

PERFORMANCE AND JOB SATISFACTION OF EMPLOYEES AS WELL AS CUSTOMERS SATISFACTION AFFECT BY ORGANIZATIONAL ENVIRONMENT – AN APPLIED STUDY ON GUMHOURIA BANK, LIBYA

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Abstract

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This study conducted on Gumhouria Bank and dealing with the role played by the organizational environment on performance and functional satisfaction of the employees. The relevant effect on the customer's satisfaction indicate that the various elements of the organizational environment have effect on the functional performance and satisfaction of the customers. For raising performance and achieving satisfaction of the employees and customers, elements should be taken into consideration and improvement thereof and solving the problems encountering them.

The relationship between the organizational environment and the functional performance is progressive and positive. Whenever the organizational environment increases, the functional performance increases, which, in turn, affects the functional satisfaction degree with the employees. The results indicated effect of the organizational environment on the customer's satisfaction with the banking services provided. This may be resulting from the effect of organizational environment on the job performance and satisfaction (positive or negative) which, in turn led to achieving satisfaction or dissatisfaction of the customers.

performances, organizational environment, job satisfaction, customers satisfaction

1 INTRODUCTION

1.1 Concept of performance

Job performance It represents a need for an employee to perform his work which leads to reach the desired success according to the adoption of the conditions and standards set (Alharari, M., 2012).

1.2 Concept of organizational environment

Some defined the organizational environment as a group of characteristics that describe the organization and distinguish it through certain of time, affect on the behavior of the employees working in it (Alsherbeeni, P, 1997).

1.3 Concept of satisfaction

Job satisfaction is positive emotional state that arising from the employee's work or practical experience, and result in job satisfaction from the realization of the extent to which employee work provides the things that he or she considers important (Hareem, H., 2013).

2 OBJECTIVES

2.1 Study problem

The importance of recognizing what is the nature of the current organizational environment with its different dimension at any private or public

organization for the sake of assuming policies that could consolidate the positive aspects, modify the negative aspects and upgrading the psychological health for its employees and their spirits to be reflected positively on realizing the organization aims and satisfying the individual and collective desires. The goals of any organization are not to be achieved except for the employees enjoy the organizational affiliation, and this is will not be achieved except for the professional satisfaction for the employees towards their organization that they are belonging to, and this is in turn will not be achieved except for solving the problems that they face and creating an organizational environment contribute in achieving study aims.

The observers to the general environment in Libyan commercial banks in general and especially Gumhouria bank touch existing problems and difficulties facing achieving the aim of its establishing, among problems the employees performance is not satisfactory, the reason, is not providing the organizational environment that could improve the performance, the study problem could be summarized in the main question " what are the employees directions towards the current organizational environment and what is the effect on their performance and their professional satisfaction – finally what is the reflection on customers satisfaction during the presented bank services.

2.2 Study objectives

The aims of study are represented as follows:

1. Analyzing the current organizational environment and its effect on the performance and the employees professional satisfaction.
2. Determining the type of the relation between the organizational environment and the performance, job satisfaction.
3. Determining the effect of the organizational environment on the customers satisfaction to the bank services.

2.3 The study importance

The importance of this study is arose from the following points:

1. It helps the responsible inside the bank to identify of the employees directions toward the organizational environment and its affect on their performance and job satisfaction.
2. It helps in explaining the employees organizational behavior from one side, and the possibility of the predicting in the future from other side.
3. The study helps in exposing the factors and difficulties that cause the weakness of satisfaction toward the alternation of the current organizational environment and focus on its importance.

2.4 Hypotheses of the study

1. The job performance standard depends on the current organizational environment.
2. The organizational environment has its effect on the employees satisfaction through its effect on their performance.
3. The organizational environment has an effect on the customers' satisfaction through the effect on the employees' performance.

3 METHODS AND RESOURCES.

3.1 The applied study:

It will be run on Gumhouria bank (the public administration), as a random sample with a percent of 30% will be taken from the original staffs that include (434) employees, on this, the sample size is (130) employees.

As regards the customers, the sample size represents (385) customers as per the following equipment: (Darwish, B., 2005).

How to determine the size of a sample search

When the volume of society large (or unknown to the searcher) is the appropriate random sample size as follows:

$$n = \frac{(Z_{\gamma})^2}{4e^2},$$

where:

Z_{γ}They value corresponding to the level of confidence required.

e Symbolizes the magnitude of error.

Drawing on ($Z_{0.95} = 1.96$), and the amount of error: ($e = 0.05$), have been identified random sample size is appropriate for this research as follows:

$$n = \frac{(Z_{\gamma})^2}{4e^2} = \frac{(1.96)^2}{4 \times (0.05)^2} \approx 385.$$

And the collecting data will be depended on the following methods:

- * Questionnaire: (Almanae, M., 2007).
- * The interviews.

