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PERSONAL AND INSTITUTIONAL DETERMINANTS OF ACADEMIC JOB
SATISFACTION IN CONTEXT OF ETHIOPIAN PUBLIC UNIVERSITIES, AMHARA
REGION

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ABSTRACT

This study determines the effect of personal and institutional factors on job satisfaction and probes majorly that determining academic job satisfaction among lecturers of Amhara region Public Universities. The study comprises three universities believing that this three university will represents all Public universities in the region and 300 respondents drawn from three universities as a sample. In order to test whether Age, working experience, education level, marital status and gender are determinant factors of job satisfaction, the study applied binary logistic model by treating Job satisfaction as Dichotomous. And finally the study was found that variables most prevalent in the prediction of job satisfaction are: Age, working experience, education level and field of specialization. Whereas other variables such as university (institution where lecturers working), marital status and gender doesn't determine the level of job satisfaction among academics

Keywords: *Job Satisfaction, institutional variables, organizational variables, academics*

I. INTRODUCTION

This section describes the background and the context of the paper and presents the research problems, key research objectives and gives a short introduction to the methodology and concepts used in the study. Furthermore, the section discussed the scope of the study, significances, limitation and s the structure of this study.

Many scholars define and describe job satisfaction and almost all defines it as how comfortable an individual is with his or her job. There are a variety personal and demographic factors influencing employees level of job satisfaction such as: pay and benefits, the perceived fairness of the promotion system and so on (Parvin, M. M. ,2011). Motivation and job satisfaction is not the same although they are clearly linked. Job design that is targeted to improve job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Still other determinants of job satisfaction includes; Management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very central attribute of any organization which is frequently measured by organizations. Even though there are different measurement techniques, the most common way of measurement is the use of rating scales where employees testimony their feeling to their jobs. Questions are related to pay, work responsibilities, variety of tasks, promotional opportunities and etc. Generally, some can use yes or no questions while others ask to rate satisfaction with likert scale which runs on 1-5 scale representing “not all satisfied” to “extremely satisfied” respectively(Scott, M. 2005).

According to², described job satisfaction is any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, “I am satisfied with my job (Scott, M. 2005,& Hoppock,1935),. It is assumed that employees are able to balance the specific satisfactions with the specific dissatisfactions and arrive at general satisfaction (Robbins, S. P. 1996). As explained by (Poling, 1990), the top determinant of job satisfaction is when the employees' personal principles match those of the organization.

While explaining job satisfaction, personal and intuitional variables should carefully be considered to recognize the possible predictors of job satisfaction (Scott, M. 2005).

Demographic variables influencing job satisfaction is also described by Herzberg gender influences satisfaction that is males are more satisfied than female (Herzberg, F., Mausner, B., Peterson, R. O., & Capwell, D. F. 1957). Furthermore, some studies showed that workers with higher education have a higher job satisfaction level, while other studies show that workers with higher education have a lower job satisfaction level and vise versa⁶. He

recommended that a clear cut conclusion cannot be drawn regarding job satisfaction (Herzberg, F., Mausner, B., Peterson, R. O., & Capwell, D. F. 1957). Having empirical & theoretical background, this study tried to investigate determinants of job satisfaction among lecturers in Amhara region Public universities in order to provide possible recommendation for the university managers’ board of directors and/or management group in order to better performance of the university by improving the level of lecturers’ satisfaction. This is because, satisfied employees are obviously interested to remain in the institution where as dissatisfied employees are always searching for another vacancies and tend to leave the organization/position, which negatively affect the performance of the organization (Shun-Hsing Chen, Chung-Li, and Ching-Chow Yang and Jiun-Yan Shiau, 2006). Currently in Ethiopia the government is expanding universities than ever before. In contrast, the turnover of academic professionals from universities takes place at all levels, to get better earnings (Reisberg and Laura E Rumbley, 2016)

II. OBJECTIVE OF THE STUDY

The general objective of this study is to examine personal and institutional determinants of job satisfaction among lecturers in Amhara region public universities.

Specific objectives

This study is designed to address the following specific objectives:

- ✓ To examine the level of job satisfaction in universities
- ✓ To identify determinants of academic job satisfaction
- ✓ To examine the relationship between job satisfaction and predictors
- ✓ To probe personal determinants of job satisfaction
- ✓ To investigate organizational determinants of Job Satisfaction

III. CONCEPTUAL FRAME WORK

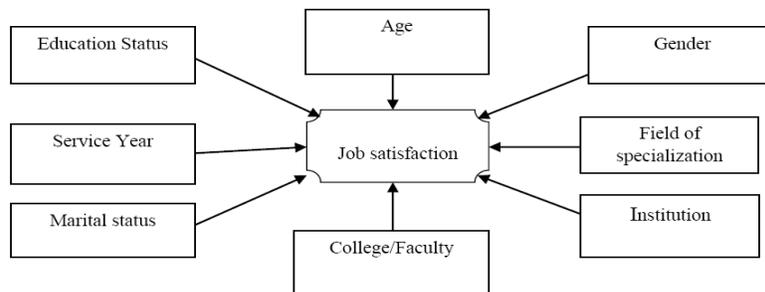


Figure1: Conceptual frame work of the study

Study Hypothesis /proposition

According to literature review, the researchers came up with the following Hypothesis:

