

The Impact of Some Specific Factors on Employee Satisfaction: An Empirical Study from Pakistan

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ABSTRACT

The focus of this research paper is to examine the employee satisfaction in different sector of Pakistan. The main objective of this study is to identify factors that create effect on the employee satisfaction in developing country specifically as job commitment, job loyalty, job training, rewards, working condition and relationships with coworkers. For collection of data survey technique was used and 151 respondents from different sector of Pakistan completed the questionnaires. Our sample especially consists of various employees from different sectors. We used convenience-sampling method for data collection and the data was analyzed through regression analysis. Results of this study support the literature review and developed hypotheses. According to results, there are significant relationships between job commitment, job loyalty, job training, reward and relationships with coworkers with employee satisfaction. Working condition has insignificant relation with employee satisfaction. Reliability and validity of the entire variable is very good and ideal.

KEYWORDS: Employee Satisfaction, Job Commitment, Job Loyalty, Training, Coworker Relationship

1. INTRODUCTION

In organization, the most important source is human resource. It is an essential part of the organization and the management of people is significant step of organizational lifecycle. But getting the best source is not easy. Organizations have to take some huge and innovative actions to acquire them. If employees are happy with the management they will do their best in order to achieve the best for organization. If human resource or employees are not happy and not comfortable with actions of management, it will defiantly create some problem. Executives always try to satisfy their employees. It also regard as an art to satisfy their employee. If the level of satisfaction is high it will directly increase the return of the organization and management always tries to use this art to achieve this goal.

The word satisfaction is also defined in general as “comfortable and pleasure”. Most of the people relate satisfaction with pleasure and happiness of something. In organizations employees also relate satisfaction with pleasure and ask each other that “Are you satisfied with this job?” “Are you comfortable with this work environment?” They always like to ask this question and relate this employee satisfaction with the performance of the organization.

Employee satisfaction is very important variable which helps to understand about general thinking, emotions and expectations about the workplace, job and environment of employees. So, if employee is satisfied this satisfaction will convert in its emotion and expectation which will create effect on his job. So we can say that employee satisfaction tries to fulfill someone’s need in a job (Togia et al., 2004; Rizwan et al., 2013). Employee satisfaction can also be accessed by the job requirements of the person.

Employee satisfaction also tells that how much people like their job. This research is very important for organizations and it is most study and researched field in organizational behavior (Kaplan 1996, 130). If employee is not satisfied it will create negative impact on company performance and also reason for many other disturbances (Rudman, 2003).

Satisfaction also effect by the selection of job. If employee is fully interested in his job he will put full effort to done his work. He will always try to achieve goals, which increase the firm performance and return. He will be less affected by any trouble and will not lose his motivation. In contrast if employee having no interest in its job it will be the reason of dissatisfaction and reduce the organization performance (AL-Hussami M, 2008).

If employee is satisfied in his job or work he will be more loyal and productive for his organization (Hunter & Tietyen, 1997) and further these satisfied customer will make more satisfied the organization client and customer (Koslowsky, M. & Krausz, M, 2002). The same thing said by many other researchers that satisfied employee will be the asset of the company.

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Employee can achieve satisfaction at any level and can archive full satisfaction it depends on the employee and many other factors, which vary from employee to employee and organization to organization (Miller, 2006). Many researchers said that if satisfaction is absent in its job its mean there is always chance or prediction that employee will leave the job (Alexander, Lichtenstein and Hellmann, 1997; Jamal, 1997). High ordinary type of satisfaction will found in high standard organization in social circle. Age is also put a great impact on the level of employee satisfaction.

Best assessment of the satisfaction can be done by judging different factors of the job and working environment. These types of assessment give a true picture of the employee satisfaction level. In our study, we will search the employee satisfaction by accessing different factor of job and working condition. For this purpose, we will use new model of employee satisfaction to see the impact of these factors (J.P. Wanous and E.E. Lawler 1972).

