiqui, 2016).

Employee satisfaction measures how content a worker is with their position and working environment. To assess how dedicated the workforce is to the organization and whether employees are satisfied with the way things are done to evaluate their likelihood of sticking with them, everyone—managers, retention agents, and HR—needs to understand employee engagement and loyalty (Mahalawat & Sharma, 2019).

Employees perform better when they are condensing their ability to complete work-related tasks. When employees are confident in their ability to complete work-related tasks, they have less uncertainty about themselves and their work, which improves job performance (Chiang & Hsieh, 2012).

Employee behaviour and contributions to the accomplishment of the organization's objectives and mission are reflected in their apparent performance. They continued by stating that remuneration practices, performance evaluation policies, and employee advancement procedures serve as indications for a worker's performance (Ahmad & Shahzad, 2011).

In a government organization, employee performance is crucial to the accomplishment of each employee's job objectives (Jufrizen, 2021).

The secret to achieving social sustainability is human development, which includes education, training, a happy work environment, fair remuneration, and a sound company culture (Ahamd & Suliman, 2021).

Employee motivation and performance have a substantial impact on job satisfaction. Employee dissatisfaction can increase absenteeism and needless turnover when they are not happy in their jobs. Furthermore, a person's entire sense of fulfilment and contentment in their personal life is highly influenced by their level of job satisfaction (Jeffrey & Dinata, 2017).

The study of job satisfaction has a rich history, dating back to the Hawthorne studies in 1924 by Elton Mayo at the Western Electric Factory. This marked the beginning of the human relations school in management, and job satisfaction became a subject of extensive research in the following decades (John, 2012).

Job satisfaction surveys have been conducted over the years, and an interesting poll by Roper in 1947 asked American factory workers about their job satisfaction levels. The majority responded that their jobs were interesting, while only a small percentage found their jobs dull. Gender differences were also observed, with women expressing higher levels of job satisfaction than men (Bruce & Schertzer, 2016).

Adnot M. et al. (2016) conducted a study in Chicago, focusing on job satisfaction among university librarians using the employee satisfaction checklist, which assessed six aspects of job satisfaction: working conditions, salary, promotion, nature of work, supervision, and organization. The research revealed that the librarians were most satisfied with the nature of work, supervision, and working conditions, while they expressed the lowest level of satisfaction with salary and promotion conditions (Adnot M., 2016).

Universities play a crucial role in cultivating skilled labour and contributing to a country's advancement. Their responsibility in training and skill development underscores their significance in national progress. Consequently, examining the job satisfaction levels and its role in employee performance within universities becomes imperative. This holds particularly true for regions like Afghanistan, where a need of scientific investigations exists in this domain. Therefore, there is a pressing need to delve into the realm of job satisfaction, specifically within institutions like Ghazni University, to initiate a foundation of research in this hitherto unexplored territory. This research endeavours to assess and comprehend the extent of job satisfaction within Ghazni University, aspiring to pave the way for future inquiries in this critical field.

3. RESEARCH MODEL

scholars have proposed several models concerning job satisfaction and its influencing factors. Each of these models has explored various aspects of job satisfaction. In this research, a combination of two theories on job satisfaction, namely the ones presented by Morehead Griffin and Herzberg, was utilized to enhance the analysis of the theoretical concept, and create a precise framework.

Figure 1. Conceptual model of research
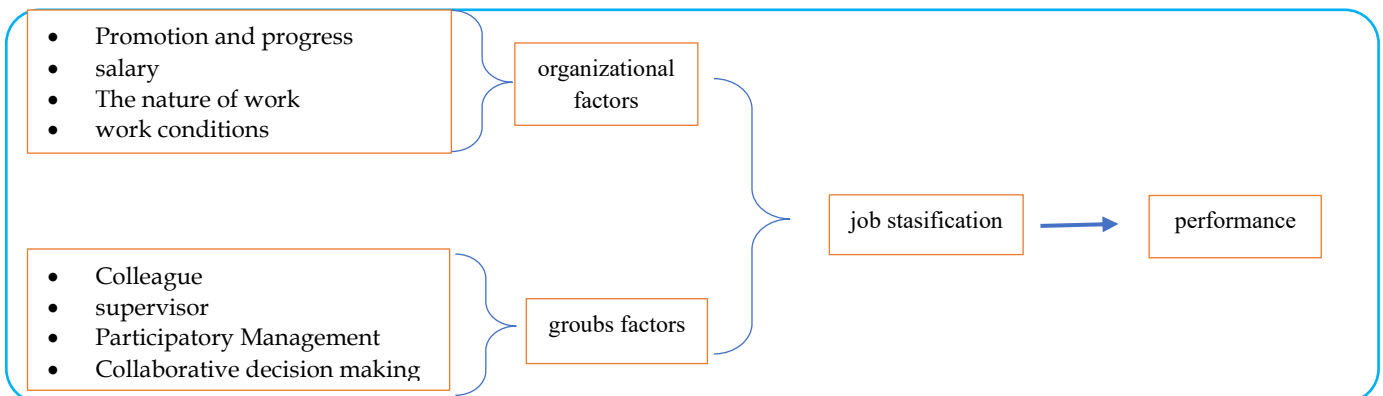
Source: (Hersey & Blanchard , 1977)

