

## Determinants of Job Satisfaction among Management Faculty Academics in Selected Public Universities in the Western Province of Sri Lanka

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**Abstract:** The main objective of this study was to investigate determinants of job satisfaction among Management Faculty Academics in three selected public universities in the Western Province. The dependent variable was job satisfaction and the independent variable consists of determinants of job satisfaction such as pay, workload, recognition, work autonomy and working environment. This study employed a quantitative approach. In collecting data, a self-structured questionnaire with a 5-point Likert scale was used to collect responses from three public universities in Western Province. The study was conducted by using a random sampling technique and the sample consisted of 325 academics by employing diverse modes of communication such as e-mail and the post. The total of final suitable questionnaires was 256. Collected data was analyzed by using the software SPSS version 19.0. The analysis included descriptive and regression analysis. The results of the study revealed that there is an overall level of satisfaction among academics and the work autonomy and recognition are the most vital determinants of job satisfaction. The findings indicated that there is a significant and joint impact between the independent variables and the job satisfaction.

**Keywords:** Academics, Job Satisfaction, Pay, Recognition, Work Autonomy, Working Environment, Workload

### I. Introduction

Job satisfaction is the crucial determinant and is strongly related to academics' intentions for entering higher education, which evidently shaped opportunities and attitudes to work. Most academics expressed their satisfaction on work, and their feelings towards involvement in the higher education process enhanced their important contribution to society. Job satisfaction is a particular view of the work with which employees view their job and this view is affected by favorable and unfavorable feelings and attachments of one's work (Newstrom, 2007). Therefore, it is determined by several determinants such as economic factors, structural factors as well as psychological factors (Coomber and Barriball, 2007). The decision of an employee on whether to stay or to leave is directly affected by job satisfaction (Chen, et al. 2011).

As of the energetic environmental background, the density and inconsistency of society as a reaction to globalization, job satisfaction among academics is a necessity to make ongoing modifications if they are to be appropriate to Sri Lankan needs. Unfortunately, lesser devotion has been given to studying job satisfaction among academics in Sri Lankan public universities, comparing with other developing countries. As a result, the problem of this study could be identified as: What are the determinants that influence the job satisfaction among management faculty academics?

The objectives of this study are to examine the determinants of job satisfaction among academics, the level of job satisfaction among academics and investigating whether all independent variables have a significant joint impact on the job satisfaction among academics.

### II. Literature Review

#### Job satisfaction

Spector (2003) defines job satisfaction as "the extent to which people like their job". According to Weiss (2002), job satisfaction is an attitude toward one's job resulting from the net sum of the individual's positive and negative emotions experienced at work.

#### Pay

Gerber, et al., (2003) noted that people perceive their pay as an indication of what they are worth to the organization. Previous findings (Saba, 2011; Souza-Poza 2000) reported that a constructive relationship has constantly been found between pay and job satisfaction. Pay has become one of the determinants that leads to a low or high job satisfaction in the academic setting in developed countries around the world (Scott, et al., 2003; VandenBerg, 2002; Zembylas and Papanastasiou, 2004). Based on the above facts this study formulates the first hypothesis as:

**H1:** Pay will influence job satisfaction among academics.

### **Work Load**

Khurum, *et al.*, (2010) surveyed 107 faculty members of public sector universities and found that job satisfaction can be achieved through an attractive compensation plan and managing work load. Previous researchers (Chimanikire, *et al.*, 2007; Santhapparaj and Alam 2005) discovered that workload had a great effect on the job satisfaction of academics. However, Altaf and Awan (2011) and Zainuddin, *et al.*, (2010) identified a negative relationship between workload and job satisfaction among academics. After studying the above evidence this study developed the second hypothesis as:

**H2:** The work load will influence job satisfaction among academics.

### **Recognition**

Employee recognition is a return on an employee's effort, dedication at work and results. According to Herzberg, *et al.*, (1959) recognition is an intrinsic factor that can positively affect the job satisfaction of academics. Therefore, recognition is said to be one of the most frequently used elements cited as a cause of satisfaction or dissatisfaction in employees (Locke, 1976).