The main objective of this research is as follows:

- To check the level of employee satisfaction
- Impact of different variables that influence the level of employee satisfaction
- Impact of variables that increase the level of employee satisfaction

The scope of this study is as follows:

- This research will helpful to enhance the level of knowledge
- They can identify their level of satisfaction
- This research will helpful for different companies to see the level of satisfaction of their employees regarding various variables identified in the current study

2. LITERATURE REVIEW

Employee satisfaction

Employee satisfaction is the term which is used to explain the point of view and thinking of employees which create links with their wants, needs, and their requirements about their work. It explains how people think, feel, and observe about their jobs (specter, 1997). Employee satisfaction is a situation which arises after some experience or after some appraisal at job (Baron, R.M. and Kenny, D.A. 1986). Employee satisfaction is most studied variable in companies which relate how employees feel about their job and different characteristic of job. Employee satisfaction will tell the state that they are satisfied or unsatisfied in their job (specter, 1997). Employee satisfaction will not only occur on the basis of nature of the job it also depends on the return or contribute from the job to an employee (Hussami, 2008). We can also predict the employee satisfaction as a result of behavioral cycle; these will be occurring as a result of behavior (Thierry, 1997). In many researches it is confirmed that employee satisfaction consider as a behavioral phase of an employee towards the company (Miller, J. L. 2006).

There are many important theories in literature which are applied on employee satisfaction. One important theory which clarifies the state of employee satisfaction is “Maslow theory of need”. According to this theory people needs starts from the mental stage and reach at the end stage which is self-actualization. Many researchers use this theory as a base to approach the employee satisfaction like that (Potter field, T, 1999). Employee satisfaction also depends on different factors like achievement, promotion, bonus, relations, participation in decisions, working condition and management etc.

Job commitment

Becker, Randal, and Riegel (1995) defined the job commitment in these three context which is as follows:

- Job commitment is a positive and strong relation with job and wish to continue
- Job commitment is about to put full efforts in job to get better results
- Job commitment is about the values and employee will accept this way of life for betterment of the organization.

Commitment is a behavior and an attitude which tells that how much an employee is faithful towards the job and for organization. It is a long term cycle which tells about the employee’s loyalty and faithfulness and also their anxiety about their jobs (North craft and Neale, 1996).

North craft and Neale (1996) again defined Job commitment; it can be seen by no of factors such as:

- Routine factors (age, promotion, contribution in control.)
- Organizational factors (information about jobs, leaders, supervisors.)
- Non-organizational factors (alterative available in market)

Meyer and Allen (1991) define job commitment in three perspective model component. These are as follows:

- **Affective commitment:** Mental and Psychological relation and emotions with job.
- **Continuance Commitment:** Profit and cost analysis is there in job commitment.

- **Normative Commitment:** Real duty for attach with job and fulfill the commitment.

Job commitment has a relation with employee satisfaction. Job commitment and employee satisfaction have a strong relation in organization in comparison with other factors and there is always arguments about this relation inside and outside the organization (Williams and Hazer, 1986). Some authors suggest that there is always precursor between the job commitment and employee satisfaction (Williams and Hazer, 1986). Another researcher suggests that there is give-and-take relationship between the employee satisfaction and job commitment (Weiner, Y. 1982). Bateman and Strasser, (1984) also said that satisfaction will the cause of good commitment and involvement. Sometimes relationship between employee satisfaction and job commitment seemed very complex and differ from time to time and expectation also creates difference (Meyer, 1997).

Job commitment has direct influence on job loyalty. Loyalty is defined as the strong relationship of employee with the firms and the people of the organization. Employee wants to remain and wish to continue these relationships if there is a strong relationship (Turkyilmaz et al., 2010). It is also defined as a strong involvement in the organizational work (Wu and Norman, 2006). Chen (2006) said if employee is satisfied there will be job commitment between them and this strong relation will create strong loyalty and involvement in the organization. It will also create a effectiveness in the whole organization (Chen, 2006).

After the study of literature review, we propose the following hypothesis relation of independent variable with dependent variable.

H1. Job commitment has positive impact on employee satisfaction.

H2. Job commitment has positive impact on job loyalty.