In Griffin and Herzberg's model, in order to identify and carefully examine the factors affecting job satisfaction, they have divided these factors into two groups, first, the factors that belong to the entire organization, or the same organizational factors that include (promotion and development, salary, nature of work and working conditions) and the second are the factors that belong to the individuals and employees of the organization or the group factors that include (colleagues, supervisors, collaborative

management and collaborative decision-making), to establish the effectiveness of these factors in job satisfaction and by separating each One of the effective factors on job satisfaction is to examine and identify its effects on the improvement of employees' performance.

4. METHODOLOGY

The study is empirical in nature and is based on primary data collected through a field survey. Employing an applied research approach, the study adopted a survey-based descriptive method, using a questionnaire for data collection. For analyzing data using SPSS software, involving calculations of Pearson's correlation coefficient and regression analysis.

Applied research is research that uses theories, laws, principles and techniques developed in basic research to solve practical and real problems. In fact, applied research is more directed towards the scientific application of knowledge. Research that is based on gathering information to assess a hypothesis or answer questions related to the current state of the researched subject is descriptive research. In this research, the purpose of describing a situation or field of conditions is carried out part by part, and since a questionnaire is used to collect information, the research is part of survey research (Kumar, 2011).

This research is applied in terms of the purpose of the study because it is directed towards the scientific application of knowledge in management, and in terms of the research method, it is descriptive and correlational. Whenever the researcher studies the phenomena in which there is no intervention or possession, that is, the phenomena are examined and investigated as they are, it is included as part of descriptive research, and since it is between two variables in this regard, therefore It can be considered as a correlation type description.

4.1 DATA

The statistical population for this research comprises the employees of Ghazni State University, encompassing a total of 152 administrative and staff members. Ghazni State University serves as the focal point of investigation, with its workforce forming the subject of analysis. The composition of this population includes individuals fulfilling various roles and responsibilities within the university's administrative and staff departments. The selection of this specific population aligns with the research objectives, enabling a comprehensive examination of pertinent factors within the context of Ghazni State University's workforce.

4.2 SAMPLING

In this research, a subset of the total population was selected to participate in the study. The sample size was determined using the Yamane formula, which is designed to calculate an appropriate sample size based on the size of the population. The formula is given by:

$$n = \frac{N}{1+N(\alpha)^2} \quad \Rightarrow \quad \frac{152}{1+152(0/0025)} \quad \Rightarrow \quad \frac{152}{1+0/038} \cong 110$$

$$N = 152$$
$$cons = 1$$
$$\alpha = 5\%$$
$$n = 110$$

By applying the Yamane formula, a sample size of 110 employees was determined to be sufficient for the research objectives. The random sampling method was employed to ensure that everyone within the population had an equal chance of being selected for the study. This approach enhances the representativeness of the sample and increases the generalizability of the findings to the broader population of employees at Ghazni State University.

4.3 DATA SOURCE

The research employed both secondary and primary data collection methods. Primary data was obtained by distributing a questionnaire to the administrative and staff members of Ghazni University; (Togia, Vlachou, & Koutras , 2019). To ensure the reliability of the questionnaire, the widely recognized Cronbach's alpha test was applied (cronbach , 1951). The outcomes of the reliability test revealed favourable coefficients for all 42 questions included in the questionnaire. The resulting table presents the detailed results of the Cronbach's alpha reliability assessment.

Table 1. Cronbach's Alpha Reliability Assessment

Cronbach's Alpha	N of Items
0.79	42

Source: researcher self-findings

4.4 DATA ANALYSIS

In this study, the analysis of the research data involved the utilization of descriptive statistics, as well as conducting correlation tests and multiple regression analysis. These analytical approaches were employed to gain insights into the data, explore relationships among variables, and ascertain the predictive nature of multiple factors.

DESCRIPTIVE STATISTICS

Descriptive analysis is conducted to explore the attributes of the population or the phenomenon under investigation. This exploration primarily canters on understanding the way the issue presents itself, rather than delving into the underlying reasons behind the issue.