Hence, the third hypothesis of this study was as follows:

**H3:** The recognition will positively relate to job satisfaction.

### **Work Autonomy**

Castillo and Cano (2004) analyzed that content factors are the principle contributors in job satisfaction among faculty members and the facet "work itself" was the most satisfying attribute found in study while working condition was found to be the least satisfying aspect of the job. Employees tend to prefer jobs that give them opportunities to use their skills and abilities and which offer a variety of tasks, freedom and feedback on how well they are performing (Malik, 2011; Robbins, 2005). Thus, hypothesis four was developed as follows:

**H4:** The work autonomy will positively affect job satisfaction.

### **Working Environment**

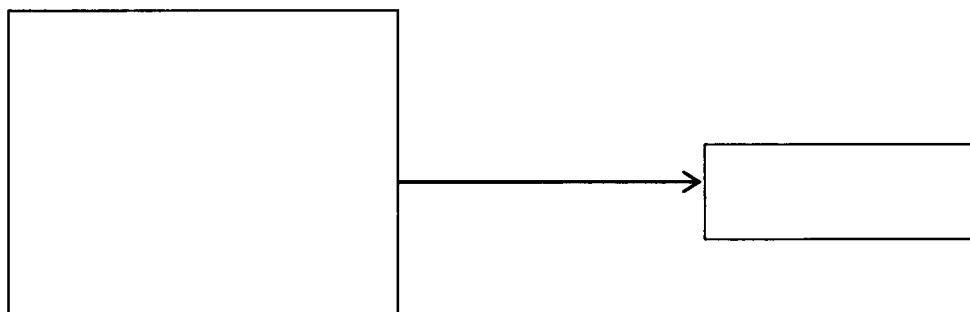
Working environment has been recognized as a key factor influencing job satisfaction (Thompson and Jonas, 2008). Employees and working environment fit is the degree of compatibility or job satisfaction between an employee and his or her work environment (Bowling and Hammond, 2008; Kristof, 2006). Considering the above facts the last hypothesis of this study was developed as follows:

**H5:** The working environment will influence job satisfaction.

### **Conceptual Framework**

Considering the existing literature, the conceptual framework of this study is depicted in Figure 1. Job satisfaction is labeled as the dependent variable and the independent variable consists of the determinants of job satisfaction such as pay, workload, recognition, working environment and work autonomy.

**Figure 1:** Conceptual Framework



### **III. Methodology**

A descriptive research design with a survey method is applied in the study. The type of investigation of this study was correlational because this study attempted to analyze the relationship between the dependent and the independent variables. As a result, this study was analytical in nature. A self-administered questionnaire was used to collect data. Hence the researchers' interference on the normal flow of events was minimal.

### **Sample**

This study considered the simple random sampling technique and the population of the study consisted of Management Faculty Academics in three selected public universities in the Western Province and the number

was 325. The structured questionnaire was e-mailed to all selected academics. Unit of analysis was at individual level.

**Measures**

This study considered demographic factors such as designation, gender, age, marital status, educational qualifications, salary and experience. The determinants of job satisfaction measured through the short form of Minnesota Satisfaction Questionnaire (MSQ) were originally developed by Weiss *et al.* (1967). Job satisfaction was assessed by using the questionnaire of Schleicher, *et al.* (2004). Each variable was measured using a previously developed instrument with a 5-point Likert scale for all the measurements used ranging from (1) - strongly disagree to (5)-strongly agree.

**Data Analysis**

Collected data were analyzed using Statistical Package for Social Science (SPSS 19). The results of the pilot study (30 academics) indicate that the Cronbach's Alpha for all the dimensions of the study was greater than 0.7 which is adequate for the acceptable level.