Job loyalty

In general term loyalty will be defined as an employee or person motivation and attachment for some specific things. We can say this thing as an important part of life with element of duty and for any reason (Encyclopedia Britannica, 1998). Loyalty also defined as an attitude of employee in organization (Meyer & Allen, 1991). Loyalty will motivate the employee to stay and will be the wish of employee to work for this organization (Solomon, 1992). This practical study shows that employee loyal is the indication which shows the employee satisfaction will be the result of the job loyalty it also shows that there is positive relationship between these two variables. It will directly influence the employee satisfaction (Turkyilmaz et al., 2010; Soler, 1998; Chen, 2006). If there is low loyalty towards the job employee will be less satisfied and will try to switch another job. If employees have a good loyalty towards the jobs and for organization it means they are much confident about his job and it will create a positive impact on employee satisfaction (Turkyilmaz et al., 2010; Soler, 1998; Chen, 2006).

Loyalty also state as a psychological state of the employee and it also tells the relationship with organization. It is all about the employee involvement and attachment in job which increase the employee satisfaction (Allen and Grisaffe, 2001; Wu and Norman, 2006). If loyalty is found in employee its mean there is satisfaction in job (Mathieu and Zajac, 1990). Loyal employee will work for organization with honesty and will follow the organizational goals and values to increase the productivity of the organization (Mathieu and Zajac, 1990).

After the study of literature review, we propose the following hypothesis relation of independent variable with dependent variable.

H3. Job loyalty has positive impact on employee satisfaction.

Job Training

Training is very important factor in contribution towards employee satisfaction. Most of the firms conduct training about their work and jobs to gives better knowledge about their work to their employees. After training employees are in better state to do his work (Price J.L, 2001). Training purpose is to give excellence in employees work and training in also helpful for better understand the work which they have to done in organization. Training will also helpful for employees to understand the culture and environment of the firm. Training will also helpful to increase their right (Shields and Wheatley, 2002; Schmidt, 2007a, b).

According to Landy (1985) defined training as an increase in positive and effective attitude toward job and also gives chances to build a strong carrier which will increase the employee satisfaction in organizations. Melymuka (2000) also said that training increase the employee satisfaction and have positive influence in employee satisfaction.

Another researcher said that training is the best way to recognize the opportunities which are best for employees and it will also increase the employee satisfaction (Blum and Kaplan, 2000). Training will be the result of increase in employee satisfaction and employees will think that their company is investing in them so they have to give better return to them (Jun et al., 2006). Another researcher Meyer, J.P. & Allen, N.J. (1997) also suggest that training can enhance the employee efficiency which has a positive influence in employee satisfaction. When training program is conducted by firm employee will be more confident about their jobs (Jun et al., 2006).

After the study of literature review, we propose the following hypothesis relation of independent variable with dependent variable.

H4. Training has positive impact on employee satisfaction.

Rewards

Rewards are the key factor that is related to the employee satisfaction. Employee satisfaction can be result of various features of job such as pay, promotion, relationships within organization and all these features known as reward (Opkara, 2002). Reward is the main key element to increase the satisfaction of the employees (Turkyilmaz et al, 2011). If companies develop the reward system for their employees it will increase the satisfaction level of the employee (Coomber and Barriball, 2007). Many researchers link reward of employee to the company's success (Maurer, 2001).

If employee will get some reward on his achievement and on some good work it will motivate him more and will increase his satisfaction regarding the job and also for organization (Turkyilmaz et al, 2011). McAfee et al. (1995) defined as "Reward is directly correlated with employee satisfaction which will decide the company success. If there is no reward inside the organization it will demotivate the employee and his satisfaction will be low for his job (Al-Aameri, A.S. 2000). In contrast, if reward is there employee will be more satisfied and will do his duty more actively. Another researcher Kim, S. (2009) also relate the reward with employee satisfaction, he says that employee will be more satisfied with different reward on different time. If there is any biasness in the reward system it will be the result of dissatisfaction of the employees. He or She will be notice this differentiation that they are not treating equally and judgment is not on fair basis. They are not getting the right amount of work what they are doing fairly and with honesty. Then he will try to switch another company in absence of satisfaction (Turkyilmaz et al, 2011). Those employees who do not effort well for organization will not be compensating with reward because they are not qualified for reward. Executive has to do take some steps to encourage them so they can get good reward according to their work (Kim, S. 2009). From the literature review, we propose the following hypothesis relation of independent variable with dependent variable.

