

A Study on Factors Affecting Job Satisfaction of the Non-academic Staff Members in the University of Kelaniya, Sri Lanka

P.T.Dompelage¹, D.S.R.E.S.Gunawardhana², J.Kalansooriya³, D.L.I.H.K. Peiris⁴

¹Assistant Registrar, Faculty of Social Sciences, University of Kelaniya, Sri Lanka.

²Demonstrator, Research Center for Social Sciences, Faculty of Social Sciences, University of Kelaniya, Sri Lanka.

³Senior Lecturer, Department of Sport Science and Physical Education University of Kelaniya, Sri Lanka.

⁴Probationary Lecturer, Department of Sport Science and Physical Education University of Kelaniya, Sri Lanka.

Abstract:-Managing human resources towards the attainment of productivity, is an important aspect of an organisation. Either in the private sector, government sector or in the semi-government sector, an organisation's productivity depends on the performance of employees. Among the factors affecting employee performance, job satisfaction is identified as a key factor. Several studies on public universities in Sri Lanka also identified that job satisfaction plays a key role on its employee performance. Thus, for the betterment of the productivity of a university, job satisfaction of the academic, non-academic and administrative staff should be ensured within a university system. Yet, factors affecting job satisfaction of the non-academic staff of universities in Sri Lanka should be further identified. Using a quantitative approach, this paper aims (1) to identify factors affecting job satisfaction of the non-academic staff members of University of Kelaniya and (2) identify the effect of those factors on overall job satisfaction. Based on the convenience sampling method, it was selected 30 non-academic staff members of the University of Kelaniya from the Faculty of Social Science and the Faculty of Humanities. By analyzing respondents' answers to a questionnaire, it was found through a factor analysis, that working condition, job security, autonomy or freedom, relationship with colleagues, relationship with superiors, promotion and pay were the major factors affecting the job satisfaction of non-academic staff of the University. working condition, pay, relationship with superiors and the relationship with colleagues were the key factors that significantly affected overall job satisfaction.

Keywords: Job Satisfaction, Non-academic Staff, Public University Sector, Sri Lanka

I. INTRODUCTION

Employee job satisfaction is an important component in any organisation (Akinyi, 2013). It is an important attribute that organisations are willing to experience through its staff. Job satisfaction links to performance, organisational productivity and issues such as including employee turnover as dissatisfied employees are susceptible to absenteeism and excessive turnover and indirect costs associated with job dissatisfaction include training, recruiting and learning curve inefficiencies, as well as a reduction in the client base. However, research findings mention that employee

satisfaction improves productivity, reduce staff turnover, enhance creativity and commitment to the job. Hence, it is argued that job satisfaction of employees must be given special attention though few organisations consider job satisfaction (Toker, 2014) in enhancing the productivity of one's own enterprise, academic institutes and other organisations as researchers and administrators perceived the prominence of job satisfaction on a diversity of organisational variables. Because, job satisfaction directly relates to significant association with life satisfaction, organisational commitment and job performance (Akinyi, 2013).

University is one of the organisations in the government sector in Sri Lanka. Several studies on public universities in Sri Lanka identified that job satisfaction plays a key role on its employee performance. The efficient management of staff is the key factor for effective management of a University and is the key element of the human resources management field. Productivity, efficiency and effectiveness depend on the performance of the employee (M.A. Azeem, 2014) in a university and non-academic staff plays a big role in a university. Contribution of non-academic staff of the Sri Lankan university system directly impacts the students' education (Rathnayake, Senanayake, & Premakumara, 2014). Thus, this study was conducted to identify factors affecting job satisfaction of the non-academic staff members of University of Kelaniya and to identify the effect of those factors on overall job satisfaction.

II. STATEMENT OF THE PROBLEM AND RESEARCH GAP

Employee satisfaction is linked to the quantity in fact. 'Pay for performance' is most likely the criterion of an organisation to gauge its employee performance. Further, employee satisfaction is the positive and affective response of people to their jobs and employment. Besides, employee satisfaction is important, as it is associated with better job performance, lower absenteeism, higher organisational citizenship, greater organisational commitment, lower intention to leave, lower turnover and better safety. It is also an important component

