

Determinants of Job Satisfaction of Post Graduate Academics: Empirical Evidence from Public Sector Universities of Baluchistan.

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Abstract

The aim of current study was to recognize the outcome of supervision, promotion and pay on job satisfaction of academics. Data were collected through survey from 136 academics employed at public sector universities of Baluchistan. Results were evaluated with correlation and multiple linear regression. It was found that these determinants have affirmative relationship with job satisfaction of academics. In general, academics were found to be gratified with their profession. Supervision was found to be most vital facet of job satisfaction for academics, significant but least inspiring aspect of job satisfaction for academics of public sector universities in Baluchistan was promotion. The result of study has highlighted the dimensions of job satisfaction that would enable government and every one involve in management and administration of academics to focuses on most important facts to increase satisfaction of academics so that they can serve the nation well.

Key words: Job satisfaction, Academics, Pay, Promotion, Supervision.

Introduction

If any country wants to lead than it should have to develop its human capital; the more inspired, resourceful, creative and brilliant workforce more will be the development and growth of country (Khalid, Irshad, & Mahmood, 2012). If quality education is provided at all levels, then it would be conceivable to achieve the dream of having creative and inspired personnel (Iaffaldano & Muchinsky, 1985) and this task can be accomplished only through academics serving at different educational levels. For developing country like Pakistan, having 182.1 million populations with annual growth rate of 1.95 % is just like an encumbrance (Runde, 2015). Education is the only way to transform this encumbrance into industrious assets (Swanson & Holton, 2001), especially by developing excellence at higher education through academics (Khalid et al., 2012). Unhappy, disheartened, depressed simply dissatisfied academics can't get success in producing turned-out and equipped nation that can assist the country to stay on development track along with other countries of the world (Noordin & Jusoff, 2009). Only a affirmative environment can help in escalating job satisfaction of academics serving at universities, (Naseem & Salman, 2015) by providing variety of factors, such as dynamic working environment, (Skalli, Theodossiou, & Vasileiou, 2008) relations with peers, (Gazioglu & Tanselb, 2006) suitable pay, and promotion opportunities (Khalid et al., 2012). Therefore, this investigation emphasis on revealing the aspects of job satisfaction of instructors that can increase satisfaction and reduce dissatisfaction.

This paper was planned as follows: objective, significance and literature was discoursed followed by methodology, results, discussion and conclusion. Finally, limitations and future recommendations were conferred.

Objective of Study

The objective of this study was to determine impact of selected factors (pay, supervision, and promotion) on job satisfaction of post graduate academics of public sector universities of Baluchistan.

Research Questions

Do the selected factors (pay, supervision, and promotion) manipulate job satisfaction of post graduate academics of public sector universities of Baluchistan?

Significance of Study

The results of this study would enable government and every one implicates with organization, supervision and administration of academics in perceiving, how to get ahead in satisfying academics and thus make them to carry out their job of building brilliant nation in well manner.

Literature Review

Job Satisfaction

Job satisfaction is important in stimulating and keeping alive and kicking the passion of staff (Saba & Zafar, 2013). Copious publications are present on the issue of job satisfaction and this cultivates day-to-day. Locke (1976) anticipated that almost 3,350 thesis, reviews, studies and papers had been inscribed at this issue. Cranny, Smith and Stone (1992) specified that over and above 5,000 dissertations on job satisfaction have been written. Oshagbemi (1996) advocated that if a count of relevant publications were made, estimate would undoubtedly increase twofold than Locke's (1976) estimate.

Scholars had struggled for many decades to bring concurrence among researchers on the meaning of the job satisfaction. According to Okpara (2006) job satisfaction is preconceived as a common approach toward the task. The consequences of agreement of job features and demands of the workers are job satisfaction (Muhammad & Akhter, 2010). In the literature, job satisfaction is defined in diverse ways by different scholars as stated by Locke (1976) job satisfaction is "an enjoyable emotive state, consequential of the assessment of one's job involvements" (p. 1304).

Job satisfaction is persons' emotive responses to their jobs (Cranny et al., 1992). Evans (1997) defined Job satisfaction as "a state of mind determined by the extent to which the individual perceives his job related needs being met." An employee attains affirmative feeling about his job if and only if they have significant state of job satisfaction.

Statt (2004) described job satisfaction as the extent to which a member of staff is gratified by awards employees receives as a result of performing task. The job satisfaction alludes to manner, thoughts, and mindset that workers have in relation to their job (Spector, 1997). Job satisfaction is indicated by affirmative, productive, and fruitful attitude and dissatisfaction is indicated by depressing, miserable, disappointing and critical attitude (Armstrong, 2006). So, job satisfaction and dissatisfaction are strictly associated to the actions of individual's that they exhibit while performing their duty (Davis & Nestrom, 1985). Job satisfaction is a multidimensional concept that is amalgamation of past and present heartwarming passionate state that effects when an employee reviews his work role (McShane & Glinow, 2005) and is affected by numerous factors

like, advancement, supervision, compensation, recognition, working conditions, and interpersonal relationships (Castillo & Cano, 2004).

