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Job Satisfaction of Academic Staff; An Empirical Research Study on Selected Private Educational Institute at Dhaka City Corporation

Rashedul Islam [α] & Md. Monzur Hossain [σ]

Abstract- The main aim of this research is to discover the factor that influences job satisfaction and the factors that can help improve it. Especially, demographic and environmental factors are given the most importance. The present research is designed with a clear view to find out the satisfaction level of academic staff of different education institute at Dhaka city corporation area. Therefore, the intent of this research is to examine the factors that influence job satisfaction of employees in educational sector. The research is quantified in its nature with a sample size of 100 employees from different education institute at Dhaka City Corporation area. The respective data are analyzed with descriptive statistics, correlation and multiple regressions. And the respective results are interpreted and the conclusion is drawn on the basis of the data analysis.

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I. Introduction

Job satisfaction is considered to be the measure of an employee satisfaction or contention with their work. This term is relatively new. This is said because not so long ago, jobs offered to a person were often only compatible with the person's parent's profession. A number of factors tend to affect a person's level of job satisfaction. A few of these factors are the salary and the nature of the job, the environment, Working conditions and leadership. Concerned with job satisfaction is job design and job enrichment, job rotation and job enlargement are all performance methods. Other things that influence job satisfaction are the style of management as well as the culture, empowerment, employee involvement and work groups with the liberty to work autonomously. The Easies and the most used way of measuring job satisfaction are using scales that record the employees' reactions and response to their job. This implies that the achievement of job satisfaction in order to have the commitment of the organization of strategies available that can prove fruitful but the choice an employee satisfaction or contention with their work should be made by the individual organization. This term is relatively new. This is said because not so depending on what human resource strategy they think right in order to fulfill their objectives and requirements.

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II. Statement of the Problem

The best way to gain job satisfaction, however, is to make use of wage in order to join motivation and job satisfaction to organizational commitment (Spector, P., 1997). Knowing that this would not be enough to bring about the kind of job satisfaction we need, other things came up that included training and skills development for employees (Weins-Tuers, T.H., 2000). This could be applied through the very important principle of continuous learning for the organization.

But this exclusive covers a piece of the Human Resource administration.. In order to get an overall holistic view, we need a different approach that targets and covers fair wages, employment conditions, benefits, to support motivation and satisfaction which would in turn increase organizational commitment (Champion-Hughes, 2011). Based on the above discussion, the study aims to identify the impact of working environment, pay and promotion, job security, relationship with co-workers, relationship with supervisor and level of fairness on job satisfaction of academic staff in education sector.

a) Objective of the Study

The present study is aimed at finding out job satisfaction of educational academic staff through different dimension and density of satisfaction levels.

More specifically we can furnish the objectives as follows:

- To determine the relationship of working environment with Job satisfaction level of academic staff in the education sector.
- To determine the relationship of pay & promotion with Job satisfaction level of academic staff in education sector.
- To determine the relationship of co-workers with Job satisfaction level of academic staff in education sector.
- To determine the relationship of supervisor with Job satisfaction level of academic staff in education sector.

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- To determine the relationship of level of fairness with Job satisfaction level of academic staff in education sector.

b) Limitations and Future Research

This research was not fully able to collect enough information due to official restrictions of the different selected educational institute at Dhaka city corporation. Many things were so confidential that was not entitled to access there. The data obtained from this research is only applicable for selected educational institute at Dhaka city corporation in Bangladesh and did not include other sectors of the economy. Moreover this research paper has several limitations. First of all, this study considered only few factors of job satisfaction like working environment, pay and promotions, level of fairness, relationship with supervisors and job performance of employees. Secondly, the sample size of the study is small which should be increased in order to understand the most important determinants at more generalized level. Thirdly, the data is collected from a particular group of people. In future, the light should shed on other variables like employee empowerment, job loyalty, turnover intention, reward and recognition, training and development, and organizational commitment which need to be discussed for further understanding of job satisfaction.

III. Literature Review

a) Job Satisfaction

Job satisfaction consists of overall or general job satisfaction, as well as a variety of satisfaction facets (Voon et. al., 2011).Maximum time of Man's life spend at work place so a man satisfy his life if he satisfy from his job. Five components affect the job satisfaction; work, pay promotion, salary and recognition (Khalid Salman & Irshad Muhammad, 2011).