3.2. The used statistics method:

It will be used to connect the elements of different organizational environment as independent alternations with the subordinates alternations which measure the performance and satisfaction of the employees in Gumhouria bank, such as:

- Mathematical Average (Mean)
- Standard Deviation
- P-Value
- Pearson Correlation
- (T-Test).

3.3 The society and the selected sample

It is represented in all the employees in Gumhouria bank in their different administrative and executive levels, and regarding the selected sample in the study, it includes some employees in Gumhouria bank, public administration, this bank was chosen because it is the biggest & oldest commercial bank in Libya.

3.4 The study limits

The study deals with the organizational environment with its different elements and its effect on the employees professional performance and satisfaction and the effect on the customers. So each of the following will be studied: (Al-saffar, A., 2009).

- The organizational environment with its different elements (organizational, materialistic, spiritual, psychological and the environmental elements).
- The job performance is the effort outcome that is exerted by the employee inside the organization for the sake of a certain aim.
- The job satisfaction is a result of what extent the person satisfies his need through what he occupies from jobs and to what extend he satisfies his aims and ambitions.
- The customer's satisfaction is a result of the desires satisfaction through presenting the different bank services.

4 RESULTS AND DISCUSSION

After analysis of the data, the researcher reached the following results:

1. The environmental elements come in the first rank in effect on the functional performance. The value of average response of the hypothesis study sample individuals was (3.99). Whereas the (P-Value) (0.00) is less than the indicative value ($\alpha = 0.05$), thus indicating that the average response thereof is statistically (moral), as indicated in Tab. I. This is attributed to the fact that environments elements have large effect on the functional performance. This necessitates for the Bank to adapt and acclimatize with the surrounding environmental requirement to achieve the customer's satisfaction.
2. The organizational elements come in the second rank in effect on the functional performance, as

the value of average response of the hypothesis study sample individual was (3.85). Whereas the (P-Value) is (0.00) is less than the value level ($\alpha = 0.05$), this indicates that the average response of the hypothesis study sample individuals as statistically indicative (moral), as indicate in Tab. II.

This is attributed to the attention of the bank for the Bank for the following aspects:

- a) The functions / posts of the employees are specified by clear method, as per a sound organizational structure pattern.
- b) Job description (duties and responsibility of this person performing the job) include the responsibility of the employees for maintaining the customers.
- c) There is a clear system for the Administrative Communications between all Administrative and Functional level.
- d) The employees stress the necessity for authorizing power for the efficient employees to achieve the objectives.
- e) The employees know the responsible person for decision-making.
- f) The supervision scope as specified in a very clear manner for all superiors and employees, as would lead to understanding the employee's conditions and approaching them, and solving the problem which may encounter them.
- g) The employees of the Bank endeavour and want to bear the responsibility. This confirms their desire for necessary authorizing power thereto.
- h) The work units in the bank are distinguished by clarity of relations between them (coordination).
- i) There is a feeling with the employees for concentration of decision-making power at the Higher Administration level, as may effects the level of functional performance and satisfaction, as they endeavour and want to bear the responsibility.
- j) Decision-making depends on strong caution to obtain maximum efficiency.

The results also indicated certain aspects ungiven due attention by the Bank, such as follows:

- a) The Bank Management does not explain the work policies and procedures very clearly to all employees.

I: The average answers of the hypothesis study sample individuals, the standard deviation, T-Value and statistical indicator

Average answers of Hypothesis study sample individuals	Standard deviation	T-Value	Statistical Indicator (P-Value)
3.99	0.628	16.654	0.000

II: Shows the average answers of the hypothesis study sample individuals, the standard deviation, T-Value and statistical indicator

Average answers of Hypothesis study sample individuals	Standard deviation	T-Value	Statistical Indicator (P-Value)
3.85	0.551	16.280	0.000

III: Shows the average answers of the hypothesis study sample individuals, the standard deviation, T-Value and statistical indicator

Average answers of Hypothesis study sample individuals	Standard deviation	T-Value	Statistical Indicator (P-Value)
3.34	0.524	6.885	0.000

IV: Shows the average answers of the hypothesis study sample individuals, the standard deviation, T-Value and statistical indicator

Average answers of Hypothesis study sample individuals	Standard deviation	T-Value	Statistical Indicator (P-Value)
3.03	0.679	0.537	0.593

- b) The employees do not participate in specifying the general policies and the objectives to be achieved.
- c) The leadership pattern in the Bank does not give attention to knowing the needs of the employees, or encourage the employees exerting further efforts.
3. The positive and negative material and moral elements come in the third rank in effect on the functional performance, as the value of average response of the hypothesis study sample individuals was (3.34). Whereas the (P-Value) is (0.00) is less than the indicative level ($\alpha = 0.05$), this indicates that the average is statistically indicative (moral), as indicated in Tab. III.

This is attributed to attention of the Bank for the following aspects:

- The wage (salary) element represents an important element for creating impetus for the employees.
- The Bank provides special system for insurances on the employees (additional income, compensation for work injury, etc.).
- Easy obtainment of leave as needed.
- The negative incentive system (for example, deprivation of salary, allowance and provision) is applied accurately, for achieving the relevant objective. If the employee commits mistake once during his work, he should be punished.
- The understanding of work groups for the behavior of each other would lead to achieving the objectives, i.e. the employees. Deem this element important for the functional performance and satisfaction.

