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FACTORS RELATED TO JOB SATISFACTION OF ACADEMIC STAFF IN SRI LANKA INSTITUTE OF ADVANCED TECHNOLOGICAL EDUCATION (SLIATE)

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ABSTRACT

The purpose of this study was to investigate the factors related to job satisfaction of academic staff in SLIATE in Sri Lanka. Job satisfaction of academic staff is very important because of, it is directly affected to produce quality students. Job satisfaction was considered as the dependent variable, and job satisfier factors (work itself, achievement, recognition, responsibility, and advancement) and job dissatisfier factors (salary, promotion, organization policy, supervision, and working condition, Interrelationship and job security) were considered as the independent variables. The researcher randomly selected 100 academic staff in SLIATE for this research study. One questionnaire was used to collect the data from the academic staff. Respondents were asked to indicate their level of job satisfaction on five point likert scale as the scaling method. The measurement scale for independent and dependent variables were "interval". The data was analyzed using Statistical Package for Social Sciences (SPSS) Version 16. Mean Score and Standard deviation were used for Univariate analysis and correlation and simple regression were used for bivariate analysis. Multiple regression was used to multivariate analysis. The Hypotheses were tested using the Pearson Product Movement Correlation Coefficient(r), beta value (β) and p value. The result indicated that academic staffs of SLIATE are dissatisfied with their job. Work itself, recognition and organizational policy are the highly significant and correlated factors on job satisfaction of academic staff. Other factors have also affected on job satisfaction, the correlations are stronger. All together these factors have explained 53.8% of job satisfaction of academic staff.

KEYWORDS

job satisfaction, job satisfier factors, job dissatisfier factors, SLIATE.

1. INTRODUCTION

Job satisfaction is a positive emotional response towards the various aspects of job resulting from what the employees want and value from their job. It is closely associated with different work attitudes, behaviors and outcomes. The evidence suggests that job satisfaction improves productivity, reduces turnover, increases retention, improves morale, and enhances creativity (Brown & Mitchell, 1993). It is closely associated with life satisfaction, job performance, organizational commitment, job involvement, physical and mental health, absenteeism, turnover, labour problem, labour grievances (Buitendach & De Witte, 2005). Meanwhile many research findings suggest that dissatisfaction has an effect on many aspects of work life such as productivity, morale, quality of work, retention, absenteeism, turnover, and tardiness (Brayfield & Crockett, 1955; Griffeth, Hom, & Gaertner, 2000; Herzberg, Maunser, & Snyderman, 1959; Spector, 1997; Tack & Patitu, 1992). Job dissatisfaction can be costly to institutions in regards to recruiting, training, and length of learning curves (Brown & Mitchell, 1993).

Therefore, the employers of organizations pay close attention to the subjective well-being of their employees. However, some employees report being satisfied with their jobs, while others express lower level of job satisfaction. Satisfied employees tend to be more productive and committed to their jobs (Al-Hussami, 2008).

Sri Lanka Institute of Advanced Technological Education is one of the most important institute in Sri Lanka (SLIATE). It is functioning under the Ministry of Higher Education. This institution produce diploma holders those who are middle level officer. Some of diploma courses have three year duration and some courses have four year periods. Those are Higher National diploma in Engineering, Accountancy, English, Information technology and etc.

The job satisfaction of the academic staff of SLIATE is very important because of, it's crucial to achieve the institutional objectives and it directly affects to produce quality students. If the academic staffs are unhappy it leads to inefficient lecturer delivering, underutilization of the lecturer time period, absenteeism, turnover, and low organizational commitment. Ultimately, these factor influence on student performance and organizational performance. Therefore, it is very important to understand the level of job satisfaction and the factors affecting to job satisfaction.

In this study, job satisfaction, the dependent variable is viewed as a unitary concept even though it has many dimensions, namely psychological, economical, physiological, and environmental that brings out satisfaction in the work place. Twelve factors: achievement, responsibility, recognition, advancement, work itself, salary, job security, working condition, institutional policies, promotion, interrelationship and supervision are independent variables. Of these twelve dimensions, the first five are termed and viewed as the "intrinsic or job satisfier factors," while the last seven are termed the "extrinsic or job dissatisfier factors" by the researcher.