Using the longitudinal data, Nguyen et al. (2003) studied the determinants of job satisfaction by including personal traits, job autonomy, working hours, leadership behavior, actual pay and relative. There are three types of teams in organizations that are termed as quality circles, employee involvement teams, and self-directed work teams. According to Eason (1989) lack of training, insufficient support of top management and workers union and non-supportive behavior of super-visors are major impediments in building empowered teams.

In the Telecommunication industries scenario, many staff members have reported that they are satisfied with the working hours and holidays but there are other factors such as supervision and the work itself that lead to their job dissatisfaction (Schenk, 2001).

In terms of working conditions, the worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker‟s mental and physical well-being (Baron and Greenberg, 2003).

Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction.Similarly, results from a survey conducted by Brainard (2005) amongst postdoctoral scientific researchers found pay and benefits to be weakly associated with job satisfaction.

Kyndt *et al.* (2009), implemented a study in which they wanted to analyze the reasons why employees stay in a company or what causes them to look for other job-opportunities. In their research, they put special focus on workers‟ learning because they assume that learning plays a very crucial role concerning retention. Learning opportunities have generally referred to three dimensions of learning on the job: opportunities to learn new things on the job, having a job that requires one to be creative, and being able to influence what happens on the job. Another study found challenging and extensive learning opportunities to be associated with better psychological functioning, subjective health, and coping styles (Taylor, 2004).

Job satisfaction has received significant attention from economists in recent years. Part of the interest in job satisfaction is due to the correlation between satisfaction and employee behavior. More satisfied workers are less likely to leave their employer (Clark 2001, Shields and Ward 2001, Pergamit and Veum 1989, Akerloff et al 1988, McEvoy and Cascio 1985, Freeman 1978), have lower rates of absenteeism (Clegg 1983) and have higher productivity (Mangione and Quinn 1975). Understanding the determinants of economic wellbeing is a key concern of economic science, and job satisfaction is a key factor of an individual's overall wellbeing.

Job satisfaction, the extent to which employees like their job and its components (Spector, 1997), is one of the most extensively researched topic in the industrial and organisational psychology literature (Highhouse & Becker, 1993).

b) Working Environment

Theories of job satisfaction include dispositional and environmental predictors. The dispositional predictors of job satisfaction refer to characteristics of the employee, such as needs, values, and expectations. The environmental predictors refer to job characteristics, such as job control, workload, feedback, role ambiguity, and role conflict. Some theorists focus on the dispositional predictors, whilst others focus on the environmental predictors. More recent theorists recognize the importance of both types of predictors. Dispositional and environmental theories of job

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satisfaction have been extensively researched, however researchers have still not reached consensus as to the major predictors of job satisfaction. As a result, researchers continue to rely on theories that have theoretical and empirical problems, or have limited applicability to the workplace. In order to determine which theories are valid and useful, this review will examine the theories that have made the greatest contribution to a shift in focus of the determinants of job satisfaction. These include Maslow's (1970) need hierarchy theory, Herzberg, Mausner and Snyderman's (1959) two-factor theory of job satisfaction, Vroom's (1964) expectancy theory, discrepancy theories, Hackman and Oldham's (1976) job characteristics model, and Karasek's (1979) job demand-control model.

❖ Relationship between Working Environment and Job Satisfaction.

Various studies in the past have tried to explain how the work environment in different areas plays an important role. (Hytter, A., 2008).concluded that work environment has only really been discussed by people from the industrial perspective, meaning that the focus has primarily been on the physical sides such as noise, heavy lifts, toxic substances and their exposure etc. Denton, Z., 2005).found out was that the environment also plays an important role in the employee's decisions of either staying with or leaving the organization. Through research in Pharmaceutical industry,(Kabir, M.M., 2011).also found that working environment played an important role in the employee's job satisfaction.

c) Pay & Promotion

Compensation is interpreted by different people differently. The different terms used in this paper are reward, compensation and wages (Zobal, C., 1998). For automobile industry, salary was found to be the most important factor contributing to job satisfaction (Kathawala, Y., *et al*., 1990).