- H1. Gender has a significant effect on Job Satisfaction
- H2. Aged lecturers are less likely to be satisfied than young lecturers
- H3. Less experienced lecturers are more likely to be satisfied with their job than with greater experience
- H4 There is no significant difference of job satisfaction between single and married lecturers
- H5. Marital status has a significant effect on lecturers job Satisfaction
- H6. The College and institution where lecturers are working significantly affects job satisfaction

IV. MATERIAL AND METHODS

In order to investigate job satisfaction and its determinants, the researchers applied survey research design using quantitative techniques.

The sample comprises Lecturers from three universities: Bahir Dar, Debre Markos and Gonder universities believing that these three universities will provide a large enough sample to represent Amhara regional public universities. And the total acadami staffs of Bahir Dar, Gonder and D/Markos universities are 1447,1101,and 683 respectively,i.e totally 3231 acadamic staffs.

In determining sample size, important issues to be considered are: Population size, the level of precision and level of confidence or risk (Reisberg and Laura E Rumbley, 2016)

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{3231}{1 + 3231(0.05)^2} = 300$$

V. RESULTS AND DISCUSSION

The collected data were analyzed using both descriptive and inferential statistics.

Data analysis using Descriptive Statistics

The descriptive statistics of this study below discusses the overall level of satisfaction among lecturers in Amhara region public universities

Table: 1. Overall Level of job satisfaction

Over All Job Satisfaction				
	Frequency	Percentage	Valid percentage	Cumulative percentage
Dissatisfied	169	61.5	61.5	61.5
Satisfied	106	38.5	38.5	100.0
Total	275	100.0	100.0	

As can be observed the level of overall job satisfaction from table 1, the majority (61 %) of Lecturers are dissatisfied with their job.

Logistic regression Model

In order to test research hypothesis, Logistic regression coefficients were used to estimate effect (odds ratio or $\text{Exp}(\beta)$) of each independent variables on dependent variables. This is well displayed in the following Table 2.

Table: 2. Binary logistic regression for determinants of job satisfaction

	Variables	β	$\text{Exp}(\beta)$	Sig,
1	Educational status	-	-	<0.001
a	First Degree Holder*	-	1	-
b	Masters Holder	1.076	2.934	0.007
c	PHD holder	3.83	46.129	0.000
2	Service year			<0.001
a	Less than a year*	-	1	0.001
b	1-5 year	-0.875	0.417	0.017
c	6-10 year	-2.50	0.082	0.000
d	11 and above	-1.140	0.320	0.223
4	Gender	-	-	>0.05
a	Male *	-	1	0.23
b	Female	.542	1.719	0.184
5	Marital Status	-	-	>0.05
a	Single *		1	
b	Married	.136	1.202	0.70

6	Age			>0.05
a	20-25 year*		1	0.005
b	26-34	-0.182	0.596	0.075
c	35 and above	-2.609	0.074	0.002
7	Field of Specializations			0.026
a	Business and Economics*	-	1	-
b	Natural science	1.009	1.742	0.004
c	Engineering and Technology	1.318	3.735	0.008
d	Medicine & Health science	.990	2.690	0.047
e	Social science & Humanity	.635	1.777	1.047
f	Agriculture	1.72	2.608	.001
8	Institution/universities	-	-	>0.05
a	Bahir Dar University*	-	1	-
b	Gonder university	.304	1.355	.408
c	Debre Markos University	-0.083	.921	.809

*reference category

As demonstrated from Table 2 above, the effect of each variable on Job satisfaction were tested by binary logistic regression and the interpretation for each predictors is discussed below:

A. Educational status

As described from Binary Logistic Regression Model above, the effect of educational status is significant and the odd ratio indicates that, compared with first degree, master’s degree were 2.934 times more likely to be satisfied. And the job satisfactions for those PHD holders were 46.29 times more likely greater than first degree lecturers. Therefore, as we can see the discussion above, level of education can be considered as determinant of job satisfaction in public universities. All agrees that, education develops and improvises individual understanding. The highly educated employees can understand situation easily and rationally than non educated individuals.

B. Working experience

From the logistic regression model, the coefficient for working experience is negative; indicating that experience is negatively associated with job satisfaction implies when lecturers become more experienced, they are less likely to be satisfied than those with less experience. And the adjusted odd ratio (ODR) which indicates the likelihood of increasing and decreasing of the odd as one unit change in predictors. Accordingly, the value of odd ratio (.417) for year of service indicates that as the age group increase to (6-10) category, the likelihood of satisfaction is less likely compared with age group (< 1 year). This suggested that the lecturers’ experience is important and significantly influence job Satisfaction of lecturers. This finding is similar with some previous study which has suggested that employees actual experience is important and inversily related (P. Chimanikire, E. Mutandwa, C. T. Gadzirayi, N. Muzondo and B. Mutandwa. 2007).

