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EMPLOYEES' JOB SATISFACTION AND RETENTION IN SAUDI ARABIA

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ABSTRACT

The study aimed to determine relationship between job satisfaction and employees retention. The study was conducted at Dallah Al Barakah Holding Company to understand their employees satisfaction level included their intention in working with their company. The quantitative and qualitative study was piloted used self-designed questionnaire. The population was 1000 employees and 26 respondents were selected based on random sample method which worked on managerial and non-managerial positions to complete the questionnaire. The result showed the employees had good satisfaction level. However, a significant dissatisfaction results found in two factors which were compensation and benefits and career development that main reasons encouraged the employees to resign from their company. Dallah Al-Barakah Company should improve the satisfaction level and retained employees with salary structure and ensure there is equity in compensation distribution.

CCS CONCEPTS • Insert your first CCS term here • Insert your second CCS term here • Insert your third CCS term here

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INTRODUCTION

Satisfied workers are successful key to the organization since job satisfaction is company success backbone. Therefore, job satisfaction become one important agenda topics which company management are paying attentions. Job satisfaction is general attitude which result from any specific attitude such as specific job factors, individual characteristics and group relationship outside the job [1]. Job satisfaction is defined as pleasurable emotional state resulted from job appraisal [2]. Job satisfaction is reflected how much any person is satisfied and contented with their job [3].

The employee satisfaction level increases resulted in more returns to the organization [4]. Job satisfaction is viewed on one side which employee's positive and negative feeling toward their job and their feeling whether like or dislike their job [5]. Furthermore, the employees who are happy and satisfied with their jobs are more dedicated towards their work and always put their effort to improve their customer satisfaction [6].

The employer is responsible for retaining their employees. Employee retention is defined as technique adopted by business to remain an effective workforce which met their operational requirement [7]. The employees resignation lead the organization need more time, other resources and money to hire new employees in training them for work performance. The retention is driven by several factors such as organizational culture, communication, strategy, compensation and benefits, flexible work schedule and career development [8]. The study purpose to determine relationship between job satisfaction and employees retention

METHODOLOGY

This study targeted population was Dallah Al-Barakah Holding Company which was private multinational company owned by Sheikh Saleh Kamel who started a small business in Riyadh. Total population was 1000 employees which random sample used was 26 respondents consists of male and female who were in managerial and non-managerial positions.

An extinctive research was conducted to provide most valid and reliable job satisfaction and employees retention questionnaire which distributed to 26 respondents. The questionnaire used contained close ended and open ended questions and divided into three parts. All 34 statements were measured on 5-point scale that determine agreement level which varied from strongly agree, agree neither agree nor disagree, disagree and strongly disagree.

Meanwhile, secondary data was collected from scholarly journals, website and articles which had been used to create literature review. The primary data were collected through self- designed questionnaire.

Result And Discussion

Result

In Table 1, there were 13 respondents aged between 20 years and 30 years and only 3 respondents (12%) were aged more than 50 years old. In this study,

65% of respondents were male and only 9 respondents (35%) were female respondents. Besides, 13 respondents (50%) had tenure less than 5 years and 9 respondents (35%) had tenure more than 10 years. Meanwhile, 18 respondents (69%) were married and 8 respondents were single.

Table 1: Description sample characteristics

Characteristic	Total	Percentage
Age		
20-30 years	13	50
31-40 years	4	15
41-50 years	6	23
>50 years	3	12
Total	26	100
Gender		
Male	17	65
Female	9	35
Total	26	100
Tenure		
<5 years	13	50
5-10 years	4	15
>10 years	9	35
Total	26	100
Marital status		
Married	18	69
Single	8	31
Total	26	100

In Fig. 1, 44% respondents were agreed and 27% respondents were answered neither on the organizational culture. Based on this result showed more than 60% respondents were satisfied with organizational culture of company.

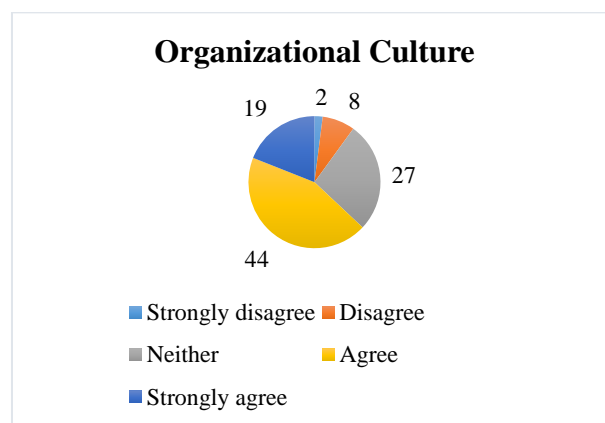


Figure 1: Organizational culture

In Figure 2, an average of 36% respondents agreed and 18% respondents were strongly agreed with job requirement. Meanwhile, 7% respondents strongly disagreed and 22% respondents answered neither in job requirement.