For retention and for turnover, compensation has proved to be a very important and valuable tool. Also, it acts as a major motivation for employees who want to stay committed to the organization in turn enhancing the attraction as well as the retention (Chiu, *et al*., 2002). The role of leadership in the process of knowledge acquisition was examined with the help of a survey that was carried out on 227 people who have been involved in this kind of knowledge acquisition (Politics, J., 2001).

❖ Relationship between Pay and Promotion and Job Satisfaction.

Another important factor that affects job satisfaction is salary as shown by the survey conducted (Kabir, M.M., 2011) in the automobile industry. That particular survey aimed at describing the different job characteristics and how they were ranked by the employees. The results, not so surprisingly, showed that the number one factor for job satisfaction was found to be compensation and number for motivation was salary. For retention and turnover, compensation is a very important tool. It also tends to motivate an employee who is committed to the organization and enhances either attraction or retention (Zobal, C., 1998). When given to an employee for his services, it shows the employee that they are important for the organization and that their existence matters (Chiu, *et al*., 2002).

d) Relationship with Supervisor

Richmond and McCroskey (2000) examined a variety of communication variables that affect both job satisfaction and employee motivation. First, subordinate perceptions of supervisor credibility and attractiveness (social and task) were positively related to both employee job satisfaction and motivation. Next, the researchers found that supervisors who were perceived as nonverbally immediate had subordinates who reported higher levels of job satisfaction and work motivation. Lastly, in a path analysis, the researchers found that supervisor nonverbal immediacy positively affected a subordinate's attitude about that supervisor, which, in turn, had an impact on the subordinate's work motivation.

Shaw and Ross (1985) examined the relationship between supervisor attitude and subordinate satisfaction and concluded that the factors most conducive to employee motivation and job satisfaction are: supportive supervisors who exhibit high levels of competence, trustworthiness, and fairness, which is similar to the credibility scheme created by McCroskey and Teven (1999). In addition, Shaw and Ross concluded that a sociable supervisor has the ability to enhance subordinate satisfaction and subordinate perception of her or his credibility. Lastly, as mentioned previously, McCroskey et al. (2005) reported a positive relationship between a subordinate's level of extraversion and her or his work motivation and job satisfaction. Additionally, a subordinate's level of neuroticism and psychoticism was negatively related to her or his job satisfaction and work motivation (McCroskey et al., 2005).

❖ Relationship between Supervisor and Job Satisfaction.

(Hussami, M.A., 2008), employees want supervisors who have a bond with them and who trust them, understand them and show fairness. If the supervisor is abusive the worker is left with no choice but to be dissatisfied with their job. (Williams, E., 2004). Supervisors play such an important role in jobs that it would not be wrong to say that employees leave their bosses, not their jobs. Often outside the formal process of evaluation, the supervisor gets a chance to discuss

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the evaluation; the supervisor gets a chance to discuss the progress of employees. They said the employee in finding their true place in the work place and not simply the next rung on the ladder (Brown, G., *et al*., 2008).

e) Level of Fairness

Procedural justice captures the fairness of decision-making processes and is fostered when managers adhere to rules such as granting voice to employees, as well as consistency, accuracy, correct ability, bias suppression, ethicality, and representativeness (Leventhal, 1980; Thibaut & Walker, 1975). Informational justice captures the fairness of communication and is fostered when managers adhere to rules of truthfulness and justification (Bies & Moag, 1986; Greenberg, 1993). Finally, interpersonal justice captures the fairness of interactions and is fostered when managers adhere to rules of dignity and respect (Bies & Moag, 1986; Greenberg, 1993).

Literally hundreds of studies have demonstrated the importance of fairness to the work place by showing that managers' adherence to (versus violation of) the rules relevant to each justice dimension is associated with critical employee attitudes (e.g., increased job satisfaction and organizational commitment), feelings (e.g., positive moods), and behaviors (e.g., higher task performance and organizational citizenship behavior, lower counterproductive work behavior; for a recent meta-analysis, see Colquitt et al., 2013). Such studies, which take a reactive approach and assess the responses of employees to situations of fairness and unfairness, have dominated the justice literature (Colquitt, 2012).

❖ Relationship between Level of Fairness and Job Satisfaction.