Table 2. Frequency distribution of employees according to marital status

Class \ Scale	Frequency	Percentage	Valid Percentage	Density Percentage
Single	9	8.18	8.18	8.18
Married	101	91.82	91.82	100
Total	110	100.00	100.00	-

Source: researcher self-findings

The data above reveals that a considerable proportion of employees, approximately 101 out of 110, are in a married relationship.

Table 3. Frequency distribution of employees by Age

Class \ Scale	Frequency	Percentage	Valid Percentage	Density Percentage
Less than 30 years	13	11.82	11.82	11.82
31 To 40 years	84	76.36	76.36	88.18
41 To 50 years	8	7.27	7.27	95.45
Above 50 years	5	4.55	4.55	100.00
Total	110	100.00	100.00	-

Source: researcher self-findings

Table 3 illustrates that within the employee group, the highest percentage, approximately 76.36%, falls within the age range of 31 to 40 years, while the lowest proportion is represented by individuals aged 50 years and above.

Table 4. Frequency distribution of employees according to Education

Class \ Scale	Frequency	Percentage	Valid Percentage	Density Percentage
Post-Baccalaureate	0	0.00	0.00	0.00

Bachelor's degree	28	25.46	25.46	25.46
Master	75	68.18	68.18	93.64
Doctor	7	6.36	6.36	100.00
Total	110	100.00	100.00	-

Source: researcher self-findings

Among the various educational degrees, master's degree holders constitute a significant majority at 68.18% among the employees. On the other hand, employees with a Doctoral degree account for approximately 7% of the total.

Table 5. Frequency distribution of employees according to work Experience

Scale / Class	Frequency	Percentage	Valid Percentage	Density Percentage
1 To 5 years	37	33.64	33.64	33.64
6 To 10 years	59	53.64	53.64	87.28
11 To 15 years	10	9.09	9.09	96.37
16 To 20 years	4	3.63	3.63	100.00
Total	110	100.00	100.00	-

Source: researcher self-findings

The provided table illustrates that approximately 53.64% of employees possess experience in the range of 6 to 10 years. Conversely, only a minor percentage of employees possess experience falling within the 16 to 20-year range.

Table 6. Frequency distribution of employees according to having a Second Job

Scale / Class	Frequency	Percentage	Valid Percentage	Density Percentage
Don't have 2nd job	110	100.00	100.00	100.00
Have a 2nd job	0	0.00	0.00	100.00
Total	110	100.00	100.00	-

Source: researcher self-findings

DETERMINING THE REGRESSION MODEL OF ORGANIZATIONAL FACTORS AND PERFORMANCE LEVEL

To explain the relationship between the variables included in the first hypothesis of the research and the performance level of the employees, determining the regression model is necessary at the beginning of the subsequent analyses. The first hypothesis of the present research is: there is a significant relationship between organizational factors (promotion and progress, nature of work, salary and working conditions) and their performance level.

Table 7. The results of multiple correlation coefficients in the regression model

Correlation coefficient (R)	The coefficient of determination (R^2)	Modified coefficient of multiple determination (Adj $_R$)
(a) 0.689	0.474	0.458

a Predictors: Constant, Promotion and progress, Nature of work, Salary, Work conditions.
b Dependent Variable: Performance level.

The value of the standardized multiple explanation coefficient is (0.458), which indicates 45% variability in the dependent variable by means of linear regression.

Table 8. Results of analysis of variance

Scale / Variables	Sum of Squares	Degrees of Freedom	Average of Squares	F	Significance level
Regression	28.378	4	7.095	39.301	(a) 0.000
Residual	16.247	106	0.181	-	-
Total	44.625	110	-	-	-

a Predictors: Constant, Promotion and progress, Nature of work, Salary, Work conditions.
b Dependent Variable: Performance level.

The significance level of the analysis of variance test is less than 0.05, which indicates the significance of the effect of at least one of the independent variables of the organizational factors in the regression model. To find out more precisely and clearly, we refer to the next table, the results of the coefficients of the regression model.

Table 9. The results of regression model coefficients

Scale / Variables	B	Standard error	Partial Correlation Coefficient of (β)	T	Significance level
Constant	-0.043	0.279	-	-0.154	0.878
Promotion progress (X_1)	0.156	0.063	0.185	2.469	0.015
Nature of work (X_2)	0.265	0.095	0.173	2.532	0.013
Salary (X_3)	0.511	0.061	0.621	8.316	0.000
Work conditions (X_4)	0.065	0.056	0.076	1.157	0.250

a Dependent Variable: Performance level.