H5. Rewards have positive impact on employee satisfaction.

Working Conditions

Working conditions are very important factors on job for employee satisfaction. These factors can be pleasant environment, ventilation, lighting, temperature, working hours, gatherings and work space. These conditions have direct influence on employee satisfaction (Khan et al, 2011). Employee performance will be increase if environment is good for him (Voordt, 2003). According to Voordt (2003) working conditions defined as "There are lots of factors which influence the employee work environment such as loud sound, humidity and work load if employee is disturbing with these factors it will reduce his efficiency in work and will also reduce the motivation for the work. This situation will reduce the employee satisfaction due to disturbance." If these factors provide by the companies, this will increase the employee satisfaction (Ceylan, 1998).

Working place should be good for employees to increase satisfaction. If working place is good positive feelings will be produced which increase the employee satisfaction and employee performance (Voordt, 2003). If there is not proper working place in the organization it will affect the performance and satisfaction of the employees and it will also create a job stress for the employees (Chen, Silverthorne, 2008). In case of job stress it will only increase the burden of the job and will reduce the employee satisfaction of employees (Chen, Silverthorne, 2008). If there is an open environment in the organization it will increase the satisfaction of employees but it will also affect the privacy of the employees (Voordt, 2003). Many researches profess that working conditions is important elements for employee satisfaction (Herzberg, 1968; Spector, 2008). Some research paper has shown that working conditions have much influence on case of low satisfaction of employees (Carol W. Ellis 2005). Based on literature review, we propose the following hypothesis relation of independent variable with dependent variable.

H6. Working condition has significant impact on employee satisfaction.

Relationship with coworkers

This relationship is very important for employees in organization. This relationship involves different people at any level of organization which can be peers, supervisors, subordinates and managers are also called coworkers. These relationships are very important in employee performance and increase the productivity of the firm (Mathieu and Zajac, 1990). If there is good relationship between the employees it will directly influence the satisfaction of the employee. Satisfied employee will work more effectively and increase turnover of the company. So we can say that organization performance mostly depends on the relationships between coworkers (Khan et al., 2011; Lambert et al., 2001; Padilla-Velez, 1993). These good relationships will directly influence the decisions in the organization and the actions the managers (Khan et al., 2011; Lambert et al., 2001; Padilla-Velez, 1993). If management and supervisor will give value to the employee work and encourage him, this will increase the employee satisfaction (Khan et al., 2011; Lambert et al., 2001; Padilla-Velez, 1993).

Manager or supervisor should introduce some best policies in order to achieve high relationships between coworkers. These policies will be the result of the good relationships between the coworkers inside the organizations (Robert and Anegelo, 1995; She-Chang Lin and Jennifer Shu-Jen Lin, 2011). Some other researchers also accept this that relationship impact is positive between the coworkers and organization performance (Robert and Anegelo, 1995; She-Chang Lin and Jennifer Shu-Jen Lin, 2011).

Relationship prediction is not easy inside the organization. There is high probability of changes in relationships according to situation and time to time. So there is high chances in organization that employee can be affected by some negative relation or some jealousy between the coworkers. It is common phenomenon inside the organization. There are always chances of negative relations of coworkers that will affect the satisfaction of employee and will affect organizational performance (Lankau, M.J. and Scandura, T.A. 2002). Based on literature review, we propose the following hypothesis relation of independent variable with dependent variable.

H7. Relationships with coworkers have significant impact on employee satisfaction.