According to reference (Noor, M.S., 2009), there exists a good and positive relationship between fairness of work policies, insurance policies and working hours and job satisfaction. Through a course of action based on work-life principle, a respond can find itself on a better position to be able to cater to the demands of customers for better service accessibility (Kabiru Jinjiri Ringim, 2013-Sibghatullah Nasir, 2013). Through this, the organization can also reach tactics to work with the revolutionized ways that will end up satisfying both the employers and the employees (Champion-Hughes, 2011).

Alam (2013) conducted a research on the Job satisfaction of female workers in different garment factories in Dhaka city and concluded the level of satisfaction is positively correlated with level of wages they get.

Zeal, Anwar and Nazrul (2012) in their study on comparative Job satisfaction of senior male and female executives in Bangladesh, showed that there are insignificant difference between male and female executives regarding satisfaction in different facets of job. The direction of all these studies on job satisfaction tends to be consistent to the self-reporting state of individual is very much related to the job itself and one's experience.

Teachers strikes in Kenya over poor pay has been witnessed in the years 1997, 1998, 2002, 2008, 2013, 2014 and September 2015. This has paralyzed learning in most public schools. Although many of the teachers are in the teaching profession, all their energies are not directed to their jobs and pupils are not given the best. This leads to poor performance and perhaps that is why there has arisen a lot of extra pay to sustain their needs.

Usop et. al. (2013) carried out a study on work performance and job satisfaction of 200 teachers of 12 selected public schools in the Cotabato city of Philippines. They reported that school policies, supervision, pay, interpersonal relations, opportunities for promotions and growth, working conditions, work itself, achievement, recognition, and responsibility were significantly associated with job satisfaction of teachers.

As noted by Wann-Yin and Htaik (2011), job satisfaction is one of the most widely studying and measuring constructs in the organizational behavior and management literature. As such job satisfaction of an employee is a topic that has received significant attention by managers and researchers alike (Qasim & Syed, 2012). Job satisfaction deals with the feelings that an individual employee has about his/her job. Abbas (2011) reported that financial factors, working conditions, supervision and advancement opportunities are associated with the overall satisfaction of the educationing professionals. Archana Singh et al. (2011) reported that factors namely, pay, job interest, leadership, career growth, working environment, job responsibility etc. serves as stimulators for employee satisfaction in technology sector. Deshwal (2011) also found that the factors named as working conditions, organizational policies, independence, promotion opportunities, work variety, creativity, compensation, work itself, colleagues' cooperation, responsibility, social status of job, job security, achievement and students' interaction were associated with job satisfaction.

A various studies have been conducted on the job satisfaction but a very few studies have been done on the job satisfaction of academic staff in Bangladesh's socio – economic context especially in the education institute as they are holding a very important role to the development of a country. So in this regard I undertake to make the present study.

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From the Literature Review I get this Conceptual Framework:

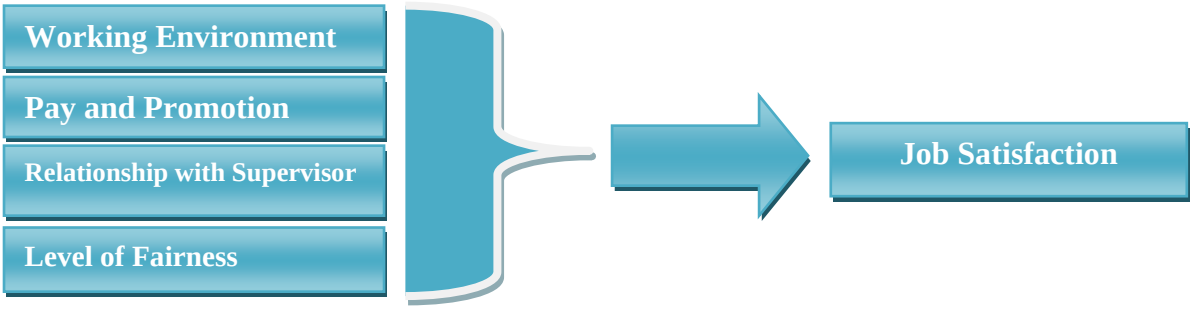

Fig. 1: Framework: Literature Review

Questions And Hypotheses:

Q1: Is there any relationship between working environment and job satisfaction?
Ho1: There is a relationship between working environment and satisfaction.
Ha1: There is no relationship between working environment and satisfaction.