The significance level of all variables except for the physical conditions of work and the constant value is less than 0.05. As a result, the following regression model shows the relation among the independent variables:

$$y = 0.15 X_1 + 0.26 X_2 + 0.51 X_3$$

According to the beta partial correlation coefficient, the independent variable of salary and benefits plays the most significant role (partial correlation) with a value of 0.62 on employee performance. The partial correlation coefficient of the promotion and progress variables and the nature of work is 0.18 and 0.17, respectively, which is not a significant value.

CORRELATION ANALYSIS

We applied the Pearson correlation test to gauge the extent of connection between variables and evaluate their significance (Freedman, Pisani, & Purves, 2007). The initial sub-hypothesis posits that there exists a significant correlation between organizational factors (promotion and progress, nature of work, salary, and working conditions) and the performance level. The subsequent correlation analysis was conducted to elucidate the linkage between organizational factors and job performance.

Examining the relationship between the first hypothesis (organizational factors) and level of employee performance

Table 10. (P.C) test results between organizational factors and employee performance level

-	-	Performance level	Organizational factors
Performance level	Pearson Correlation coefficient	1	0.697(**)
	Significance level	-	0.000
	N	110	110
Organizational factors	Pearson Correlation coefficient	0.697(**)	1
	Significance level	0.000	-
	N	110	110

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

Based on the significance level of the above Pearson test, which is less than (0.05), we conclude that there is a significant relationship between the organizational factors (promotion and progress, nature of work, salaries, and wages, working conditions) of Ghazni University employees and their performance. And according to the value of the correlation coefficient (0.697), it can be said that the intensity of this relationship is strong and direct.

For more information, clarity and complete understanding of the effects of the first hypothesis, each of the four components included in this hypothesis will be analysed separately below:

1. There is a relationship between promotion and advancement and their performance level.

Table 11. (P.C) correlation test analysis between progress/ promotion and employee performance level

-	-	Performance level	Progress/ promotion
Performance level	Pearson Correlation coefficient	1	0.575(**)
	Significance level	-	0.000
	N	110	110
Progress and promotion	Pearson Correlation coefficient	0.575(**)	1
	Significance level	0.000	-
	N	110	110

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

The significance level of the above Pearson test is less than (0.05). We conclude that there is a meaningful relationship between the progress and promotion of Ghazni University employees and their performance. And considering the value of the correlation coefficient (0.575) which has moderate intensity and direct direction, we conclude that with the progress and promotion of university employees, their performance level also increases.

2. There is a Relationship Between the Nature of Work and their Performance level.

Table 12. correlation test analysis between the nature of work and the level of employee performance

-	-	Performance level	Nature of work
Performance level	Pearson Correlation coefficient	1	0.333(**)
	Significance level	-	0.001
	N	110	110
Nature of work	Pearson Correlation coefficient	0.333(**)	1
	Significance level	0.001	-
	N	110	110

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

The significance level of the above Pearson test is less than (0.05), so there is a significant relationship between the nature of university employees' work and their performance. And considering the value of correlation coefficient (0.33) which has low intensity and direct direction, we conclude that by creating appreciation and respect, favourite job and creativity and initiative in the job, the performance level of employees will also increase significantly.

3. There Is a Relationship Between Salaries and Their Performance Levels.

Table 13. (P.C) test results between salary and employee performance level

-	-	Performance level	Salary
Performance level	Pearson Correlation coefficient	1	0.674(**)
	Significance level	-	0.000
	N	110	110
Salary	Pearson Correlation coefficient	0.674(**)	1
	Significance level	0.000	-
	N	110	110

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

Based on the significance level of the above Pearson test, which is less than (0.05), we conclude that there is a significant relationship between the salaries of university employees and their performance. And according to the value of the correlation coefficient (0.674), it can be said that the intensity of this relationship is relatively strong, and its direction is also direct, in other words, with the increase/decrease in the salary of the university commanders, their performance level also shows a significant increase/decrease.

4. There Is a Relationship Between Working Conditions and Their Performance Level.

Table 14. (P.C) test results between work conditions and employee performance level

-	-	Performance level	work conditions
Performance level	Pearson Correlation coefficient	1	0.192(**)
	Significance level	-	0.063
	N	110	110
work conditions	Pearson Correlation coefficient	0.192(**)	1
	Significance level	0.063	-
	N	110	110

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

The significance level of the Pearson test is greater than (0.05). We conclude that there is no significant relationship between the working conditions and their performance at the 95% confidence level. But at the 93% confidence level there is a significant relationship between the working conditions of employees and their performance. And considering the value of the correlation coefficient (0.19) which has a weak intensity and direct direction, we conclude that with the increase of changeability in programs, suitable comfort and sports facilities, suitable health conditions and resting place and the satisfactory location of the university, the level of performance of the university employees also shows a relatively significant increase.