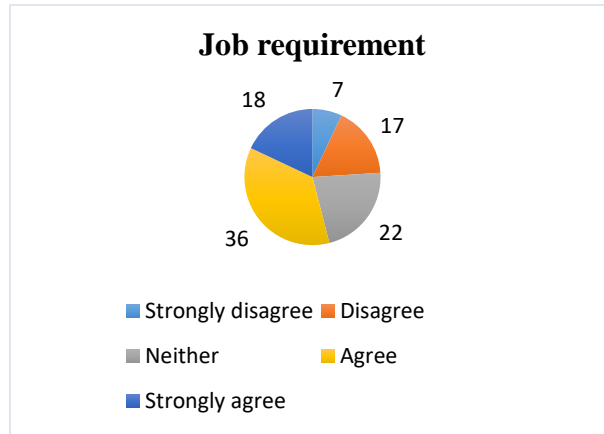


Figure 2: Job requirement

Based on Figure 3, in job requirement, there were five statements included 1) the job requirement were clear; 2) the job is stressful, 3) job made good use of skill and abilities, 4) respondents felt challenged in their jobs and 5) respondents were satisfied with their workload. Based on Figure 3, higher percentage was detected with agreement responses and higher disagreed were found in statement with job was stressful which 58% respondents found the job was stressful.

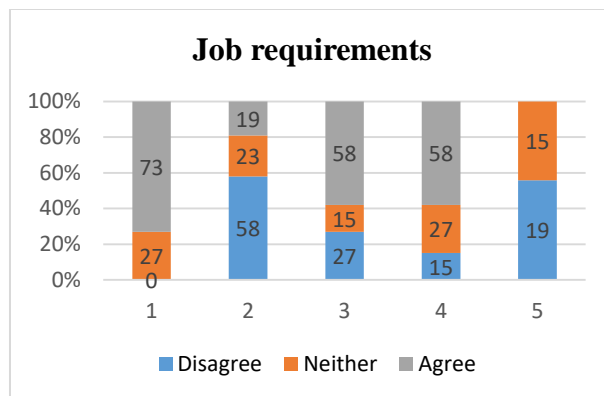


Figure 3: Total respondent for each statement of career development factor.

Meanwhile, third factor on compensation and benefits system in company included 5 statement 1) The salary met respondent needs; 2) The salary was comparable to other employees' salaries with same education level; 3) respondents was get paid for overtime; 4) Respondents was rewarded for effort quality; 5) Respondents were satisfied with employee benefits offered by company. An average of 31% respondents answered neutral and 27% respondents answered strongly disagreed on compensation and benefit system in the company. Based on these result showed most respondents were not satisfied with compensation and benefit in company as shown in Figure 4.

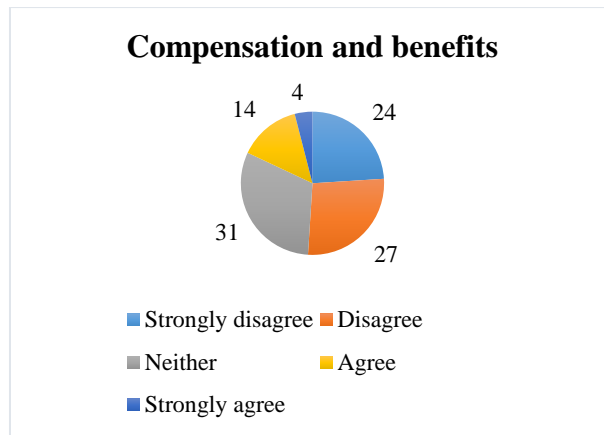


Figure 4: Compensation and benefits.

Besides, fourth factors were employee’s relationship which included 2 statements 1) Good communication with their senior manager and 2) good communication with colleagues. In this question, no respondents was disagreed and most respondents were positive about this factors since 46% respondents were strongly agree and 8% respondents were neutral as shown in Figure 5.

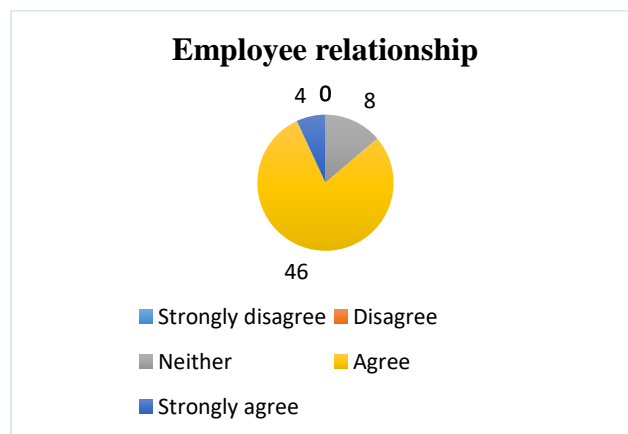


Figure 5: Employee relationship.