Q2: Is there any relationship between Pay & promotion and job satisfaction?
Ho2: There is a relationship between Pay & promotion and job satisfaction.
Ha2: There is a no relationship between Pay & promotion and job satisfaction.

Q3: Is there any relationship between Supervisor and job satisfaction?
Ho3: There is a relationship between Supervisor and job satisfaction.
Ha3: There is no relationship between Supervisor and job satisfaction.

Q4: Is there any relationship between level of fairness and job satisfaction?
Ho4: There is a relationship between level of fairness and job satisfaction.
Ha4: There is no relationship between level of fairness and job satisfaction.

IV. Research Methodology

The present research has been designed with a view to investigate and determine the satisfaction level of educational academic staff at Dhaka city corporation in Bangladesh, to find out the effect of various aspects relation with co-workers supervision, nature of job, work environment, level of fairness, pay and promotion on job satisfaction.

This research covers the selected educational institutions at Dhaka city corporation in Bangladesh. I take four private educational institutional academic staff at Dhaka city corporation in Bangladesh to authenticate and interpret the study and find out the results. Sample size will be 100 academic staff for private educational institute. Primary data has been collected from Questionnaire survey by employee's interview. The sample used in this research is random sampling The questionnaire covered following aspects: pay and promotions, nature of job, working environment, level of fairness, relationship with supervisor. Secondary data has been collected from selected educational institutes' website, different journals, books and internet.

a) Data Analysis Methodology

This research has been conducted using a survey questionnaire (Refer to Appendix A) handed out to a random sample of participants academic staff of different educational institute at Dhaka city corporation. The research data thus collected has been analyzed using statistical measures.

This data has been analyzed using the IBM SPSS Statistics software for statistical inference making purposes. The data has been analyzed for the frequency of male and female respondents, their respective age groups and income groups. These frequency tests have been used to further test the mean, median and mode of these groups along with the standard deviations.

The data has also been tested in respective sub-groups for reliability using the Cronbach Alpha Method. Using this method, the data sets which have been seen to have an alpha value of 0.5 to 0.6 is reliable and above 0.6 is desirable and the rest has been determined as unreliable.

The hypotheses have been tested using Pearson's Correlation and Spearman's Correlation. Under Pearson's correlation, this report follows the guidelines provided by Rowntree (1981). The interpretation of the correlation coefficient is as follows: 0.2 to 0.4 - weak, low; 0 to 0.2 - very weak, negligible; 0.4 to 0.7 – moderate; 0.7 to 0.9 - strong, high; 0.9 to 1.0 - very strong, very high. The bi-variate correlation procedure was subject to a two tailed test of statistical significance at two different levels with the significance interpreted as follows: $p < 0.0001$ - highly significant, $p < 0.01$ – quite significant, $p < 0.05$ – significant and $p >$ or $= 0.05$ – not significant. As such, we shall accept the alternative hypothesis when the correlation coefficient is greater than 0.4 and the significance value is less than

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0.05. Under spearman's correlation technique, the alternative hypothesis has been proven whenever the correlation coefficient (Rho) is not equal to zero and the significance (or alpha value) is less than o.o5. Otherwise, the null hypothesis has been accepted to have held true.

The data has also been tested using regression analysis. Using this method, the data has been used to test how much a dependent variable can be explained by the independent variable. Under this method, if Rho is less than or equal to 0.05, then the alternative hypotheses has been chosen and vice versa.

V. Finding

The data collected consists of 60 percent male participants and 40 percent female participants. Among these participants, 15 percent were between the age of 22 and 25, 65 percent were between the age of 26 and 35, 20 percent were between the age of 36 and 45 and 0 percent were aged 46 and above. 30 percent of the participants earned between Tk. 20,000 and 30,000; 20 percent earned between Tk. 31,000 and 40,000; 15 percent earned between Tk. 41000 and Tk. 50,000; and 30percent earned Tk. 51,000 and above per month.

Working environment Cronbach's Alpha .387 is reliable. Pay and promotion Cronbach's Alpha .606 is desirable. Relationship with Supervisor Cronbach's Alpha .799 is desirable. Level of fairness cronbach's Alpha .641 is desirable. Job satisfaction cronbach's Alpha .674 is desirable.