DETERMINING THE REGRESSION MODEL OF GROUP FACTORS AND PERFORMANCE LEVEL

To explain the regression model of group factors which includes the variables included in the second sub-hypothesis: there is a relationship between group factors (supervisor and colleagues) and the performance level of employees of Ghazni University.

Table 15. The results of multiple correlation coefficients in the regression model

Correlation coefficient (R)	The coefficient of determination (R^2)	Modified coefficient of multiple determination (Adj $_R$)
(a) 0.557	0.310	0.295

a Predictors: Constant, Supervisor, colleagues
b Dependent Variable: performance level

In the table 15, the value of the standardized multiple determination coefficient is (0.29), which indicates the percentage of weak variability in the dependent variable by means of linear regression.

Table 16. Results of analysis of variance

Scale / Variables	Sum of Squares	Degrees of Freedom	Average of Squares	F	Significance level
Regression	13.829	2	6.914	20.656	(a) 0.000
Residual	30.796	108	0.335	-	-
Total	44.625	110	-	-	-

a Predictors: Constant, Supervisor, colleagues
b Dependent Variable: performance level

The significance level of the analysis of variance test is less than (0.05), which indicates the significance of the effect of at least one of the independent variables of the group factors in the regression model.

Table 17. The results of regression model coefficients

Scale / Variables	B	Standard error	Partial Correlation Coefficient of (β)	T	Significance level
Constant	0.381	0.336	-	1.134	0.260
Supervisor (X_1)	0.226	0.079	0.262	2.869	0.005
Colleagues (X_2)	0.605	0.133	0.416	4.566	0.000

a Dependent Variable: performance level

According to the table 17, the significance level of the relationship variables of colleagues and supervisors is less than (0.05) except for the constant value, as a result of the above regression model is:

$$y = 0.226X_1 + 0.605X_2$$

According to the beta partial correlation coefficient, the independent variable of relationships with colleagues has the greatest role (partial correlation) with a value of (0.416) on employee performance. The partial correlation coefficient of supervisors' relationships is (0.26), which is not a significant value.

EXAMINING THE RELATIONSHIP BETWEEN THE SECOND HYPOTHESIS (GROUP FACTORS) AND THE LEVEL OF EMPLOYEE PERFORMANCE

The second sub-hypothesis is: There is a relationship between group factors (supervisors and colleagues) and the level of performance of Ghazni University employees.

In the first step, for a better understanding of the effects of the second hypothesis, we will see the Pearson correlation (P.C) test results between group factors and employee performance level, For more information, clarity and complete understanding of the effects of the first hypothesis, each of the tow components.

Table 18. Results (P.C) test results between group factors and employee performance level

-	-	Performance level	Supervisors
Performance level	Pearson Correlation coefficient	1	0.524(**)
	Significance level	-	0.000
	N	110	110
Supervisors	Pearson Correlation coefficient	0.524(**)	1
	Significance level	0.000	-
	N	110	110

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

Based on the significance level of the above Pearson test, which is less than (0.05), we conclude that there is a significant relationship between group factors (supervisors and colleagues) of university employees and their performance. And according to the value of the correlation coefficient (0.52), it can be said that the intensity of this relationship is moderate, and its direction is also direct. In other words, with the improvement of employees' group factors, their performance level also tends to improve.

For more information, clarity and complete understanding of the effects of the first hypothesis, each of the tow components included in this hypothesis will be analysed separately below:

1. There Is a Relationship Between Supervisors' Ability and Performance Level.

Table 19. Results (P.C) test between supervisors' relationship and ability and performance level

-	-	Performance level	Supervisors
Performance level	Pearson Correlation coefficient	1	0.392(**)
	Significance level	-	0.000
	N	110	110
Supervisors	Pearson Correlation coefficient	0.392(**)	1
	Significance level	0.000	-
	N	110	110

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

Based on the significance level of the above Pearson test, which is less than (0.05), we conclude that there is a significant relationship between the relationship and ability of supervisors and the performance of employees. The value of the correlation coefficient (0.39) has a low relationship intensity and a positive direction, indicating that with the increase of merit, high management ability and the appropriate approach in order to eliminate the disadvantages and shortcomings of the work done, the level of performance of the employees of Ghazni University will also improve.