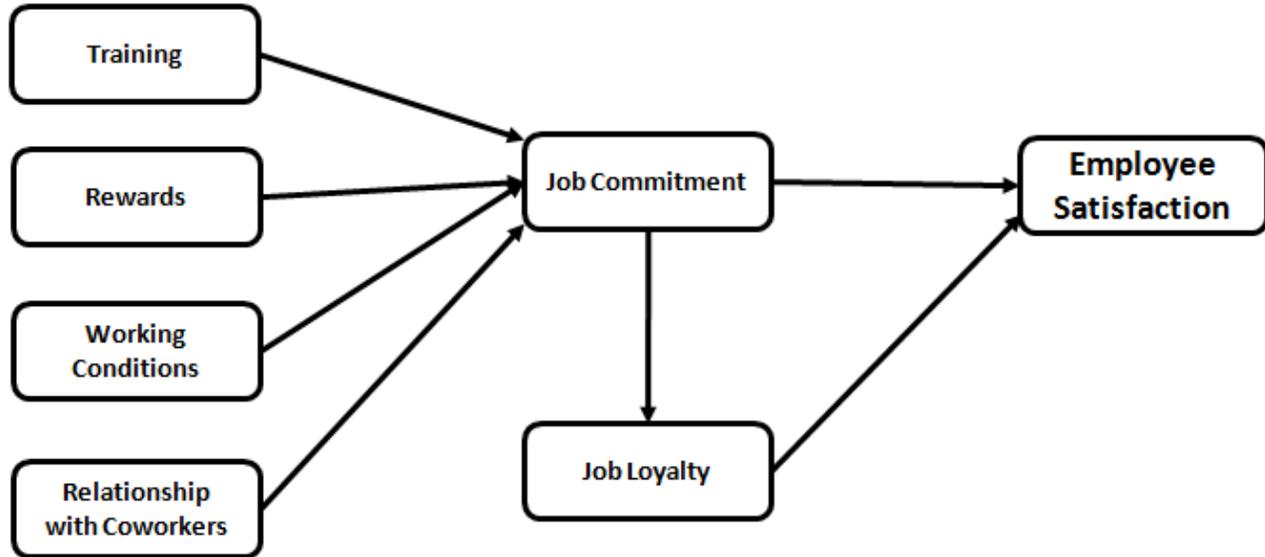


Figure 1: Proposed Model of Employee Satisfaction

3. RESEARCH METHODOLOGY

The nature of latest research is descriptive research. The definition of descriptive research is “This research is used to explain some situation, some event or anything in the world which is interesting for researcher.” Descriptive research is used to explain or describe the existing situation with some scales and proofs instead of using judgments and perception about the situations (Creswell, 1994). Descriptive research is mainly used for the confirmation of newly developed model or hypotheses. These hypotheses will reflect existing situation. Researchers used this research to explain present phenomenon and will kept focus on past research with modern thinking.

Sample & Data

The main purpose of this study is to examine the current situation of different variables on employee satisfaction. We select the sample from different sector in Pakistan. This study is purely conducted on employees of different sectors. We select the sample of 151 employees from the total population for data collection and to check their responses with the research variables. For this purpose, we developed a self-administrated questionnaire and get it filled from right respondent for true results.

For data collection, we used the practice of non-probability sampling which also known as convenience sampling. This technique is usually used to cover a large no of area and large no of population to see the overall impact of variables in short time.

Before collection of the data and filling the questionnaire, we made some conditions for our selected sample, which is as follows:

- They should be employee of some organization
- Respondent should belong to Pakistan
- At least 5 respondents from every sector of Pakistan

Our sample should have these conditions to participate in self-administrated questionnaire. It will reduce the biasness in result and increase the reliability of the results. We select our sample from different sectors of Pakistan. The response rate of respondent was 90 percent, which is ideal rate and increases the reliability of the results. The respondents of the current study were mostly employee of middle level and low level in organization hierarchy. The survey was conduct through personal visit.

Measurement scales

The scales of each variable are taken from previous researches. The questionnaire contains two sections.

Section 1: It contains personal and demographic information of different respondents. This information is all about gender, age, income, education and status.

Section 2: it contains the question about employee satisfaction in any organization. This section includes latent variables, which are basic part of the current study. These variables are employee satisfaction, job commitment, job loyalty, job training, rewards, working condition and relationships with coworkers. We developed this section with the help of past literature and structured questionnaire. The main variables of the model and there references are given in table1.