of overall well-being (Yuliarini, Kamariah, Mat, & Kumar, 2012). Several studies on public universities in Sri Lanka also identified that job satisfaction plays a key role on its employee performance. According to Tella et.al (2007) major reason behind dissatisfaction towards an employee's employment is the reduction in organisational commitment and related facts that lead to shift-over to another job. University is an institution of higher learning that provides manpower needs to advance national development in both the public and private sector (Rathnayake et al., 2014). The non-academic staff of a university are responsible for administrative and financial performance of the institution and directly involved in the implementation of strategic solutions of management and finance and they directly communicate with customers. This non-academic staff consisted of number of job categories such as technical officers, computer application assistants, lab attendants, security guards and laborers etc. They represent deferent levels in organisational hierarchy. Thus, for the betterment of the productivity of a university, job satisfaction of the academic, non-academic and administrative staff should be ensured within a university system. Yet, factors affecting job satisfaction of the non-academic staff of universities in Sri Lanka should be further identified. There some research has been done about job satisfaction in the Sri Lanka government Universities. According to literature review in the Sri Lankan context there are some research have been done about effect of demographic factors on job satisfaction of non-academic staff in universities. There is a gap in the extensive research related to this phenomenon can be perceived with special reference to the University of Kelaniya. Hence, current study intends to bridge a gap of knowledge by identifying factors affecting job satisfaction of the non-academic staff members in the University of Kelaniya.

III. REVIEW OF LITERATURE

The importance of employee's job satisfaction has been appreciated by many organisations around the world. It is found that job satisfaction, work motivation and organisational commitment are positively correlated (Warsi et al, 2009). There are three important dimensions of job satisfaction as emotional response to a job situation, how well meet or exceed expectations, and related attitudes about important characteristics of the job (work itself, promotion, opportunities, supervision and co-workers) (Maleti & Paunovi, 2015) (George, 2016). A two-factor theory of motivation based on a study designed to explore the various factors influencing job satisfaction (Toker, 2014). This theory was considered to satisfy people's psychological needs such as recognition, responsibility, achievement, advancement, and the work itself (George, 2016). This theory suggests that maximum of productivity through employee working conditions can be obtained by ensuring employee satisfaction by the management.

The Concept of Job Satisfaction

Job satisfaction is the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace. Job satisfaction refers specifically to the attitude an individual has towards his or her job. When an employee has a high level of job satisfaction, it means that they have a positive attitude towards his or her job. On the other hand, there are a number of factors that can affect employees' job satisfaction such as satisfaction with supervision at work, work itself, pay and conditions, appraisal, promotion practices and co-workers. The job satisfaction forms the important aspect of effective and efficient management system and that would necessarily make sure that the non-academic staff employed in a university is satisfied with their jobs and the working conditions. So that the employee can produce their maximum output for the betterment of the University (M.A. Azeem, 2014).

Working Environment and job satisfaction

Organisations are facing many challenges because of the dynamic nature of the environment. Working environment of an organisation is given a special attention with the aim of increasing efficiency, effectiveness, productivity and job commitment of staff (Al-alawi, Al-azri, & Mohammad, 2016; Raziq & Maulabakhsh, 2015). Working environment can usually be a cause of low productivity (Akinyi, 2013). Staff needs adequate lighting, heating, ventilation, space, equipment and color has also a significant impact on the work environment (George, 2016). Scholars observed different factors affecting the working environment are wages, autonomy given to staff, communication between staff & management, working hours, organisational structure and might have an effect on job satisfaction (Raziq & Maulabakhsh, 2015). It is proven that different psychosocial and working environment variables viz. work place, social support has direct impact on job satisfaction which increase in rewards doesn't improve the dissatisfaction level among staff. Hence, it was concluded in this study that factors related to job satisfaction with special reference to the working environment should be given special attention when formulating the questionnaire related to the current study.

Demographic variables and job satisfaction

Studies on employee satisfaction in work groups with different gender composition showed that gender balanced groups has higher level of job satisfaction than those who work in homogeneous groups (Lim, Seng, & Wai, 2016). A study by Jaime & Jamie (2004) found that demographic features of faculty members were negligibly related to overall job satisfaction. However, Cano and Miller (1992) found that the teacher's age, years in teaching and degree status were not significantly affected on their job satisfaction. Yet, research findings of Bas and Ardicin in 2002 on age and job satisfaction proved that there was a positive correlation with each other. Hence, the contributors of this study concluded

that concerning the demographic characteristics of the respondents are important when forming the conclusions related to the research.

IV. METHODS AND MATERIALS

Deductive approach was used by researcher with hardly having a theory followed at the beginning point of the research. Theories were to identify or formulate according to observation or research findings. Current study was conducted to extract the factors of job satisfaction of the non-academic staff members in the University of Kelaniya. The most influential 05 job categories of the non-academic employees of the Universities were basically identified. Based on the convenience sampling method, it was selected 30 non-academic staff members of the University of Kelaniya from the Faculty of Social Science and the Faculty of Humanities. By analysing respondents' answer to a questionnaire, it was found through a factor analysis factors affected the employee satisfaction of non-academic staff in the University of Kelaniya.