This study will make a number of contributions to SLIATE policy makers, present academic staff and the future ones. The study will help SLIATE's top management to understand which factors that affect academic staff job satisfaction and hence respond accordingly so as to improve on institutional stability. Furthermore, the study hopes to provide a concrete context for discussions about what can be done to ensure the regeneration of academic staff capacity and, by extension, intellectual life that will enable this institution to discharge its mandates with the requisite levels of quality. Theoretically, the study will prompt more researches in the area having contributed to literature and methodology of such future studies. The study will make useful contributions to the conceptual and theoretical studies for other researchers; and provides insights for employment policy formulation processes for SLIATE. The study further replicates previous researches into the usefulness of attractive terms of service for SLIATE academic staff.

1.1 OBJECTIVES OF THE STUDY

In this study contain the following objectives;

- To determine the level of job satisfaction among academic staff at SLIATE.
- To determine the factors influencing job satisfaction among academic staff at SLIATE.
- To determine the significance of each factor on job satisfaction?

2. LITERATURE REVIEW

2.1 JOB SATISFACTION

Most researchers conceptualize job satisfaction as cognitive, affective and evaluative reactions towards their jobs. Some researchers define job satisfaction in terms of feeling, attitudes and beliefs. Robbins (2002) defines job satisfaction as a subjective measure of worker attitudes, that is, an individual's general attitudes to his or her job. Olsen (1993) defines job satisfaction as the positive emotional response to a job situation resulting from attaining what the employee wants and value from the job. Henne and Locke (1985) support this definition and explain it as an emotional response to a value judgment by an individual worker.

Staples and Higgins (1998) said, employee satisfaction is generally perceived as the scope of the work and all the positive attitudes regarding the work environment. According to Küskü (2003) employee satisfaction reflects the degree to which the individual's needs and desires are met and the extent to which

this is perceived by the other employees. Gruneberg (1979) concludes that since people spend a great amount of their time at work, an understanding of the factors involved in their satisfaction at work is important for improving their well-being.

Locke (1976) mentions the common aspects of JS such as 'work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, company and management'. Later research has shown that these different aspects can be arranged according to two dimensions: an intrinsic versus an extrinsic one (Spector, 1997). Extrinsic satisfaction refers to satisfaction with aspects that have little to do with the job tasks or content of the work itself, such as pay, working conditions and co-workers. Intrinsic satisfaction refers to the job tasks themselves (e.g. variety, skill utilisation, autonomy). According to Luthan (1995), the dimensions of JS are Present job/the work itself, Present Pay, Opportunities for promotion, Supervision on present job, People on present job.

According to Tietjen and Myers (1998) Herzberg's Two-Factor Theory has developed as a result of his inquiry about the attitudes of employees. Herzberg developed two distinct lists of factors. One set of factors caused happy feelings or a good attitude within the worker, and these factors, on the whole, were task related. This intrinsic set of factors is called motivators and these include recognition, achievement, growth (possibility of growth), advancement, responsibility, and work itself.

The other grouping is primarily present when feelings of unhappiness or bad attitude are evident, and these factors are not directly related to the job itself, but to the conditions that surround doing that job. The other group of factors, Herzberg called hygiene factors (extra-job factors). These include salary, interpersonal relations – supervisor, interpersonal relations – subordinates, interpersonal relations – peers, supervision – technical, company policy and administration, working conditions, factors in personal life, status, and job security.

2.2 JOB DISSATISFIER FACTORS

2.2.1 SALARY

Salaries and wages play a significant role in determining the level of job satisfaction irrespective of the level of position that an employee holds in the organization. John (1992) suggests that satisfaction and pay have a positive interrelationship.

2.2.2 PROMOTION

Grobler, Warnich, Carrell, Elbert, & Hatfield, (2002), define promotion as "the reassigning of an employee to a higher-level job. A promotion indicates an employee's worth to the organization which is highly morale boosting. Ellickson and Logsdon (2002), with municipal government workers where satisfaction with promotional opportunities was found to be positively and significantly related to job satisfaction.

2.2.3 ORGANIZATION POLICY

Organizational structure and organizational policies play an important role in establishing an environment which is conducive to job satisfaction. Teck Hong and Waheed (2011) found that company policy had significantly and positively associated with satisfaction.

2.2.4 SUPERVISION

Supervision forms a pivotal role relating to job satisfaction in terms of the ability of the supervisor to provide emotional and technical support and guidance with work related tasks (Robbins, Odendaal, & Roodt, 2003). Research demonstrates that a positive relationship exists between job satisfaction and supervision (Koustelios, 2001; Peterson, Puia & Suess, 2003; Smucker, Whisenant, & Pederson, 2003).

