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## **Factors Affecting Level of Job Satisfaction among Employees of University of Punjab**

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### **Abstract:**

*The purpose of this study is to explore the factors which affect the level of job satisfaction of teaching faculty of University of the Punjab. A sample of 300 employees (Lecturer, Assistant professor, Associate professor, Professor and contractual teachers) was taken by using stratified random sampling technique. Findings show that empowerment, work environment, interpersonal relationships, good administrative strategies, standard health facilities, work burden and lack of communication are the factors which affect the level of job satisfaction of employees. Furthermore, the employees having experience more than 20 years were more satisfied with the salary package as compared to the employees having experiences less than 5 years. Male and female employees were equally satisfied with the work burden and chances of promotion in their jobs, which encourages them to stay here and not going to other universities.*

**Keywords:** Job satisfaction, employees, factors of job satisfaction

### **1. Introduction**

Human resource is a significant component of any organization. Employee's satisfaction associated with their work, creativity, and innovation allow the institutions to respond positively towards changing conditions around them (Islam et al 2012). It would be difficult for organizations to achieve their goals if employees are less satisfied with their jobs thus affecting their performances. Quality work is identified as the major source of improving productivity and quality work is achieved through job satisfaction (Hancer and George, 2003). Level of satisfaction is linked with intrinsic rewards such as (communicating with students and colleagues) and extrinsic rewards including (salaries and chances for advancements) (Newman, 1979; Kim & Loadman, 1994; Ulriksen, 1996; Klecker & Loadman, 1997).

Several studies are available on job satisfaction and it is one of the widely studied concept in institutional psychology (Geyer & Daly, 1998; Hartzell, 1988; Howard & Frink, 1996; Tett & Meyer, 1993; Varona, 1996). Satisfaction of job is a complex concept and difficult to measure objectively. Job Satisfaction is defined as people's feelings and emotions about their jobs. It is the degree of what people like (being satisfied) or don't like (being dissatisfied) about their jobs. Job satisfaction is how a person behaves in his work and his behavior could be positive or negative. Job satisfaction entails specific feelings and emotions of people about their work and other related fields (Spector, 2000).

The term job satisfaction is always related to the description provided by (Locke, 1997) who explained that any positive emotion or pleasant trait that results from a person's job experience represents his satisfaction. Employees' reactions towards his work and work place are job satisfaction (Robbins, 2001). Employees' behavior, inner feelings related to feelings of attainments resulting from his work define his level of satisfaction (Mullins, 2005). Much attention has been given to satisfaction level of employees and commitment that are related to their works. Employees that perform better in organizations are highly committed and satisfied thus contributing to organization's goals. The emotional wellbeing of employees is related to the level of good treatment they receive in organizations. Kahn (1990) explained that employees have to adjust to their work roles in organizations. Any organization is more successful if it is able to realize its employee's potential and apply it for achieving targeted objectives. Employees having positive attitude regarding their work are expected to work with dedication also they are emotionally attached to the organizations. Faculty's job satisfaction is associated with national well-being (Hensel, 1991).

Determining the level of job satisfaction is important in different organizations as it yields positive outcomes including increased productivity, high employees' commitment, high organizational effectiveness and reduced absenteeism

rates. Organization can achieve better results if its employees are satisfied with their jobs as satisfied employees are likely to perform better as compared to unsatisfied employees (ellickson, 2015). People more satisfied with their jobs are more inclined to hold onto their jobs and possess desirable characteristics contributing to organizations' success (Miller, 2014).

The present study determines the significant role of job satisfaction in employees' performance in teaching faculty of University of Punjab as high level of satisfaction is likely to yield better outcomes. Similarly low job satisfaction yields negative outcomes that are reflected by low morale of teaching faculty. Several factors have been determined which influence satisfaction of teaching staff. These factors can be divided into two broad categories of intrinsic and extrinsic factors. The factors that are known to satisfy psychological needs of teaching faculty including responsibility, achievement and recognition are categorized as intrinsic or motivational factors and the factors related to job environment including working conditions, university policy and promotional policies are categorized as extrinsic factors. The paper examines the impact of both intrinsic and extrinsic factors. The productivity of teaching faculty is associated with level of job satisfaction. The association between job conditions and job satisfaction is tested through investigation of individual factors affecting the teaching faculty at university of Punjab.