Under Spearman's rho, the correlation coefficient is .199 which is very week and the alpha value is .399 which is quite significant which indicates that the alternative hypothesis is true because correlation is >0. So, there is no relationship between Working environment and Job satisfaction.

Under Pearson's Correlation, the correlation coefficient is .218 which is weak and the alpha value is .357 which is quite insignificant which indicates that the null hypothesis is true. This observation is 35.7%% good observation. So, there is no relationship between Working environment and Job satisfaction.

Under Spearman's rho, the correlation coefficient is .381 which is weak and the alpha value is .097 which is insignificant which indicates that the null hypothesis is true because correlation is >0. So, there is no relationship between Pay and promotion and Job satisfaction.

Under Pearson's Correlation, the correlation coefficient is .423 which is moderate and the alpha value is .063 which is insignificant which indicates that the null hypothesis is true. This observation is 6.3% good observation. So, there is no relationship between Pay and promotion and Job satisfaction.

Under Spearman's rho, the correlation coefficient is .363 which is weak and the alpha value is .115 which is insignificant which indicates that the null hypothesis is true because correlation is >0. So, there is no relationship between Relationship with Supervisor and Job satisfaction.

Under Pearson's Correlation, the correlation coefficient is .279 which is weak and the alpha value is .233 which is insignificant which indicates that the null hypothesis is true. This observation is 23.34% good observation. So, there is no relationship between Relationship with Supervisor and Job satisfaction.

Under Spearman's rho, the correlation coefficient is .429 which is weak and the alpha value is .059 which is significant which indicates that the null hypothesis is true because correlation is >0. So, there is a relationship between Level of fairness and Job satisfaction.

Under Pearson's Correlation, the correlation coefficient is .414 which is strong and the alpha value is .069 which is insignificant which indicates that the null hypothesis is true. This observation is 6.9% good observation. So, there is no relationship between Level of fairness and Job satisfaction.

Using regression analysis, the R^2 value is .049 which means that 4.9% of the Independent variable (Working environment) can be explained by Job satisfaction, ANOVA[b] significant value is .357[a.] That's means the relation between Independent variable working environment is 4.9% and Coefficients[a] significance value is .014 and .357< .05 which indicates that the null hypothesis is true. Therefore, considering the majority of the results, there is a negative relationship between Working environment and Job satisfaction.

Using regression analysis, the R^2 value is .197 which means that 17.9% of the Independent variable (Pay and promotion) can be explained by Job satisfaction, ANOVA[b] significant value is .063[a.] That's means the relation between Independent variable Pay and promotion is 17.9% and Coefficients[a] significance value is .320 and .063<.05 which indicates that the null hypothesis is true. Therefore, considering the majority of the results, there is a negative relationship between Pay and promotion and Job satisfaction.

Using regression analysis, the R^2 value is .078 which means that 7.8% of the Independent variable (Relationship with Supervisor) can be explained by Job satisfaction, ANOVA[b] significant value is .233[a.] That's means the relation between Independent variable Relationship with Supervisor is 7.8% and Coefficients[a] significance value is .019 and .233<.05 which indicates that the null hypothesis is true. Therefore, considering the majority of the results, there is a negative relationship between Relationship with Supervisor and Job satisfaction.

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Using regression analysis, the R^2 value is .172 which means that 17.2% of the Independent variable (Level of fairness) can be explained by Job satisfaction, ANOVA[b] significant value is .069[a]. That's means the relation between Independent variable relationship with Coworker is 17.2% and Coefficients[a] significance value is .187 and .069<.05 which indicates that the Alternative hypothesis is true. Therefore, considering the majority of the results, there is a negative relationship between Level of fairness and Job satisfaction.

VI. Conclusion

The aim of this study was to test all the possible factors that can affect education sector academic staff in job satisfaction. Through the results it was inferred that the factors affecting job satisfaction were very well explained and in order to make institute better great care and attention should be given to the employees. From the results that were obtained it can be said that the key factors that contribute to job satisfaction are promoting, pay, fairness and working conditions. The importance of money in this case should not be underestimated. Everybody needs money. All academic staff of different education institute work so that they can contribute to the society through their knowledge by which they get remunerations. The main purpose behind all of this is nothing but money. So, money and compensation play an important role in the job satisfaction of the employees.

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