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## Studying the Relationship between the Effective Factors on Employees' Performance in Iran's University and the Students' Satisfaction with regards to Employees' Performance

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### Abstract

Any organization, without careful consideration on the performance of its employees and likewise implementing effective factors on employees' performance in satisfying its client, cannot reach its goals. Therefore, the present study aims at examining the relationship between the effective factors on employees' performance in the Islamic Azad University, Mobarakeh branch and students' satisfaction. The statistical population, comprise of 111 employees who had direct contact with students and 450 students from various departments of the university, were selected randomly as research sample. Researcher made, demographic questionnaire, questionnaire of effective factors on employee performance based on ACHIEVE model and questionnaire of satisfaction with employee performance were utilize for data gathering as research tools. Multi-variable regression, variance analysis and t-test with two independent groups as well as Pierson correlation coefficient were applied for data analysis. The results of examining the hypotheses revealed that there is a positive and significant relationship between employees' ability, employees' clarity, degree of organizational support from employees, employees' motivation and willingness, manner of employees' evaluation and generally among the effective factors on employee performance and students' satisfaction. But there was no significant relation between the two factors of employees' environmental proportionality and their degree of validity with students' satisfaction. Furthermore, findings of the research exhibited that students with bachelor degree had more satisfaction than those with master degree, but there was no significant difference among male and female students, students with different majors and students of different academic terms.

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## **1. Introduction**

An organization is a social institution which has a goal and is a system that performs special activities because it has an informed structure and recognized boundaries [1]. Human force of each organization plays an important role to realize its goals. Fulfilment of tasks of the organization is the responsibility of its human force and performance of such people is as that of performance of the organization. Human resources are also considered as one of the key components of any organization to reach its objectives. Human resources help organization performance who does organizational duties and making employees' improvement [2]. Performance appraisal is necessary to select useful strategies for increasing productivity of human resource management along with productivity of employee to achieve strategic targets [3]. In an organization, clients are the most important asset as they need to be retained for future profitability. Customer satisfaction is a measure of how products and services are being supplied by a company in order to meet or surpass customer expectations, which is a key performance indicator within the business. In a competitive market place, customer satisfaction is seen as a key differentiator and a key element of business strategy [4]. Numerous studies have been conducted to investigate the effective factors on employee performance and certain factors have been recognized as important factors in each study. In case of Islamic Azad University, organizational performance is not just related to the employees and the firm but other factors are involved in too [5]. Therefore, studying employee performance and the effective factors on it and also studying the relation between these variables and satisfaction degree of those who receive services of this organization (students) is a topic that can be investigated.

Satisfaction means the experienced contentment arising from satisfying a demand or purpose [6]. It is a function of compatibility of organizational expectations with individual needs and natures [7]. Total satisfaction is the result of interaction between intrinsic and extrinsic satisfaction [8]. By students' satisfaction with employee performance in this study, that is satisfaction level of students with behaviour, speed of doing works, precision and quality of the performed task, employees' reaction, perseverance, ability and expertise of employees at the Islamic Azad University Mobarakeh branch was measured through the questionnaire of satisfaction with employee performance. This questionnaire was completed by the students who were regarded as clients in the survey.

## **2. Theoretical foundation**

Now a high number of employees and students have accumulated in the Islamic Azad University to realize the purposes of the university and there is a tangible need to receive feedback from employees' performance and students' satisfaction with performance of employees to be able to study the effective factors on employee performance and its relationship with students' satisfaction through a scientific method, modify the existing deficiencies if there is any and reinforce the positive points more than the past [9]. There are various methods to evaluate employee performance [10], but recognizing which method is the best for organization will depend on the purpose of organization, and usually to evaluate employee performance more than one method may be needed. An effective employee is a combination of a good skill set and a productive work environment [11]. In this study, to examine effective factors on employee performance, ACHIEVE model was applied. The ACHIEVE model is the solution to the motivation, production, and discipline problem [12]. The ACHIEVE model helps to provide a process to ensure goal success and helps identify why a goal was successful or unsuccessful. The ACHIEVE model was developed by Hersey and Goldsmith to assist leaders and followers in developing solutions to solve performance problems. This is a helpful model because it is easier to find faults and deficiencies in others performance but it is much more difficult to figure out why those problems exist [13]. ACHIEVE stands for Ability (knowledge and skills), Clarity (understanding or role perception), Help (organizational support), Incentive (motivation and willingness), Evaluation (coaching), Validity (procedures, practices, rules, and regulations), and Environment (outside factors) [14]. The present study assessed the effective factors on employee performance by means of the researcher self-made scale and the score that the subjects acquire shows performance level of employees in different scopes.