This research determines the role of identified variables (satisfaction with job, enthusiastic about work, boring job, job requirements, importance of opinion, direct access to management, feeling of pride at work place, contribution to the university progress, salary and other allowances, fair amount according to work, understanding employees, reward, recognition, chances of promotion, other benefits, good administrative strategies, helping administration, fair administration, physical work coordination, working hours, safety measures, work burden, compensation, leaving facility, coordination, work assignments, knowledge about current activities, proper meetings, standard health facilities and medical allowances, salary, experience, work burden, age and gender) on satisfaction of university teaching staff.

A primary survey has been conducted through questionnaire technique that gathered information from 300 staff members including lecturers, assistant professors, associate professors, professors and contractual teachers. A 34- itemed questionnaire uncovers the information about the social and psychological factors associated with staff's satisfaction level. Reliability of the results is checked through Cronbach alpha and Kaiser-Meyer-Olkin and Barlett's test are used for checking the accuracy of data for multivariate technique (i.e. Factor analysis).

### 1.1. Hypothesis Development

On the basis of the research question, the resulting hypothesis have been formulated

H<sub>1</sub>: Employee satisfaction varies regarding salary with respect to experience.

H<sub>2</sub>: Work burden affects employee's satisfaction according to age groups.

H<sub>3</sub>: The two gender groups have different level of satisfaction about the chances of promotion.

## 2. Research Methodology

The present study attempts to explore the factors which affect the level of job satisfaction of teaching faculty of Punjab University. A sample of 300 was selected and stratified random sampling has been used as sampling technique. The method of proportional allocation was used to distribute the total sample among different strata (Lecturers, Assistant Professors, Associate Professors, Professors and Contractual Teachers).

The designed questionnaire which is used for the data collection is based on two sections: first section consists of questions about demographic individualities and the second section consists of questions related to job satisfaction (enthusiastic about work, boring job, job requirements, importance of opinion, direct access to management, feeling of pride at work place, contribution to the university progress, salary and other allowances, fair amount according to work, understanding employees, helping employees, reward, recognition, chances of promotion, other benefits, good administrative strategies, helping administration, fair administration, physical working condition, working hours, safety measures, work burden, compensation, leave facility, coordination, work assignments, information about current activities, proper meetings standard health facilities and medical allowances). The question in section II is measured on 5-point Likert scale (ranging from strongly disagree to strongly agree).

At the first, Factor analysis with principal component analysis (PCA) method is used to explore the factors and secondly, the framed hypothesis related to employee's satisfaction is tested by using Non parametric tests (Mann Whitney U test and Kruskal Wallis test).

## 3. Results

At the first step, descriptive analysis has been used to describe the basic features of the data and to provide simple summaries about respondents. Findings shows that out of 300 respondents, 153(51%) of the respondents are male and 147(49%) of respondents are female. Respondents are also categorized according to designation as 20(7%) respondents are lecturers, 13(4.3%) are assistant professors, 95(32%) are associate professors, 94(31%) are professors and 79(26%) of the respondents are on contractual basis. (Table 1)

Variable	Category	Frequency (%)
Gender	Female	147(49)
	Male	153(51)
Age	25-30	94(31)
	30-40	118(39.3)
	40-60	69(23)
	Above 60	19(6.3)
Position	Lecturer	20(7)
	Assistant professor	13(4.7)
	Associate professor	95(32)
	Professor	94(31)
	Contractual Faculty	79(26)
Experience	Less than 5-years	92(30.7)
	5-10	97(32.3)
	10-20	72(24)
	Above 20 years	39(13)

Table 1: Demographic Information

The reliability of the questionnaire was checked by Cronbach's alpha ( $\alpha$ ) statistic. Since, Cronbach alpha is commonly used to check the inner reliability of the indicators obtained through sample and the value of alpha coefficient ranges from 0 to 1. Higher value shows higher reliability among the indicators. According to the results, the value of Cronbach alpha, is 0.857, is relatively high value compared to the lowest (0.70) tolerable criteria suggested by Nunnally (1978).