2. There Is a Relationship Between the Relationships of Colleagues and The Level of Performance.

Table 20. Results (P.C) test results between colleagues' relationships and performance level

-	-	Performance level	Colleagues
Performance level	Pearson Correlation coefficient	1	0.498(**)
	Significance level	-	0.000
	N	110	110
Colleagues	Pearson Correlation coefficient	0.498(**)	1
	Significance level	0.000	-
	N	110	110

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

Based on the significance level of the above Pearson's test, which is less than (0.05), we conclude that there is a significant relationship between the relationships of colleagues of university employees and their performance. And according to the value of the correlation coefficient (0.49), it can be said that the intensity of this relationship is moderate and its direction is also direct, which means that by improving the relationships of colleagues (respecting each other's privacy, giving the necessary motivation to work, feeling the responsibility of colleagues towards their work and having a good and intimate relationship between colleagues), the performance level of employees will also tend to improve.

DETERMINING THE REGRESSION MODEL OF COLLABORATIVE MANAGEMENT AND PERFORMANCE LEVEL

We determine the regression model for the third sub-hypothesis of the research, which contains variables including the topic of participatory management.

Table 21. The results of multiple correlation coefficients in the regression model

Correlation coefficient (R)	The coefficient of determination (R^2)	Modified coefficient of multiple determination (Adj $_R$)
(a) 0.254	0.064	0.054

a Predictors: Constant, Participatory Management
b Dependent Variable: performance level

In the table above, the value of the standardized multiple explanation coefficient is (0.05), which indicates a very weak variability percentage in the dependent variable by means of linear regression.

Table 22. Results of analysis of variance

Scale	Sum of Squares	Degrees of Freedom	Average of Squares	F	Significance level

Variables					
Regression	2.874	1	1.437	6.403	(a) 0.013
Residual	41.750	109	0.449	-	-
Total	44.625	110	-	-	-

a Predictors: Constant, Participatory Management
b Dependent Variable: performance level

To the table 22, the significance level of the analysis of variance test is less than (0.05), which indicates the significance of the effect of the independent variable of participatory management style in the regression model.

Table 23. The results of regression model coefficients

Scale / Variables	B	Standard error	Partial Correlation Coefficient of (β)	T	Significance level
Constant	1.101	0.554	-	1.985	0.050
Participatory Management (X_1)	0.453	0.179	0.254	2.530	0.013

a Dependent Variable: performance level

According to the table (22), the significance level of participatory management and the constant value is less than or equal to (0.05). As a result, the above regression model is:

$$y = 1.101 + 0.453X_1$$

EXAMINING THE RELATIONSHIP BETWEEN THE THIRD HYPOTHESIS (PARTICIPATORY MANAGEMENT) AND PERFORMANCE LEVEL

Table 24. (P.C) test results between collaborative management and employee performance level

-	-	Performance level	participatory management
Performance level	Pearson Correlation coefficient	1	0.314(**)
	Significance level	-	0.013
	N	110	110
participatory management	Pearson Correlation coefficient	0.314(**)	1
	Significance level	0.013	-
	N	110	110

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

The significance level of the above Pearson test is less than (0.05), so there is a significant relationship between the collaborative management style and employee performance. The value of the correlation coefficient (0.314) has a relatively low relationship intensity and with a positive direction, indicating that by increasing the participation of employees in decisions, determining methods and methods, instructions by managers, the performance level of employees also improves.

DETERMINING THE REGRESSION MODEL OF FACTORS OF JOB SATISFACTION AND PERFORMANCE LEVEL

Now, after examining the variables one by one, we want to examine all variables related to job satisfaction with the performance level of university employees through multiple linear regression. Therefore, first we consider all the independent variables related to organizational factors, group and collaborative management style with the dependent variable of employees' performance level.

Table 25. The results of multiple correlation coefficients in the regression model

Correlation coefficient (R)	The coefficient of determination (R²)	Modified coefficient of multiple determination (Adj ᵣ)

(a) 0.828	0.686	0.660

a Predictors: Constant, Promotion & Progress, Nature of Work, Salary, Supervisor, Colleagues, Participatory Management
b Dependent Variable: performance level

Therefore, in the above table, the value of the standardized multiple determination coefficient is (0.66), which indicates is not very high percentage of variability in the dependent variable by means of linear regression.

Table 26. Results of analysis of variance

Scale Variables	Sum of Squares	Degrees of Freedom	Average of Squares	F	Significance level
Regression	30.597	7	4.371	27.108	(a) 0.000
Residual	14.028	103	0.161	-	-
Total	44.625	110	-	-	-

a Predictors: Constant, Promotion & Progress, Nature of Work, Salary, Supervisor, Colleagues, Participatory Management
b Dependent Variable: performance level

According to the table 26, the significance level of the analysis of variance test is less than (0.05), which indicates the significance of the effect of at least one of the independent variables in the regression model. To understand this issue, we refer to the next table, the results of regression model coefficients.