Shuck (2011) stated that we must help employee to participate in organization affairs as much as possible, he believed that this action can help employee increase their performance [15]. On the other way, work environment is considered as one of the key important and effective factors in improving performance and increasing employee participation [16]. (Haghi & Bohlooli, 2011) specified that two factors ability and clarity, is the most effective on gradation of human resource productivity but organization help, incentive, evaluation, rules validity and

environment are the factors that are less effective [17].

Performance management is a critical component to the development of the people within a business or organization. When a company lacks a performance management model then it will rely on the opinions of the supervisor to determine if an employee is meeting, exceeding, or not meeting performance expectations [18]. Effective performance management models will clarify job responsibilities, improve productivity, develop employee capabilities, link employee activities to organizational goals, provide a method to reward positive employee behaviour, and improve communication between supervisors and employees [19].

### 3. Methodology

#### 3.1. Statistical population and sample size:

The statistical population of this study were all 4,392 male and female students of the Islamic Azad University, Mobarakeh branch in the second semester of the academic year 2009-2010. It comprises of 111 employees who had direct contact with students and 450 students from various departments of the university were selected randomly as research sample.

#### 3.2. Data collection and tools:

Researcher self-made, demographic questionnaire, questionnaire of effective factors on employee performance based on ACHIEVE model and questionnaire of satisfaction with employee performance were utilize for data gathering as research tools. Cronbach's alpha reliability coefficient of effective factors on employee performance questionnaire and questionnaire of satisfaction with employee performance was calculated equal to 0.950 and 0.860 respectively.

#### 3.3. Data analysis:

Inferential statistics such as multi-variable regression, variance analysis and t-test with two independent groups were applied for data analysis. Results of correlation analysis with Pierson coefficient were calculated complimentarily too. Results of analysis using Pierson coefficient and regression were similar. All analyses were performed by means of SPSS software.

### 4. Result and Discussions

This research includes twelve hypotheses that are classified in three categories, hypotheses 1-8, hypotheses 9-10 and 11-12.

**Hypotheses 1-8:** There is a significant relationship between effective factors on employees' performance, ability, clarity, organizational support, incentives, evaluation, validity and environmental aspects at the Islamic Azad University, Mobarakeh branch and the students' satisfaction.

For investigating hypotheses 1-8, multi variable regression and Pierson correlation coefficient were used. The results of investigating hypotheses 1 to 8, which are exhibited in Table 1, revealed that there is a positive and significant relationship between employees' ability, employees' clarity, degree of organizational support from employees, employees' motivation and willingness, manner of employees' evaluation and generally among the effective factors on employee performance and students' satisfaction. But there was no significant relation between the two factors of employees' environmental proportionality and their degree of validity with students' satisfaction.

**Hypotheses 9-10:** There is a significant relationship between satisfaction level of students from different academic major and years, with employees' performance at the Islamic Azad University, Mobarakeh branch. For investigating hypotheses 9-10, variance analysis was applied.