Frederick Herzberg furnished two factor theory in 1959, in which he claims that two set of aspects can lead to job satisfaction and dissatisfaction. Accomplishment, work itself, accountability, recognition, salary, supervision and promotion are the factors of job satisfaction. Therefore, the paramount projecting device of overall comfort is job satisfaction (Argyle, 1989).

Pay

Pay is the reward paid to workforces for the work performed by them, it is the amount that is used by workers to support their family (Fatima & Ali, 2016) and it is the mean through which workers gratify their unbounded needs (Arnold & Feldman 1996). The literature has established that pay is fundamental components of job satisfaction (Arnold & Feldman 1996) therefore, certainly influence overall job, motivation (Oshagbemi, 2000), performance and lead to reduction of absenteeism rate (Clegg, 1983) and intention of employee to leave the organization (Judge, Cable, & Higgins, 2000). According to Barton (2002) satisfaction and dissatisfaction of workforces rest on their pay, therefore, organization is bound to offer appropriate monetary rewards to their workforce, so that workers remain motivated to work effectively.

Zembylas and Papanastasiou (2004) pay is most vital factors related to job satisfaction of academics in universities. Noordin and Jusoff (2009) conducted study in Malaysian universities, found that pay and grade effect job satisfaction of academic staff. Employees consider that value of worker is indicated by pay (Zobal, 1998); more valuable the worker in terms of service provision more would be his pay and it was reinforced in study conducted by Lambert, Hogan, Barton, and Lubbock (2001). Their results further showed that higher pay relief employee's stiffness regarding their financial state. Pay is a source of fulfillment of not only basic necessities but also is a base of fulfillment of individuals desires (Mohanty, 2009) including academics.

H1: Pay has affirmative and significant effect on job satisfaction of post graduate academics of public sector universities.

Supervision

Study conducted by Peterson, Puia, and Suess (2003) found that optimistic relationship is present among job satisfaction and supervision.

Beaset (1964) advocated that job satisfaction of individuals rest on the level and nature of supervision. Its supervision who drives the organization towards feat or disaster (Adebayo & Ogunsina, 2011) because reaction of employees towards work hinges on the behavior of supervisor (Roethlisberger & Dickson, 1939). Different researchers found that satisfaction and supervision have undeviating affiliation (Watson, 1930). Through supervision, academics were given guidance, assistance (Regina, 2010), support, feedback, information, and resources (Odel, 1986) which are the things that leads to increase genuineness, faithfulness and satisfaction (Roethlisberger & Dickson, 1939).

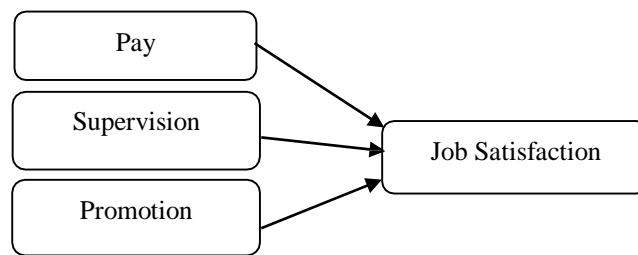
H2: Supervision has affirmative and significant effect on job satisfaction of post graduate academics of public sector universities.

Promotion

Promotion is a type of reward (Lazear & Rosen, 1981) and it arrange prospect for personal progression, increase personal liabilities, responsibilities, accountabilities and social standing (Joseph, 1993). Pergamit and Veum (1999) recognized that academics will be more satisfied if they feel that there are probabilities for promotion. Rahman and Parveen (2006) testified that academics of public and private sector universities revealed dissatisfaction when they find privation of the promotion opportunities. Clear guiding principle and procedures concerning promotion assist academics to get promoted on their capabilities (Pienaar & Bester, 2009) other than this, if academics observe that promotion decision is taken fairly, they show better performance, satisfaction, devotion and commitment to the organization (Wan, Sulaiman, & Omar, 2012).

H3: Promotion has affirmative and significant effect on job satisfaction of post graduate academics of public sector universities.

Research Framework



Methodology

Participants

This research was accompanied in higher educational sectors of Quetta, Baluchistan. All academics of public sector universities of Quetta were considered as population. According to the requirement of this research, data was collected only from post graduate academics of three major public sector universities of Quetta city namely; University of Baluchistan (UOB), Sardar Bahadur Khan Women University (SBK), Baluchistan University of Information Technology and Management Sciences (BUIITMS).

Response Rate

One hundred and thirty six (136) academics participated in the study. 160 questionnaires were distributed and 143 questionnaires were returned but only 136 were found to be entirely filled and useful for analysis. Response rate for entirely filled questionnaires was 85 %.

Instrument and Measurement

Data was collected through survey questionnaire that comprised two sections. The first section ask for demographics information and second section holds items for job satisfaction factors like pay, supervision and promotion each item being graded on 5-point Likert-type scale. Questionnaire was adapted from Job Satisfaction Survey (JSS) (Spector, 1997, P.8). Questionnaire comprised of 12 items. This 12-item scale contains 4 items for each independent variable. Job satisfaction was considered as dependent variable in this study and was calculated by the average composite score of all the 12 items which were included in this study. The Cronbach's alpha coefficients for pay (0.62), supervision (0.74), promotion (0.64).