Table 27. The results of regression model coefficients

Scale Variables	B	Standard error	Partial Correlation Coefficient of (β)	T	Significance level
Constant	-0.469	0.403	-	-1.164	0.248
Promotion & Progress(X_1)	0.128	0.061	0.152	2.078	0.041
Nature of Work (X_2)	0.180	0.063	0.183	2.834	0.006
Salaries (X_3)	0.444	0.062	0.539	7.201	0.000
Work conditions (X_4)	0.048	0.054	0.056	0.875	0.384
Supervisor (X_5)	0.141	0.058	0.163	2.415	0.018
Colleague (X_6)	0.221	0.103	0.152	2.149	0.034
Participatory Management (X_7)	0.132	0.122	0.192	-0.687	0.011

a Dependent Variable: performance level

According to the table 27, the significance level of all variables except for the physical conditions of work and cooperative management and the constant value is less than (0.05). As a result, the above regression model is:

$$y = 0.12X_1 + 0.18X_2 + 0.44X_3 + 0.14X_5 + 0.22X_6 + 0.13X_7$$

In this part, using the information obtained from the statistical surveys, we specify the percentage of participation of each of the variables. The partial beta correlation coefficient in the significance test table of regression coefficients shows the amount of change in the dependent variable (based on standard deviation units) per change of one standard deviation in the independent variable. Based on this, the independent variable of salary and wages plays the biggest role (partial correlation) with a value of (0.53), followed by the variables of participatory management with a partial correlation coefficient (0.19), the nature of work with (0.18), supervisors with a correlation coefficient (0.16), promotion and development with (0.15), relations with colleagues with a value of (0.15), and finally, working environment conditions with a correlation coefficient of (0.05) play a role in the performance of Ghazni University employees. Based on the partial correlation coefficient, the salary variable has the most importance compared to other factors, and other factors have small partial correlation coefficients, which despite the significance of some

of them, the salary factor still takes the first place among employees with a relatively large distance compared to other factors.

EXAMINING THE RELATIONSHIP BETWEEN THE MAIN (GENERAL) HYPOTHESIS AND PERFORMANCE LEVEL

The general, important or main hypothesis of the current research is: There is a relationship between the job satisfaction of Ghazni University employees and their performance level.

Table 28. (P.C) test results between job satisfaction and employee performance level

-	-	Performance level	Job satisfaction
Performance level	Pearson Correlation coefficient	1	0.589(**)
	Significance level	-	0.000
	N	110	110
Job satisfaction	Pearson Correlation coefficient	0.589(**)	1
	Significance level	0.000	-
	N	110	110

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

Based on the significance level of the above Pearson test, which is less than (0.05), we conclude that there is a significant relationship between the job satisfaction of Ghazni University employees and their performance. But according to the value of the correlation coefficient (0.58), it can be said that the intensity of this average relationship is also direct. This means that with the increase/decrease in the job satisfaction of administrative and staff employees of Ghazni University, their performance level will also increase/decrease.

5. DISCUSSION

The exploration of motivation, satisfaction, and organizational behaviours serves to address a myriad of challenges encountered by managers and individuals within organizations. Given the pivotal role of the human resource element in organizational dynamics, it becomes imperative to undertake applied research. This research is essential for comprehensively understanding the underlying reasons for human behaviour and facilitating desirable behavioural changes under the guidance of managers. Consequently, the study of motivation, satisfaction, and organizational behaviours is positioned as a valuable pursuit in responding to the diverse array of questions and issues faced by both managers and individuals within organizational contexts.

Salaries and benefits stand out as significant organizational factors exerting a pronounced influence on job satisfaction, thereby intricately impacting overall performance. The absence of financial security, hindering the ability to meet one's living expenses and support a family at an average standard, engenders intellectual and mental conflict. This internal discord profoundly affects an individual's morale, diminishing their capacity to execute tasks accurately. Consequently, the quality of work undergoes a decline, resulting in a commensurate decrease in performance levels. Furthermore, should an employee resort to dedicating their designated rest time to secondary employment or engage in overtime due to insufficient salary, fatigue sets in. This physical weariness becomes a compounding factor negatively affecting both the quality of work and the overall performance of the employee.

The adoption of a participatory management style, characterized by inclusive decision-making processes, emerges as a pivotal factor significantly contributing to job satisfaction and, consequently, impacting employee performance. When an individual actively engages in decision-making and is accorded consideration, they perceive themselves as integral contributors to the organizational

framework. This sense of importance motivates the employee to exert their utmost effort in achieving outcomes stemming from decisions in which they played a role. This dual process, wherein the employee not only demonstrates outstanding performance in executing tasks but also experiences a sense of accomplishment upon attaining goals, fosters job satisfaction. Furthermore, this heightened satisfaction extends to positively influence the overall organizational climate and the individual's self-perception, contributing to an enriched performance dynamic within both the employee and the organization.