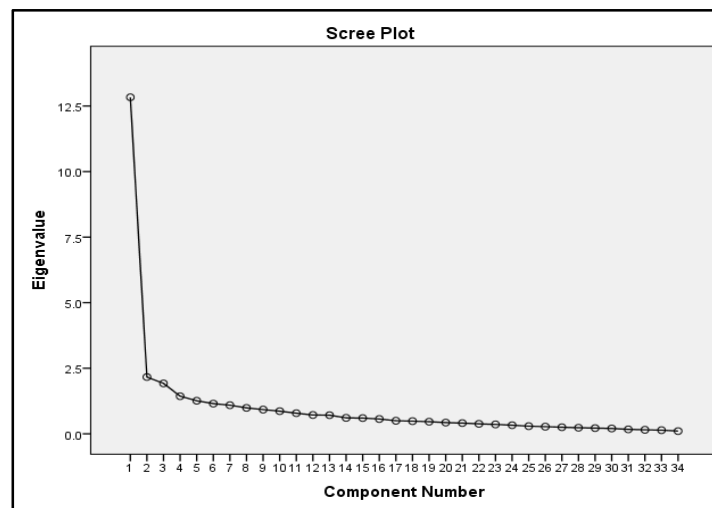


Figure 1

In order to reduce the respondent's responses of 34 items leading to a fewer broader dimensions, factor analysis is performed using principal component analysis. The Kaiser-Meyer-Olkin Measure and Barlett's Test of Sphericity are calculated to determine whether the data is suitable for factor analysis or not. The value of KMO ranges from 0 to 1, and the overall value of KMO should be 0.60 or high for the application of factor analysis. The value of Kaiser-Meyer-Olkin measure of sampling adequacy is 0.896, showing a high-shared variance and a comparatively low uniqueness in variance (Kaiser and Cerny, 1979) which confirms the appropriateness of conducting factor analysis. Barlett's Test of Sphericity is used to test the significance of correlations existing among variables. The p-value of Barlett's Test of Sphericity is  $0.000 < 0.05$  indicating that significant correlation exists between at least some of the variables in the correlation matrix.

The factors having eigen values greater than 1 are selected in the study. The cumulative variance of the study is 64.271% (Table 2) which confirms that the research result is quite satisfactory, as the extracted factors should explain at least 60% of the variance. Factors are rotated orthogonally using the VARIMAX rotation, using a minimum Eigen value of 1.00 as the criterion for selecting the number of factors. The results of initial runs based on Eigen values shows 7 factors (Table 2). The general criteria are used to accept variables with loading of 0.30 or greater. Not a single factor has been excluded under this condition. The findings of this study indicate that each of the seven dimensions (Empowerment, Working Environment, Interpersonal Relationships, Good Administrative Strategies, Standard Health Facilities, Work burden and Lack of Communication) are equally loaded to the different factors. That means each of the seven dimensions that loaded into related factors; are all associated to job satisfaction (Table 2).

Factors	Variables	Loadings	Total percentage of variance explained
Empowerment	satisfaction with job	0.685	15.60%
	enthusiastic about work	0.713	
	Importance of employee opinion	0.633	
	direct access to management	0.706	
	feeling of pride	0.632	
	fair amount according to work	0.583	
	Reward	0.531	
	chances of promotion	0.460	
	fair administration	0.487	
	proper meetings	0.428	
Work Environment	job requirements	0.660	12.76%
	contribution to the university progress	0.739	
	Salary	0.610	
	other allowances	0.528	
	working hours	0.615	
	safety measures	0.480	
	leave facility	0.653	
Interpersonal Relationships	understanding employees	0.559	9.19%
	employees help to each other	0.691	
	good people		
	Reward	0.570	
	career prospects	0.474	
Administrative Strategies	good administrative strategies	0.665	8.24%
	helping administration	0.534	
	physical working condition	0.433	
	Compensation	0.547	
	Coordination	0.440	
Health Facilities	standard health facilities	0.801	7.414%
	medical allowances	0.753	
Work Burden	other benefits	0.647	5.54%
	work burden	0.647	
Lack of Communication	boring job	0.626	5.50%
	work assignments	0.555	
	know how about current activities	0.685	