Table 1: Variable and References

No	Variables	Reference
1	Employee satisfaction	(Churchill et al., 1974)
2	Job commitment	(Meyer and Allen, 1991)
3	Job Loyalty	(Chen et al., 1998)
4	Training	(Chen et al., 1998)
5	Reward	(Roberts, 2005)
6	Working Condition	(Roberts, 2005)
7	Relationships with Coworkers	(Kabir, 2011)

Procedure

The structured questionnaire was distributed among the 160 respondent in Islamabad, Lahore, Bahawalpur, Multan, Faisalabad, and Karachi. The entire respondents were selected on their willingness and on their convenience. These respondents were also fulfilling the characteristics of above mentioned. Firstly we explain the whole criteria and all questions to the respondent to their conveniences and easiness for filling the questionnaire. We select 151 questionnaires for further procedure and reject the 9 questionnaire for some confusion or incomplete response. After collection and arranging the questionnaires, we entered the data into SPSS for final analysis and results.

Reliability and Validity Analysis

Reliability is the internal consistency of different items measuring a common variable, while validity refers to the degree, by which a scale is measuring what it really supposed to measure (Hair et al., 1998). The reliability and validity of the measurement instrument was tested using reliability analysis, principal component analysis and confirmatory factor analysis. The reliability analyses showed that all the constructs were reliable with Cronbach’s alphas were greater than the recommended level of 0.7 (Hair et al. 1998). For discriminant validity, the results of Principal component analysis showed good internal consistency with Eigen values over 1 and all the factor loading are greater than 0.8 that indicates all the items were manifesting the relevant construct to which they were supposed to belong. The results of Confirmatory factor analysis showed an excellent measurement model fit, with all GFI and CFI values are greater than 0.9 (Arbuckle, 2006). The results of reliability and validity are given at Table 2.

Table 2: Reliability and Validity Analysis

Construct	Alpha	Goodness of Fit Index	Items	Factor Loading
Employee Satisfaction	0.78	GFI = 0.92 CFI = 0.95	Item 1	0.82
			Item 2	0.86
			Item 3	0.84
			Item 4	0.85
			Item 5	0.87
Job Commitment	0.83	GFI = 0.95 CFI = 0.97	Item 1	0.91
			Item 2	0.88
			Item 3	0.89
			Item 4	0.84
Training	0.81	GFI = 0.91 CFI = 0.92	Item 1	0.84
			Item 2	0.82
			Item 3	0.87
			Item 4	0.83
Rewards	0.85	GFI = 0.94	Item 1	0.87

		CFI = 0.91	Item 2	0.85
			Item 3	0.81
			Item 4	0.86
			Item 5	0.87
			Item 6	0.82
Relationship with Coworkers	0.76	GFI = 0.91 CFI = 0.94	Item 1	0.82
			Item 2	0.85
			Item 3	0.84
			Item 4	0.82
Working Conditions	0.83	GFI = 0.95 CFI = 0.94	Item 1	0.86
			Item 2	0.84
			Item 3	0.87
			Item 4	0.85
			Item 5	0.88
Job Loyalty	0.8	GFI = 0.95 CFI = 0.94	Item 1	0.91
			Item 2	0.84
			Item 3	0.88
			Item 4	0.85
			Item 5	0.9
			Item 6	0.92

4. RESULTS AND ANALYSIS

Profiles of the respondents

Table 3 shows the demographic information of the respondents, these respondents selection was according to our requirements and specifications.