C. Age of the respondent

The adjusted odd ratio for age group (26-34) is .075 which means lecturers within the age group (26-34) are .075 times less likely to be satisfied than those lecturers with the age group (20-25). Negative Beta coefficient also indicates job satisfaction and age are negatively related that is as age increase satisfaction decrease. Generally, the result revealed that aged lecturers are less likely to be satisfied with their job when compared with young lecturers. In other language as age increase the likelihood of Satisfaction decreases.

This could be because of when employees go through different age groups, the employees need and interest also changes. It means employees who are in different age groups have different interest that they want to achieve and receive from their job. They feel absolutely dissatisfied in a condition where they are powerless to find their ambition satisfied.

D. Marital status

The value of odd ratio for marital status of respondents is 1.202 implies that Married employees are more likely to be satisfied than employees who are not Married. The marital status was however insignificant at 5%.

E. Institution where lecturers working

As stated from the beginning, researchers were interested to know whether university, where professors working does Determine job satisfaction or not? Accordingly, the result of odd ratio($\exp(B)$) value, 1.355 indicates that lecturers who are working Gonder University are 1.355 times more likely to be satisfied than those lecturers in Bahir Dar University where as those who are working at Debre Markos University are .921 times less likely to be

satisfied than lecturers in Bahir Dar University. However the difference of satisfaction among universities is statistically insignificant implies that the overall level of satisfaction among universities is indifferent. This could be because of universities are not functioning independently rather the government and ministry of education of the country is highly influencing and controlling the activity of universities which might results universities to act and perform in the same fashion i.e., promotion opportunities and police, salary scale, and different remunerations polices are almost the same. Thus, it is less likely to have significant difference level of job satisfaction among universities.

F. Field of specialization

According to the result of this study, field of specialization has a significant influence on job satisfaction. As we can understand from logistic regression model, the value of odd ratio is 1.742 indicates that, those who are specialized in Natural Science and working that college are 1.1742 times more likely to be satisfied than those who specialized in Business and Economics and also those lecturers in Engineering and Technology specialization are 3.735 times more likely satisfied than those in Business and Economics. In general professors specialized in Business and Economics are less likely to be satisfied compared with all other field of specialization included in the study as illustrated from Table 2 above. A previous finding also confirms that jobs satisfaction scales significantly different across Academic disciplines (Sheehan, Fiona J. Lacy and Barry A. 1997).

This might be because of the the nature of job in different decilpens i.e the disipline it self is diffrent between colleges which have its own contribution on job satisfaction. In addition to the nature of job,then varation could be as aresult of varaiton in supervission and co- worker relationship amond different colleges or faculties.

VI. CONCLUSSION .

The study concludes that the overall job satisfaction of instructors in Amahara region public universities is low, below the average. Sex and marital status has no influence on overall job satisfaction. And the study revealed that more experienced lecturers are less likely to be satisfied with their jobs than fewer experienced lecturers. With regard to the age, youthful lecturers are more likely to be satisfied than the aged lecturers. Like experience of employees, employee's age is negatively related with job satisfaction basically with promotion opportunity and nature job i.e. that as age and experience increase the likelihood of satisfaction with promotion opportunity and nature of job is decreases. When we compare lecturer's job satisfaction across universities, there is no significant difference. In contrast over all job satisfaction is significantly different among field of specializations.

VII. RECOMMENDATION

Currently, attracting and retaining competent staff has become the important issue in Ethiopian universities since universities are expanding throughout the country than ever before. In contrast, according to this study, the overall satisfaction level is low for existing staffs which makes difficult to retain lecturers. Especially factors such as age and service year are negatively related with overall satisfaction meaning when age & service year increase, the probability of being satisfied is less likely compared with young and less experienced in in Amahara region public universities. Obviously these groups (aged, experienced and highly educated) lecturers very expensive resources that cannot replaced easily. Therefore universities should find ways to satisfy and concern for those groups in order to exploit the resource unless otherwise it is difficult for university management to retain those existing experienced lecturers. Thus, it is highly recommended to retain existing and experienced lecturers than recruiting new employees because recruiting new employee's costs than retaining the existence staffs. Basically this study discovers that those professors are highly dissatisfied with the university remuneration, promotion opportunities and working environment.

Thus, re-examining universities system of incentives, salary, rewards and promotion opportunity is needed.

Recommendation for Further Research

It is highly recommended to conduct a future research on more universities to investigate the effect of personal and institutional factors on academic job satisfaction as a comparison study to measure the differences.

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