The fifth factors was employees engagement included 3 statements 1) Involvement in decision making; 2) employees received enough information from management on company events; 3) company always update on issues that affected employees. There were 36% respondents agreed and 18% respondents were disagreed on employee engagement as shown in Figure 6.

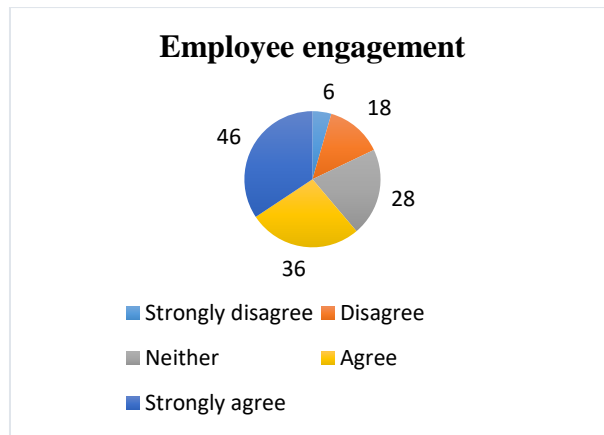


Figure 6: Employee engagement.

Furthermore, sixth factor was career development included 7 statements: 1) opportunity to seek advice from experienced employees; 2) Employee was satisfied with evaluation and feedback; 3) Employee was satisfied with promotion opportunities in the company; 4) Employees received training to perform their job duties; 5) Employees was provided opportunities for career development and growth; 6) task assigned to employee help them in professional growth and 7) their job helped improve the skills and learning. There were 37% respondents were agreed and 12% respondents were strongly agreed on career development as shown in Figure 7 and Figure 8. High disagreement responses were detected for third statement which employees were satisfied with promotion opportunities in the company. Total 58% respondents were not satisfied with the promotions.

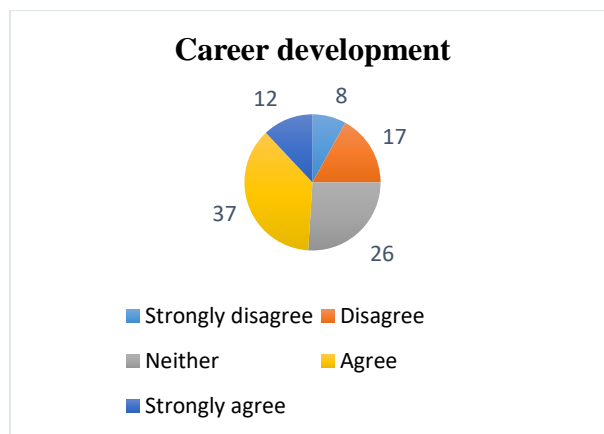


Figure 7: Career development.

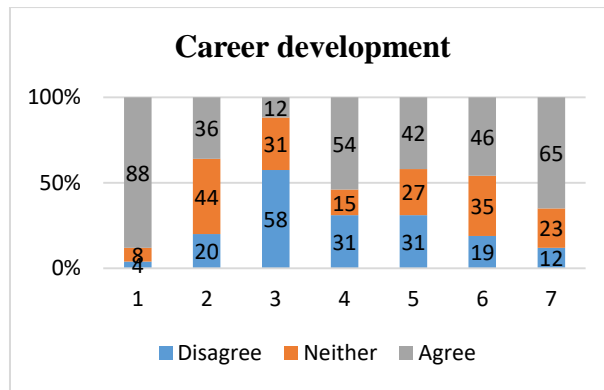


Figure 8: Total respondents for each statement of career development factor

There were six factors was retention statement which included 1) Employees looked for new position inside the company; 2) employees for job outside company; 3) employees were satisfied with current job and had strong commitment to the job.

In Figure. 9, the combination answers showed 31% respondents were looking for new job position inside the company and 38% were not looking to find new position inside the company. Meanwhile, 38% respondents were looking for new job outside the company and 46% were not willing to leave the company. Overall satisfaction statement, 50% respondents were satisfied with their current job and only 12% respondents were not satisfied. Besides, fourth statement was whether respondents were committed to their job, 69% respondents committed and only 4% respondents answered no commitment to their job.