2.2.5 INTERRELATIONSHIP

The group size and the quality of interpersonal relations within the group play a significant role in worker happiness. Larger group size usually lead to lower level of job satisfaction due to the fact that large groups lead to poor interpersonal communication, reduced feeling of togetherness and difficulty in getting to know each other more closely. A number of authors maintain that having friendly and supportive colleagues contribute to increased job satisfaction (Johns, 1996; Kreitner & Kinicki, 2001; Luthans, 1989).

2.2.6 WORKING CONDITION

Working conditions is an extrinsic factor that has a moderate impact on an employee's job satisfaction (Luthans, 1995). Working conditions refer to such aspects as temperature, lighting, noise and ventilation. Robbins (1989), states that employees are concerned with their work environment for both personal comfort and for facilitating good job performance.

2.3 JOB SATISFIER FACTORS

2.3.1 WORK ITSELF

Robbins, Odendaal, & Roodt, (2003) refer to the work itself as "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results. Research conducted by Vitell and Davis (1990) which involved employees in a management information system environment, found a statistically significant relationship between job satisfaction and the dimension of work itself. Herzberg, Mausner, & Snyderman, (1959) also identified work itself as a factor that can positively impact job satisfaction.

2.3.2 RECOGNITION

Herzberg, Mausner, & Snyderman, (1993) defined, any act of recognition from supervisor, any other individual in management, client, peer, professional colleague, or the general public. It may be an act of notice, praise, or blame. Herzberg, Mausner, & Snyderman, (1959) identified recognition as an intrinsic factor that can positively affect job satisfaction.

2.3.3 RESPONSIBILITY

Patrick, Egbule (2003) studied factors related to job satisfaction of academic staff in Nigeria. The responsibility is also higher mean value of job satisfaction of female academic staff. The responsibility is significantly related to Job satisfaction.

2.3.4 ACHIEVEMENT

Herzberg, Mausner, & Snyderman, (1993) states that successful completion of a job, solutions to problems, vindication, and seeing the results of one's work are achievements. Winer and Schiff (1980), have conducted studies using Herzberg's two-factor theory. They found that "achievement" was the highest rated motivator.

2.3.5 ADVANCEMENT

Herzberg, Mausner, & Snyderman, (1959) defines advancement as a change in the status or position of a faculty member. Herzberg, Mausner, & Snyderman, (1959) found that employees with higher rank jobs had higher levels of satisfaction. Hagedorn (2000) stated that advancement in academia relates to promotion of rank and achievement of tenure. A study conducted by Jamie Cano (1999), found that Achievement, advancement, recognition, and the work itself were significantly related to overall job satisfaction for female teachers of agriculture.

Based on the above empirical evidence, the following hypotheses were developed.

H₁ Salary is significantly and positively related with job satisfaction.

H₂ Promotion is significantly and positively related with job satisfaction.

H₃ Organizational policy is significantly and positively related with job satisfaction.

H₄ Supervision is significantly and positively related with job satisfaction.

H₅ Working condition is significantly and positively related with job satisfaction.

H₆ Interrelationship is significantly and positively related with job satisfaction.

H₇ Job security is significantly and positively related with job satisfaction.

H₈ Achievement is significantly and positively related with job satisfaction.

H₉ Responsibility is significantly and positively related with job satisfaction.

H₁₀ Recognition is significantly and positively related with job satisfaction.

H₁₁ Advancement is significantly and positively related with job satisfaction.

H₁₂ Work itself is significantly and positively related with job satisfaction

3. MATERIAL AND METHODS

Materials and methods of present study were outlined below.

3.1 RESEARCH DESIGN

This study adopts an analytical and descriptive research design. The emphasis here is on studying a situation or a problem in order to explain the relationship between variables. The objective of this study is of empirically analyse to the factors related to job Satisfaction of academic staff of SLIATE by using statistical tools.

3.2 POPULATION AND SAMPLING TECHNIQUE

The study population consisted of academic staff at Sri Lanka Institute of Advanced Technological Education. A simple random sampling method was used to obtain the selected academic staffs from the population of the research. Total 100 responses were intended to obtain (n=100). Participants were contacted by the researcher and invited to complete the self-administered questionnaire.

3.3 DATA SOURCES AND INSTRUMENTATION

A structured self-administered questionnaire was used to collect data from the participants. It consisted of 34 job satisfaction statements measured on five – point Likert scale (Highly satisfied to highly dissatisfied). The values were then recorded as follows: highly dissatisfied scale 1, dissatisfied scale 2, neither satisfied nor dissatisfied scale 3, satisfied scale 4, and highly satisfied scale 5.