**Table 1: Reliability of the Constructs**

Dimensions	No: of Statements	Cronbach Alpha
Pay (P)	6	0.768
Workload (WL)	5	0.856
Recognition (R)	5	0.831
Working Environment (WE)	7	0.827
Work Autonomy (WA)	5	0.735
Job Satisfaction (JS)	6	0.871

Considering the demographic factors the distribution of male and female staff is similar and a majority (64.1%) is 30 to 50 years of age. Monthly salary saw a majority get more than Rs. 100,000. Majority of academics were married. In respect of the current working status, a majority are in the Senior Lecturer grade (Grade 11).

**IV. Results from Regression Analysis**

**Table 2: Descriptive statistics are the correlation between the constructs**

	Mean	Std. Deviation	JS	P	WL	R	WE	WA
JS	3.85	.65	1.000	.306				
Pay	2.6354	.75774	.306	1.000				
Work load	2.9872	.76380	.453	.337	1.000			
Recognition	3.4815	.60971	.482	.103	.315	1.000		
Work environment	2.7179	.75780	.438	.228	.321	.329	1.000	
Work autonomy	3.8772	.59071	.538	.199	.311	.492	.290	1.000

5% significance level

Based on Table 2 the overall mean value of the academics' satisfaction is 3.8 which is close to 4. Accordingly the lowest to the highest mean value of the determinants of job satisfaction are pay, working environment, work load, recognition and work autonomy.

Results from the multiple regression analysis of job satisfaction upon pay, work load, recognition, working environment and work autonomy are shown in Table 3.

**Table 3: The Results from Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	p-value	VIF
	B	Std. Error	Beta			
(Constant)	.354	.168		2.100	.036	1.164
Pay	.092	.031	.104	2.878	.004	1.299
WE	.139	.033	.151	3.948	.000	1.430
WL	.156	.043	.136	3.385	.001	1.222
R	.195	.032	.215	5.781	.000	1.403
WA	.486	.044	.431	11.096	.000	
a. Dependent Variable: JS						

In Table 3, the p-value for all the predictors is less than 0.05. Hence, JS depends on pay, work load, recognition, working environment and work autonomy. The R-square value was 0.556. This means about 55% of the variation in JS is explained by pay, work load, recognition, working environment and work autonomy. The highest VIF value is less than 5. Hence, there is no problem of multi-collinearity. In the residual plot, all the points were within  $\pm 3$  and were distributed randomly. The residuals were symmetrical around the value of 0.

The equation:  $JS = 0.354 + 0.092P + 0.139WE + 0.195R + 0.156WL + 0.486WA$

For pay, for every unit increase in the perceived score, JS increases by 0.092. For WE, for every unit increase in the perceived score, JS increases by 0.139. For R for every unit increase in the perceived score, JS increases by 0.156. For WL, for every unit increase in the perceived score, JS increases by 0.195. For WA, for every unit increase in the perceived score, JS increases by 0.486.

Based on the standardized coefficients in Table 3, the most important determinant of JS is WA and the least important one is pay. Other determinants (recognition, work load and work environment) are in between. Further, all the hypotheses of the study are accepted (refer Table 3).

Multiple regressions are shown in Table 4.

**Table: 4 Combined Impact of the five determinants on JS**

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
				R Square Change	F Change	df1	df2	Sig. F Change	
.746	.556	.543	.42674	.014	5.188	1	164	.024	2.138
Predictors: (Constant), P, WE, R, WL, WA									
Dependent Variable: JS									

According to Table 4, the adjusted R-Square value is 0.543, which means 54% of the variation in JS can be explained by five independent determinants (pay, work load, recognition, working environment and work autonomy). The Durbin-Watson statistic is 2.138. This is close to residual series.

### V. Discussion and Conclusion

Based on Table 2 the overall mean value of the academics' satisfaction is 3.8 which is close to 4. Therefore, the academics are satisfied. Accordingly, the lowest to the highest mean value of the determinants of job satisfaction are pay, working environment, work load, recognition and work autonomy. All the hypotheses of the study are accepted. Further, findings indicated that there is a significant and joint impact between the independent variables and the job satisfaction. So policy makers and academic administrators should take necessary steps to improve the lowest determinants of the job satisfaction and motivate as well as satisfy academics to achieving targets of the higher education system.

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