Table 1. Results of regression analysis of the relationship between the effective factors on employee performance, ability, clarity, organizational support, incentives, evaluation, validity and environmental factors and students' satisfaction

Variables	Coefficient B	Beta coefficient	Standard Error	Significance
employee performance	0.920	0.320	0.183	0.000
ability	0.250	0.190	0.110	0.020
clarity	0.300	0.200	0.110	0.008
organizational support	0.360	0.270	0.080	0.000
incentives	0.320	0.270	0.060	0.000
evaluation	0.120	0.100	0.060	0.050
validity	0.110	0.080	0.090	0.200
environmental	0.040	0.030	0.080	0.590

Table 2. Results of variance analysis related to comparison of average scores of students' satisfaction from different academic majors

Resource	Sum of squares	Degree of freedom	Average of squares	Coefficient F	Significance
Academic major	5.27	5.00	1.05	1.07	0.34
Error	436.22	444.00	0.98	-	-
Total	2627.11	450.00	-	-	-

As it is shown in Table 2, coefficient F in variance analysis is equal to 1.07 but was not significant statistically ( $p=0.340$ ,  $\alpha=0.660$ ). It means that hypothesis nine is not accepted and the above relationship is not significant.

Table 3. Results of variance analysis related to comparison of average scores of students' satisfaction from different academic year

Resource	Sum of squares	Degree of freedom	Average of squares	Coefficient F	Significance
Academic year	11.89	7.00	1.69	1.74	0.09
Error	429.60	442.00	0.97	-	-
Total	2627.11	450.00	-	-	-

As it is shown in Table 3, coefficient F in variance analysis is equal to 1.74 and is not significant statistically ( $p=0.090$ ,  $\alpha=0.910$ ). It means that hypothesis ten is not accepted and there is no significant relationship between satisfaction levels of students from different academic years, with employees' performance.

**Hypotheses 11-12:** There is a significant relationship between satisfaction level of bachelor and master degrees and male and female students with employees' performance at the Islamic Azad University, Mobarakeh branch. For investigating hypotheses 11 and 12 t-test with two independent groups were applied.

Table 4. Results of t-test about comparing the average scores of satisfaction of students of bachelor degree and master

Education level	Averages	Average differences	Degree of freedom	Coefficient t	Significance
bachelor degree	2.35	0.260	448.0	2.76	0.006
master degree	2.09				

In Table 4 it is observed that average scores of satisfaction of students of bachelor degree is equal to 2.35 and 0.260 scores more than that of master students. Coefficient  $t$  in this equation is equal to 2.76 and is significant statistically ( $p= 0.006$ ,  $\alpha= 0.994$ ). It means that students of bachelor degree have more satisfaction with employees of the university than master students significantly ( $\alpha= 0.994$ ). Therefore, hypothesis eleven is not confirmed.

Table 5. Results of t-test about comparing the average scores of satisfaction of male and female students with employee performance

Education level	Averages	Average differences	Degree of freedom	Coefficient t	Significance
male student	2.15	-0.080	448.0	-0.080	0.380
Female student	2.24				

In Table 5 it is observed that average scores of female students satisfaction is more than that of male students. But coefficient  $t$  in this equation is equal to -0.080 and is not significant statistically ( $p= 0.380$ ,  $\alpha= 0.620$ ). It means that there was no significant difference among male and female students with employee satisfaction. Therefore, hypothesis twelve is not confirmed.

## 5. Conclusions

The relationship between the effective factors on employees' performance and the students' satisfaction in Islamic Azad University was studied in this research in the academic year 2009-2010. Multi-variable regression, variance analysis and t-test with two independent groups as well as Pierson correlation coefficient were used to test the hypotheses. The obtained result revealed that there is a positive and significant relationship between employees' ability, employees' clarity, degree of organizational support from employees, employees' motivation and willingness, manner of employees' evaluation and generally among the effective factors on employee performance and students' satisfaction. But there was no significant relation between the two factors of employees' environmental proportionality and their degree of validity with students' satisfaction. Furthermore, findings of the research exhibited that students with bachelor degree had more satisfaction than those with master degree, but there was no significant difference among male and female students, students with different majors and students of different academic terms. Therefore whatever the effective factors on employee performance are at a better and higher level significantly, students' satisfaction is higher and vice versa.

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