Table 3: Profiles of the Respondents

Variables	Category	Frequency	Percentage
Gender	Male	88	58.3
	Female	63	41.7
Age	15-20 years	1	0.7
	20-25 years	53	35.1
	25-30 Years	29	19.2
	30-35 Years	33	21.9
	35-40 years	6	4.0
	above 40 years	0	0
Income	below 15000	19	12.6
	15000-25000	15	9.9
	25000-35000	16	10.6
	35000-45000	35	23.2
	45000-55000	38	25.2
	Above 50000	28	18.5
Education	Matriculation	8	5.3
	Inter	5	3.3
	Bachelor	15	9.9
	Master	69	45.7
	MS/M. Phil	41	27.2
	PHD	13	8.6

Hypothesis testing

Job commitment, Job Loyalty and Employee Satisfaction

The regression results of the study shows that there is significant relationship between job commitment and the job loyalty with ($\beta=0.465$) and ($p=0.000$) and significant relationship between job commitment and employee satisfaction with ($\beta=0.475$) and ($p=0.000$). According to these results, there is a positive relationship between job commitment and job loyalty and between job commitment and employee satisfaction. These results confirm that job commitment contribute more than 46% variation in the construct of job loyalty and more than 47% variation in the construct of employee satisfaction that enable us to validate H1 and H2.

Job loyalty and Employee Satisfaction

The regression results of the study of shows that there is significant relationship between the job loyalty and employee satisfaction with ($\beta=0.288$) and ($p=0.000$). The construct of Job loyalty contribute more than 28% variation in the construct of Employee satisfaction and the current study validate H3.

Training and Job Commitment

Regression analysis of employee satisfaction model shows that there is significant positive relationship between training and the job commitment with ($\beta=0.145$) and ($p=0.003$). These results confirm that the construct of Training contribute more than 14% variation in the construct of Job commitment and validate H4.

Rewards and Job Commitment

According to the regression results of the study, there is a significant positive relationship between Rewards and Job Commitment with($\beta=0.429$) and ($p=0.000$). That means, more than 42% variation in the construct of Job commitment is due to Rewards and validate H5.

Working condition and Job Commitment

While considering the significant between Working conditions and Job commitment, the current study did not find significant relationship between Working conditions and Job commitment with ($\beta=0.005$) and ($p=0.553$). Based on these results, the current study rejects H6.

Relationship with coworkers and Job Commitment

The regression results of the study of shows that there is significant relationship between the relationship with coworkers and the job commitment with ($\beta=0.173$) and ($p=0.014$) and validates H7.

Table 4 summarizes the regression results of the study and Figure 2 shows the graphical presentation of the research model results.

Table 4: Regression Results

Hypoth esis	Model variable	Estimate	S.E	Sig	Results
H1	Satisfaction ← job commitment	0.475	0.067	0.000	
H2	Job loyalty ← job commitment	0.465	0.062	0.000	Supported
H3	Satisfaction ← Job loyalty	0.288	0.078	0.000	Supported
H4	Job commitment ← training	0.145	0.181	0.003	Supported
H5	Job commitment ← reward	0.173	0.088	0.014	Supported
H6	Job commitment ← working condition	0.005	0.072	0.553	Not Supported
H7	job commitment ← relationships with coworkers	0.071	0.071	0.000	Supported