The results also indicated certain aspects enliven due attention by the Bank, such as follows:

- The promotion system is uncorrelated with the performance efficiency.
 - The individual does not very often obtain gratuities and incentives exceeding threat and criticism.
 - The responsible persons do not give cultural, social and recreational care to the employees.
4. The psychological elements come in the fourth rank in effect on the functional performance, as the value of average response of the hypothesis study sample individuals was (3.03). Whereas the (P-value) is (0.593) which is larger than the

indicative level ($\alpha = 0.05$), this indicates that the said average response is statistically unindicative / moral, as indicated in Tab. IV.

This is attributed to the fact that the Bank does not give attention to the psychological elements.

Therefore, the results came as follows:

- Despite unattention of the Bank to the psychological elements, the individuals feel proud of belonging to the Bank.
 - A feeling prevails among the employees that the provision of the management is not suitable always but needs discussion.
 - The management does not give attention to the humanistic aspect and feelings of the individuals.
 - The spirit of participation is not prevailing for bearance of the responsibility for planning, organizational and implementation between the supervisors and subordinates.
 - The individuals are much concerned with their personal interests.
 - There is no attention to the desires and needs of the employees.
5. The relationship between the organizational environment and the functional performance is progressive and positive. It was found that the value of correlation co-efficient equals (0.704) and the (P-Value) equals (0.000). This value is moral at ($\alpha = 0.05$), i.e. whenever the organizational environment increases, the functional performance increases, which, in turn, affects the functional satisfaction degree with the employees. The results were as follows:
- The Bank experts all its efforts for improving the services for the customers.
 - Follow-up of the problems and mistakes as may occur to the customers and finding the suitable solutions would lead to maintaining the customers and attracting new customers.
 - The efforts of the responsible persons should be coordinated for marketing the Banking services for providing more beneficial services.
 - The employees feel work pressure for continual attempt for improving the individual and collective performance.
 - The management believes that performance will increase, if satisfaction with work is achieved for the employees.

- f) The bank encourages the collective efforts for improving the Banking services, making them as indicator for measuring performance.
- 6. The results indicated effect of the organizational environment on the customer's satisfaction with the banking services provided. This may be resulting from the effect of organizational environment on the job performance and satisfaction (positive or negative) which, in turn led to achieving satisfaction or dissatisfaction of the customers.
- 6-1 Cases of satisfaction with the Banking Services provided:
 - a) Existence of satisfaction that the used forms for performing the services are suitable for providing best services to the customers, which are simple and clear.
 - b) Existence of satisfaction that the lighting in the Bank is sufficient.
- 6-2 Case of dissatisfaction with the Banking Service provided:
 - a) Existence of satisfaction with the available working time for the customers.
 - b) Existence of dissatisfaction with the service level, and the Bank shall exert all its efforts for providing the best services.
 - c) Existence of dissatisfaction with the elements of time spent in performing the services, as the employees in the Bank spend longer time, until finalizing the provision of service.
- d) Existence of dissatisfaction with the place of work (the method of providing the services).
- e) Existence of dissatisfaction with the regulators and procedures applicable in the bank, unaiming at facilitating the provision of banking services.
- f) Existence of dissatisfaction with the method of solving the problems occurring between the employees and the customers.
- g) Existence of dissatisfaction with treatment of the employees to the customers, as the treatment of certain employees is improper and would encourage on continual dealing with the Bank.
- h) Existence of dissatisfaction with the conditions for performing the service, and some deem them difficult.
- i) Existence of dissatisfaction with the service mixture (kind of services) especially regarding electronic services.
- j) Existence of dissatisfaction with the situation that the customers cannot have other accounts with other Banks at the same time.
- k) Existence of dissatisfaction with certain surrounding physical conditions of the site of providing the service, such as temperature degree, ventilation, seats for the customers, guiding boards and procedures indicating to the customers the steps for finalizing the service, and providing car parking places near the Bank.

SUMMARY

The aim of this study as to analysis organizational environment and it is effect on job performance and satisfaction on the employees as well as customers satisfaction. For this aim, the study was run on the employees and customers of Gumhouria bank. The study depended on the questionnaire which was distributed on both employees and customer. The study was depended on number of hypothesis, and the most important one was that job performances depend on organizational environment which has effect on employees' satisfaction that will come at the end to effect on customers' satisfaction.

The most result has been found here in this study are environmental elements come in first rank according to affecting job performances. Then factors affecting job performances, organization, material, moral and psychological elements. Moreover, the results show that relationship between organizational environment and job performances is a positive progressive relation. Also, organizational environment has effect on customers' satisfaction when they get services from the bank.

According to our result, some recommendation have to be mentioned here, the most import one is improve the organizational environment which could positively improve bank services.

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