Table 2: Factor Analysis Results

Kruskal-Wallis test is used for analyzing employees satisfaction related to their salaries with respect to their experience. As the significant value is 0.000 which is  $< 0.05$ , at 5% level of significance, shows that the satisfaction level of employees regarding their salary differ with respect to their experience (Table 3). Thus, for finding how much level of employee satisfaction varies regarding their salaries on the basis of their experience, mean ranks table have been calculated (Table 4).

Variable	Chi-Square	Df	p-value
Salary	34.966	3	0.000

Table 3: Kruskal-Wallis H Test-1.

Salary	Experience	N	Mean Rank
	Less Than 5 years	91	130.46
5-10 years	99	130.21	
10-20 years	70	173.76	
Above 20	40	205.61	
Total		300	

Table 4: Ranks

The mean ranks table shows that employees having experience above 20 years have the maximum mean rank of 205.61, hence, it can be said that they are the ones who are satisfied with the salary they receive and employees having experience less than 5-10 years are less satisfied with the salary they drew, because their mean rank is minimum i.e. 130.21.

Kruskal-Wallis test is also used in this study to check that whether employee satisfaction about work burden varies or not with respect to different age groups. On the basis of results it is found that the significant value is 0.514 which is greater than 0.05 at 5% level of significance. It showed that employee satisfaction does not vary regarding work burden with respect to different age groups. Hence, it can be concluded as regardless of their age groups, employees are satisfied with the work burden they get at the work place (Table 5).

Variable	Chi-Square	Df	p-value
Work burden	2.291	3	0.514

Table 5: Kruskal-Wallis H Test – 2:

Mann Whitney U test has been used for analyzing satisfaction level between gender groups regarding chances of promotion. The finding indicates irrespective of gender, employees are satisfied about chances of job promotion at the university thus encouraging them to stay at university (Table 6).

Variable	Mann-Whitney U	Wilcoxon W	Z	p-value
Chances of promotion	10011.000	21792.000	-1.708	0.088

Table 6: Mann-Whitney U Test

#### 4. Conclusion

The findings of the research uncovers the impact of various identified factors (personal, economic, social and psychological) on satisfaction level of teaching staff of University of Punjab, Lahore, Pakistan. It is important for university to understand the needs of its staff and provide them better working environment. Good working conditions including working environment, empowerment, interpersonal relationships, administrative strategies, standard health facilities and work burden is associated with high level of job satisfaction of teaching staff.

Survey results indicate that majority of respondents' are male and most of the respondents' are having ages between 30- 40 years. The frequency distribution of designations shows that most of the respondents are associate professors and professors. Most of the respondents (32.3%) are having work experience of less than 5 years. Factor analysis results indicate that job satisfaction is greatly influenced by the factors (empowerment, working environment, interpersonal relationships, good administrative strategies, standard health facilities, work burden and lack of communication. Kruskal-Wallis test analyses reflect that salaries of staff on the basis of experience also influence the satisfaction level while work burden with respect to age does not affect the satisfaction level, indicating that most of the staff members are satisfied with the work load at university. Staff is also satisfied with the promotion chances and is willing to work at University of Punjab analyzed through Whitney U test. This reflects that staff is encouraged to work at the university and not switching to other universities.

#### 5. Limitation of Study

The study implies that there is need for future research on this topic. Multiple regression models can be adopted to predict the relationship between the identified factors and job satisfaction. The results of the study are limited to University of Punjab; the survey can be conducted on larger perspective taking many universities for better analysis. The surveyed university is government university and the results may be different in case of private university. A more detailed empirical study can be conducted involving some other variables like job stress, late salaries etc.

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