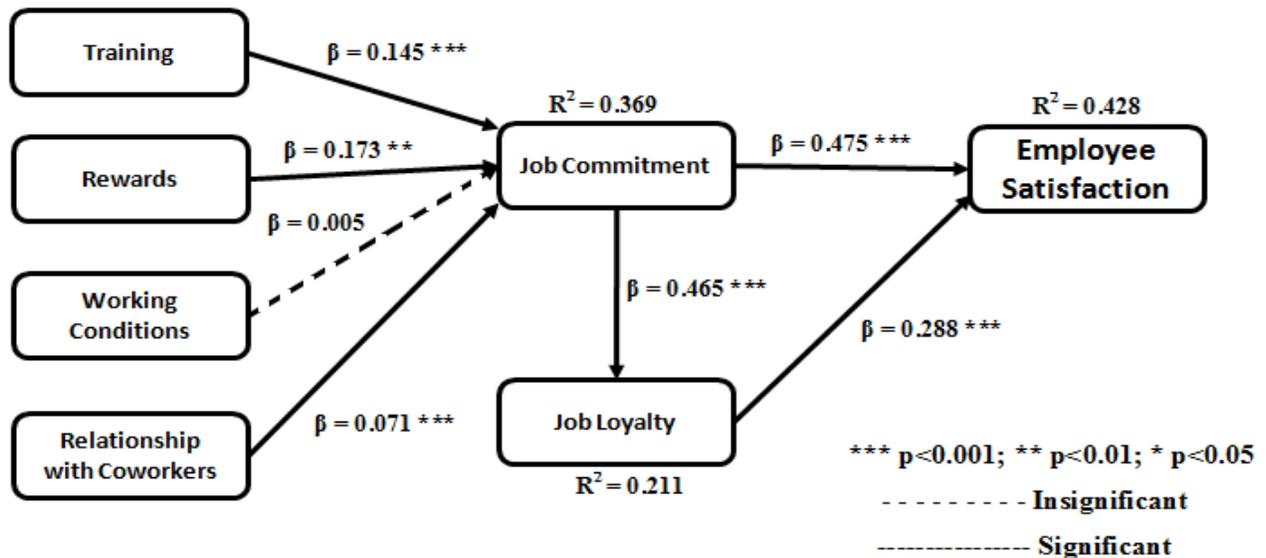


Figure 2: Research Model Results
5. DISCUSSION AND CONCLUSION

The main purpose of the study is to examine the relationship of job commitment, Job loyalty, job training, reward, working condition, relationship with coworkers towards the employee satisfaction level. Employee satisfaction is the main variable of this study which is affected by some specific factors as specified above this section. The literature review of all variables based on the previous theories of some known and qualified researchers. The model is truly developed by us but the basis was taken by these researchers studies of Dailey and Kirk (1992), Ting (1997), Boyt et al. (2001), Shields and Wheatley (2002). After developing hypothesis on the basis of literature review in this study we develop a self-administrated questionnaire on the basis of previous published studies and qualified researches. For collection of data survey was done and online facility was used by us. We distributed 160 questionnaires in Pakistan and from these 151 questionnaires were selected for final analysis. This study is truly based on employees from Pakistan.

This study supports the result of the hypothesis. Results show that employee satisfaction has influenced by some specific factors. Employee thinking, perception, feelings, have much influence on satisfaction inside the organization. Employee will perceive his satisfaction by expectations of job and organization.

Training has positive impact on employee satisfaction. It has significant relation and impact on employee satisfaction. Employee will more satisfied in presence of training. In training, organization have to teach them about their jobs and organization culture. It will create confidence in employees and they will do their work with full interest it will create a positive influence as hypothesis result shows.

Reward is main element in satisfaction and important construct in model. If this element is absent in employee life he will not work for them. He will switch to another company defiantly. Companies should make a good reward system for employees to make more involvement and attachment in job. This system will more satisfied the employee and will create a positive influence on the satisfaction of the employee. Reward should be based on fair judgment and on full effort of the employees. As result, shows that reward will create a significant impact on the employee satisfaction. Reward system should be based on individual performance not in totality.

In our study working condition found a least impact full factor in model. Its contribution in employee satisfaction is very low. Employees have no concern with conditions of working environment. Working condition has an insignificant effect on employee satisfaction.

Relationship with coworkers is also very important factor. This factor contribution in satisfaction is essential for employees. In absence of this employee will be negatively affected by other coworkers. If employee has no interaction with other employee it will create bad image of this employee and they will always do those thing which will harmful for this employee. So it will be varying from time to time and organization to organization. But in general its impact is positive and perdition is easy about this factor.

Job commitment is the combination of different factor specifics as training, reward, working condition and relationship with coworkers. All these factors have contribution in job commitment except working condition. In presence of these factor employee will be committed to the organization and towards his job. If employee is committed with his job it will create a positive impact on satisfaction of employee. Job commitment has a significant relation in our study. Organizations should look up the steps, which will enhance the relation with satisfaction.

Job loyalty is about attachment with his job. Loyalty has a positive impact on employees. Loyalty will be occurring if employee is committed with his job and organization. Loyalty will be the result of commitment. After creation of loyalty it will create a positive impact on employee satisfaction. Employee will be more attached with his job and his performance will be positively influenced the organizational performance. It has a significant relation with satisfaction. The variation in results can be due to change in work, social circle, expectations and country.

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