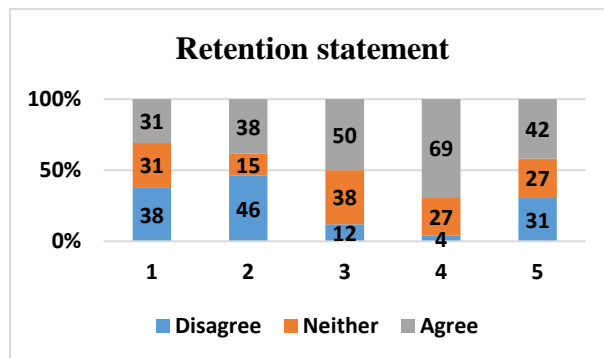


Figure 9: Retention statement.

Meanwhile, Fig. 10 showed total respondents who aged more than 50 year old were satisfied with their current job while 67% respondents who were aged between 41 years and 50 years were satisfied with their current job position.

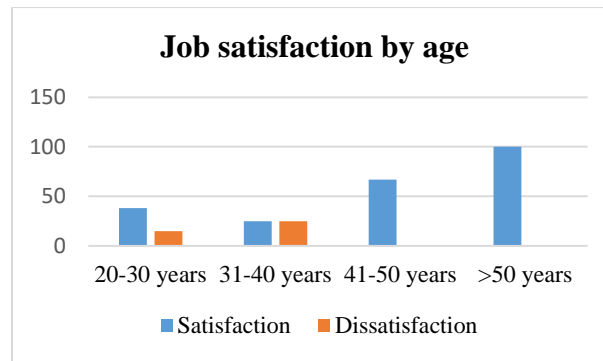


Figure 10: Job satisfaction by age

Meanwhile, 67% respondents who had worked more than 10 years were satisfied with their current job, 75% of respondents who had been worked between 5 years and 10 years were satisfied and 31% respondents who worked for less than 5 years were satisfied with their current job.



Figure 11: Job satisfaction by tenure.

DISCUSSION

In additions, the respondents claimed their satisfaction with their job due to security, good reputation and salary with overtime allowance, long tenure in working with company, cooperation between employees in divided work, mutual respect between employees and manager capability to distribute work between employees. The equal respect to the work privacy and job nature is challenging which help in improve the learning.

Furthermore, the low salary and no position promotion and stress job contributed to respondents in finding new job. The position was not related to the employees specialization which employees did not contributed their skills and abilities. The dishonest manager also contributed to unfair and equity in decision making. The manager did not distinguish between commitment and har working employee who had more working experience in job and new hired employee who had no working experience. Moreover, new hired employee were obtained higher salary than qualified and experienced employees.

The result showed respondents who aged more than 50 years old were satisfied with their current job and less respondents in young ages showed

their less satisfaction toward their job. Hence, age also contribute important role in job satisfaction and older employees were more satisfied than younger employees.

The respondents who had been worked more than 5 years were more satisfied than respondents who worked less than 5 years. The reason for their satisfaction was their long years working with company and gained more working experience. Therefore, tenure was played role in providing satisfaction to the employees.

Therefore, there was correlation between job and tenure and overall satisfaction which concluded senior employees who had more working experience and aged more than 40 years which more satisfied and loyal to the company.

Meanwhile, there were 10% respondents were dissatisfied with organizational culture which was good indicator for the company. The employees mentioned that satisfied due to mutual respect between employees.

High disagreement was found on one job requirement component which was stressful. There were 58% claimed hat their jobs was stressful and high stressful lead to low satisfaction level and contributed to job resignation. Besides, high respondents were dissatisfied with compensation and benefit system in their company. Most respondents claimed low salary compared to their colleagues with same education level contributed to dissatisfaction. In additions, high salary among new hired employees than qualified and experienced employees also leads to job resignation.

In this study, the result also proved there was good relationship between employees and their managers. The corporation between the employees in divided the work and manager capability to distribute the work between employees equally with respect to the work privacy.

Most respondents agreed that their engagement in decision making and obtained information related to their department or personal issues. Besides, high respondents were satisfied with career development in the company. However, most half respondents were dissatisfied about promotion offered by the company. The company provided self-development for the employees and increased their loyalty level. The employees who resigned from the company due to there was no growth and promotion or salaries increment even for experienced employees. In additions, some respondents claimed that their new job finding due to develop their skills and knowledge. Higher respondents was not looking for new positions inside the company.

The employees in Dallah Al-Barakah company had good satisfaction level. Their satisfaction in their job were due to low salaries had received compared to other colleagues and their workload, stress and lack of promotion and growth opportunities. Hence, if employees were satisfied with these factors would had no intention in finding new job outside their company.

CONCLUSION

In conclusion, the employees had moderate satisfaction level. Based on six job satisfaction factors, employees were satisfied with organizational culture, job requirement, employees engagement and relationship. Meanwhile, the employees were dissatisfied with compensation and benefits system and their career development. Most employees were dissatisfied with salary structure, promotion and growth opportunities which were main reasons for job resignations. Besides, there was relationship between job satisfaction and age since older employees had high satisfaction level and high tenure also contributed to job satisfaction.

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