3.4 DECISION RULE TO MEASURE THE LEVEL OF JOB SATISFACTION

The mean value of these five point scale was 3. $[(5 + 4 + 3 + 2 + 1)/5]$ Therefore, the following decision rules were formulated for each variable. “ μ ” denotes the mean score of the respondents for each variable.

1. If $0 < \mu < 1$, then highly job dissatisfaction
2. If $1 < \mu < 2$, then dissatisfaction
3. If $2 < \mu < 3$, then moderate level of job satisfaction
4. If $3 < \mu < 4$, then job satisfaction
5. If $4 < \mu < 5$, then highly job satisfaction

3.5 VARIABLES

Job satisfaction of the academic staff of SLIATE, is considered as dependent variable, job dissatisfier factors (salary, promotion, organization policy, supervision, working condition, interrelationship, job security) and job satisfier factors (work itself, achievement, responsibility, recognition and advancement) are considered as independent variables.

3.6 MODE OF ANALYSIS

Descriptive statistics, Pearson product moment correlation and multiple regression methods were employed to analyze the collected data. Figures obtained from SPSS 16.0 were interpreted to come at conclusion and implications.

Job satisfaction = $B_0 + B_1 \text{ * salary} + B_2 \text{ * promotion} + B_3 \text{ * Organization policy} + B_4 \text{ * Supervision} + B_5 \text{ * working condition} + B_6 \text{ * Interrelationship} + B_7 \text{ * Job security} + B_8 \text{ * Achievement} + B_9 \text{ * Responsibility} + B_{10} \text{ * Recognition} + B_{11} \text{ * Advancement} + B_{12} \text{ * work itself} + er$

4. RESULTS AND DISCUSSION

4.1 DESCRIPTIVE ANALYSIS

Descriptive statistics provide a statistical summary of the data which has been collected. The descriptive statistics considered appropriate for this research includes percentages, means and standard deviation. There are twelve independent variables in this research study. The descriptive statistics computed for these variables was indicated in table 1. According to the statistics, there was no significant difference between mean scores of each variable except salary, promotion, and recognition. Salary, promotion, and recognition scales reported lower mean scores as 2.09, 2.37, and 2.45 respectively. Supervision and interrelationship represents the satisfaction mean value of 3.45 and 3.50 respectively. Other variables, that is, work itself, achievement, job security, responsibility, organization policy and working condition, scales reported slightly lower mean scores as 2.93, 2.88, 2.81, 2.78, 2.76, 2.73 and 2.73 respectively. The data shows that the mean value of overall job satisfaction is 2.79. According to the decision rule, this mean value falls in to $2 < \mu < 3$ mean value category. That means the academic staff of SLIATE are moderate level of satisfaction with their job.

TABLE 1 - DESCRIPTIVE ANALYSIS

	N	Minimum	Maximum	Mean	Std. Deviation
Salary	100	1.00	4.00	2.09	.799
Promotion	100	1.00	4.33	2.37	.751
Organizational policy	100	1.00	4.33	2.73	.759
Supervision	100	1.00	5.00	3.45	.745
Working condition	100	1.00	4.00	2.73	.646
Interrelationship	100	1.00	5.00	3.50	.651
Job security	100	1.00	5.00	2.81	.787
Achievement	100	1.00	5.00	2.88	.691
Responsibility	100	1.00	4.33	2.78	.719
Recognition	100	1.00	4.67	2.45	.687
Advancement	100	1.00	5.00	2.76	.888
Work itself	100	1.00	4.00	2.93	.555
Job Satisfaction	100	1.00	3.99	2.79	.433

Source: surveyed data

4.2 CORRELATION ANALYSIS

The results presented in table 2 indicate that the correlation coefficients for each research variable. The relationships between factors affecting to job satisfaction are direct, linear and positive.

Correlations coefficients were calculated to describe the relationships between level of job satisfaction of academic staff of SLIATE and job satisfier factors. As shown in the table 2 the value of Pearson correlation (r) between the level of job satisfaction and job satisfier factors were; recognition, 0.727; work itself, 0.725; responsibility, 0.722; achievement, 0.695; and the advancement, 0.488. This relationship was statistically significant as the correlation was at 0.01 levels (1- tailed). Recognition, responsibility and work itself were significantly and very strong positively correlated with job satisfaction in academic staff of SLIATE. Achievement and advancement were significantly and strong positively correlated with job satisfaction.