Design and Procedure

It was a quantitative and cross sectional study. Primary data was collected through convenience sampling. Survey method was used to collect data from academics of public sector universities of Quetta, Baluchistan. Survey questionnaire was personally circulated among academics and on the next day of the distribution of questionnaire it was collected by researcher.

Ethical Considerations

Through inform consent form, participants were educated about the purpose of study, secrecy and un-recognizability of data provided by them. The sign of participants on inform consent form was the impervious that they are gladly get involved in the process of providing data through

questionnaire. Email address of researcher was left with participants and allowed them to ask for result of study if they want.

Data Analysis.

The retorted data was clustered and presented through percentages and gauged via descriptive statistics, Pearson correlation and multivariate regression by means of IBM Statistical Package for Social Science (SPSS) 20.0.

Results and Discussion

Figure 1, 2, 3 exhibits the distribution of academics in percentage who answered our survey. The figure 1 shows respondents by gender, figure 2 shows respondents by education, and figure 3 shows respondents by rank in respective universities. The distribution of figure 1 displays that 89 (66.2 %) participants in the study were male and 46 (33.8 %) were female. 92 participants (67.6%) had master's degree, 24 participants (17.6%) had M.S degree, 18 participants (13.2%) of participants had Ph.d and 2 participants (1.5%) had post-doctoral degree (figure 2). 112 (82.4%) participants were lecturer, 9 (6.6%) participants were assistant professor, 5 (3.7%) participants were associate professors and 10 (7.4%) were professors (figure 3).

Table 1 indicates that all factors (pay, supervision, promotion) have significant positive relationship with general job satisfaction ($r = .754, p < .01$; $r = .894, p < .01$ and $r = .860, p < .01$) correspondingly. It can be inferred from the table 1 that supervision ($M = 3.58, S.D = .75$) has highest mean value followed by pay ($M = 3.39, S.D = .88$) and promotion ($M = 3.27, S.D = .79$). Consequently, it was witnessed that academics in general, were found to be almost satisfied with their job.

Table 2 shows normality of data no value of skewness exceeds one (± 1) and no value of kurtosis exceeds three (± 3) which means data is almost normality distributed, other than this histogram (figure 4) and P-P plot (figure 5) was also showing normality. The linearity of data was illustrated through matrix scatter (figure 6).

Table 3 shows that Durbin-Watson statistic was near 2 (1.93) indicating our data has almost no autocorrelation. The ANOVA (table 4) pointed out that the model 1 as a whole (which comprise all variables) is significant predictor of job satisfaction of academics. Table 4 "sig" column contains values less than 0.05, which means that multiple regression model

can forecast job satisfaction of academics significantly well, $F(3,132) = 1340.925, p < .05$.

Result of the multiple regression was reported in Table 5. Positive and significant relationship was found amongst pay and satisfaction ($\beta_1 = 2.69, t = 12.181, p < .05$). Hence, H1 was reinforced. This result gets support from Oshagbemi (2000). Supervision also demonstrates significant input to the regression model. Significant and positive affiliation amongst supervision and satisfaction ($\beta_2 = .6.40, t = 22.885, p < .05$). So, H2 was reinforced.

This result is buttressed via studies conducted by Yuliarini, Mat and Kumar (2012); Saleem and Imran (2014). Promotion also indicates major contribution to the regression model. Direct and significant association among promotion and satisfaction supports H3 ($\beta_3 = 4.91, t = 18.437, p < .05$). This result reinforces the findings of Saleem and Imran (2014).

Conclusion

Our study aims to investigate the effect of pay, supervision, and promotion on job satisfaction of academics of public sector universities of Baluchistan. Our findings advocate that all these facts were visualizing positive significant effect on academic's job satisfaction. In general, academics were found to be gratified with their profession. The results of all factors are in line with what was found in prior studies. There is assenting and noteworthy effect of pay, supervision and promotion on job satisfaction of academics but supervision was found to be most imperative facet of job satisfaction for academics of public sector universities in Baluchistan. The significant but least inspiring aspect of job satisfaction for academics of public sector universities in Baluchistan was promotion.

Hence it is determined that in order to keep academics satisfy; supervision is the most imperious factor among pay and promotion. Which means that if supervisor provide guidance, assistance, support, feedback, information, and resources to academics, they would show candidness, faithfulness and satisfaction that helps in producing turned-out and equipped nation?

Limitations and Recommendations.

Time period for the completion of this research was limited, therefore cross sectional study was done. Future research should undertake longitudinal data for the production of better result.

In this study relation among four factors and satisfaction was taken into consideration but relation of other factors with satisfaction can be taken into consideration for future research.

The deductions of this study cannot be generalized to all academics across Pakistan as the aftermaths are constrained to the three public sector universities of Baluchistan, from which the sample were taken. For generalizability of results future research should include and collect data from other universities of Pakistan.

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