Employee promotion, development, and colleague relationships moderately correlate with performance. Challenges in group work arise when an individual struggles to adapt or is dissatisfied with their workgroup, impacting overall performance. Survey results indicate positive and cordial relationships within workgroups. Additionally, individuals with a clear career path and prospects of future promotion are motivated to achieve higher degrees of performance, fostering a positive work environment.

The nature of work significantly influences job satisfaction, albeit with a lower impact on employee performance. Tasks that are challenging, diverse, and encourage creativity and initiative foster enthusiasm, thereby affecting the overall performance level of employees positively. Additionally, a collaborative management style, while effective, exerts a lower intensity of influence on performance.

In the examination of the relationship between working conditions and employee performance, our study reveals intriguing disparities in findings. At a 95% confidence level, the Pearson test indicates a lack of statistical significance, suggesting that improved working conditions, encompassing facilities, a serene environment, and quality tools, do not necessarily correlate with enhanced performance. However, at the 93% confidence level there is a significant relationship between the working conditions of employees and their performance. This contradiction challenges conventional theoretical propositions, proposing that employees may not fully recognize or value these improvements. Our research posits that subjective perceptions and the complexity of individual responses contribute to this insignificance. In contrast, a separate study in Chicago found significant relationships, emphasizing the nuanced nature of this association. The divergent results highlight the need to consider contextual factors, individual differences, and the specific dimensions of working conditions in understanding the impact on employee performance. Analysis of the third segment of the questionnaire, gauging current employee satisfaction levels, reveals that solely the elements associated with the nature of work and colleague interactions surpass average satisfaction levels. Conversely, other factors exhibit satisfaction levels below the mean. This delineation suggests that most employees express keen interest in their roles and derive satisfaction from their work teams, while dissatisfaction prevails in other aspects, indicating nuanced sentiments within the workforce.

The findings of other researchers conducted on this issue still show equivalent results to some extent but different results in some factors. Mahalawat & Sharma, (2019) find that the most effective factor in job satisfacation is their position and working environment, While the result obtained from the present research shows that environmental factors and the nature of work have negligible effect on job satisfaction.

Chiang & Hsieh, (2012). find that: Employees perform better when they are condensing their ability to complete work-related tasks, while in the present research, there is no mental state evaluation factor related to job satisfaction.

On the other hand, there are more results similar to this research, such as Jufrizen, (2021), and also Ahamd & Suliman, (2021), The results of its research on the impact of salary and participatory decision-making are similar to the findings of the current research.

6. CONCLUSION

The most important results of the research are related to the results obtained from the explanation of the research hypotheses. Based on the results of the first sub-hypothesis, there is a positive and significant correlation between organizational factors (promotion and progress, nature of work, salaries and wages, working conditions) and the level of performance of administrative and staff employees of Ghazni University. In other words, by improving organizational factors and increasing satisfaction with these factors, the performance level of employees improves and increases.

Based on the results of the second sub-hypothesis, there is a positive and significant correlation between the factors of the group that includes (Supervisors and colleagues) and the performance level of Ghazni University employees. In other words, with the improvement of the group factors or the condition of the supervisors and colleagues of the employees, their performance level also tends to improve.

Considering the findings stemming from the evaluation of the third sub-hypothesis examination, there is a positive and significant correlation between the participatory management style, or we can say participatory decision-making and the performance level of Ghazni University employees.

According to the Pearson test, it is observed between the results of organizational factors, group and collaborative management style and the level of performance; They have a moderate and direct relationship with each other, which means that by increasing or decreasing the level of satisfaction with the above factors, it affects the performance level of employees, and finally, we conclude that the main hypothesis of the research or the general hypothesis is confirmed.

Centred on the outcomes of the presented hypotheses, it can be concluded; Organizational factors, group factors and collaborative management have strong (0.697), moderate (0.524) and low (0.314) effects on performance. In other words, the more employees are satisfied with these factors, the better their performance can be expected.

The author may consider conducting a more granular exploration of each organizational factor—namely, promotion, nature of work, salaries and wages, and working conditions. While the current study identified a positive correlation between these factors and employee performance, future research could delve into a more nuanced examination. Specifically, investigating the distinct components or facets within each organizational factor and their individual impact on employee performance could offer a more detailed understanding. This approach would illuminate which specific aspects within these factors exert the most significant influence on performance outcomes. Such an in-depth analysis would not only contribute to refining organizational policies but also provide actionable insights for targeted interventions to enhance employee performance in the context of academic institutions like Ghazni University.

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