Correlation between job satisfaction and job dissatisfier factors were calculated.

TABLE 2: CORRELATION ANALYSIS

Independent variable	Dependent variable	R - value	P - value
Salary	Job satisfaction	.588**	.000
Promotion		.576**	.000
Organization policy		.600**	.000
Supervision		.530**	.000
Working condition		.650**	.000
Interrelationship		.486**	.000
Job security		.654**	.000
Achievement		.695**	.000
Responsibility		.722**	.000
Recognition		.727**	.000
Advancement		.488**	.000
Work itself		.725**	.000

Source: surveyed data

The correlation between the level of job satisfaction and dissatisfier factors were; salary, 0.588; promotion, 0.576; organization policy, 0.600; supervision 0.530; working condition 0.650; and interrelationship 0.486. This relationship was statistically significant as the correlation was at 0.01 levels (1- tailed). Salary, promotion, organization policy, supervision, working condition and interrelationship were significantly and strong positively correlated with job satisfaction.

TABLE 3: REGRESSION ANALYSIS OF VARIABLES

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.663	.354		-1.872	.063
Salary	.149	.082	.143	1.816	.072
Promotion	.043	.095	.038	.451	.652
Organizational policy	.232	.081	.216	2.874	.005
Supervision	.103	.081	.089	1.269	.206
Working condition	-.155	.096	-.119	-1.617	.108
Interrelationship	-.020	.081	-.017	-.250	.803
Job security	-.014	.078	-.014	-.184	.854
Achievement	.019	.104	.015	.181	.857
Responsibility	.031	.112	.026	.280	.780
Recognition	.337	.110	.269	3.080	.002
Advancement	-.081	.061	-.089	-1.339	.183
Work itself	.593	.126	.372	4.718	.000

4.3 MULTIPLE REGRESSION ANALYSIS

A standard multiple regression model which simultaneously included all the job satisfier factors and job dissatisfier factors were constructed to determine how much of the variance in the overall job satisfaction is explained by all the job satisfier factors and job dissatisfier factors. The R square indicates how much of the variance in overall job satisfaction is explained by the model and the Beta value give an idea about the contribution of each job satisfier factors and job dissatisfier factor variable (Table 3). It was found that the model explained 53.8% of variance in overall job satisfaction. This was statistically significant at $p < 0.000$ (Table 4).

Comparing the contribution of the each factors, the factor, work itself with the largest beta coefficient (0.372), made the highest unique contribution to explain the overall job satisfaction, when the variance explained by all other job satisfaction factors in the model was controlled for. As shown in the table 05, the other factors (recognition, organization policy) also significant in contributing to the predation of overall job satisfaction. Their significant values were significant at the 0.01 level.

TABLE 4: MULTIPLE REGRESSION INDEPENDENT VARIABLE AND JOB SATISFACTION

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F value	Significance
1	.733 ^a	.538	.499	.575	13.75	.000 ^a

5. CONCLUSION

The aim of this study was to determine the factors influencing job satisfaction among academic staff at Sri Lanka Institute of Advanced Technological Education. By employing a descriptive approach, the level of satisfaction, factors influencing job satisfaction and the relationship between the different dimensions of job satisfaction of academic staff were surveyed using a self-administered questionnaire. Both descriptive and inferential statistical methods were used in analyzing the data.

The findings of this study showed a moderate level of job satisfaction among the academic staff surveyed. In addition to this finding, a very strong positive relationship was found between job satisfaction and work itself, recognition and responsibility. The relationship between achievement and job satisfaction, job security and Job satisfaction, working condition and job satisfaction and supervision and job satisfaction salary and job satisfaction, organization policy and job satisfaction, interrelationship and job satisfaction, and advancement and job satisfaction were strong positive. All the relationships were significant at the 0.01 significant level. Therefore, according to the Beta, it can be concluded that work itself, recognition, and organizational policy, were strong significant positive predictors of job satisfaction of academic staff. Based on this it can be argued that these factors were highly influenced on the job dissatisfaction of academic staff of SLIATE.

In addition to these three factors (work itself, recognition, and organization policy) other factors (salary, promotion, responsibility, supervision, job security, interrelationship, working condition, achievement and advancement) were also positively and significantly influenced on job satisfaction. The selected job satisfier factor and job dissatisfier factors have significantly explained 53.8 % variance of job dissatisfaction of academic staff.

This study may serve as a base for future studies in different higher education on a larger scale. Further analysis of data is needed, as there are numbers of issues that can be explored further.

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