The fully structured drafted questionnaire composed of two parts. The first part contained basic demographic and professional data including sex, age, nationality, academic

degrees, position, civil status, level of education job category and duration of service at the University of Kelaniya. The following categories were analysed to show that the samples were unbiased. Especially, the post, age limit, period of service, nationality and civil status are very important factors. These factors were concentrated on where human related researches are concerned. The second part contained 52 items to identify factors affecting job satisfaction of the non-academic staff members of the University of Kelaniya and to identify the effect of those factors on overall job satisfaction. Each item required a 5-option Likert-type response coded from 1 to 5 according whether it was "Strongly Disagree", "Disagree", "Neutral", "Agree", and "Strongly Agree" respectively.

V. RESULTS AND FINDINGS

The valuable opinion of employees is displayed below through various statistical tables and graphs that show their responses on the topic about importance of employees' job satisfaction. The Cronbach's Alpha shows the reliability of the data used in the questionnaire (Table 1) and the value should be ≥ 0.7 . Cronbach's Alpha value related to current questionnaire have given a significant value as $\alpha = .789$.

Case Processing Summary				
Cases		N		
		Valid	30	100
		Excluded	0	0
		Total	30	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics			
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	
.789	.787	52	

Table 1 Reliability Statistics

Source: Field Survey Data, 12.07.2011 SPSS output

Occupation	Frequency	Percent	Service Period	Frequency	Percent
Staff Assistant	9	31.7	01 - 05 Years	6	16.7
Clerk	12	35.0	06 - 10 Years	7	18.3
Computer Application Assistant	4	15.0	11 - 15 Years	3	11.7
Laborer	4	15.0	16 - 20 Years	2	6.7
Technical Assistant	1	3.3	21 - 25 Years	12	36.7

Table 2 Descriptive statistics table

Source: Field Survey Data, 12.07.2011 SPSS output

Age	Frequency	Percent	Gender	Frequency	Percent
18 - 30 Years	5	15.0	Male	21	76.2
31 - 40 Years	3	11.7	Female	9	23.8
41 - 50 Years	5	15.0			
51 - 60 Years	17	46.7			

Table 2 Descriptive statistics table

Source: Field Survey Data, 12.07.2011 SPSS output

The data consisted of 30 employees and 15.0 % of them belong to age group 18-30 whereas 11.7% were from age group 31-40 and 15.0% were from age group 41-50 whereas remaining 46.7% were from age group 51-60. Out of 30, 76.2% were males and 23.8% were females. When considering the occupations of the respondents, 31.7% were staff assistants, 35.0% were clerks, 15.0% were computer application assistants, 15.0% were labourers and 3.3% technical assistants. Therefore, it was accepted an alternative hypothesized notion that working environment impacts job satisfaction.

A principal component analysis (PCA) was conducted on 41 items with orthogonal rotation (varimax) with reference to the respondents. The Kaiser–Meyer–Olkin (Table 3) measure verified the sampling adequacy for the analysis, KMO = 0.682, and all KMO values for individual items were > .89, which is well above the acceptable limit of 0.5. Looking at the table below, the KMO measure is 0.682, which is close of 0.5

and therefore can be barely accepted beloved table Bartlett’s test of sphericity $\chi^2 (253) = 9482.993, p < .001$, indicated that correlations between items were sufficiently large for PCA. An initial analysis was run to obtain eigenvalues for each component in the data. That is, significance is less than 0.05. In fact, it is actually 0.000, i.e. the significance level is small enough to reject the null hypothesis. This means that correlation matrix is not an identity matrix.

Four components had eigenvalues over Kaiser’s criterion of 1 and in combination explained 50.32% of the variance. The scree plot was slightly ambiguous and showed inflexions that would justify retaining both components 2 and 4. Given the large sample size, and the convergence of the scree plot and Kaiser’s criterion on four components, this is the number of components that were retained in the final analysis. says that in general over 30 Respondents for sampling analysis is probably adequate. There is universal agreement that factor analysis is inappropriate when sample size is below 50.

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.682
	Approx. Chi-Square
	9482.993
Bartlett's Test of Sphericity	Df
	903
	Sig.
	0.000

Table 3 KMO and Bartlett's Test of the job satisfaction of non-academic staff in Kelaniya University

Source: Field Survey Data, 12.07.2011 SPSS output

Job Satisfaction Item	Component					
	01	02	03	04	05	06
Satisfaction with physical working conditions	.907					
I know what is expected of me in my role	.889					
The hygiene maintenance in the Organisation	.889					
Satisfaction with Current fixed working hours	.886					
I am willing to put in a great deal of effort in order to help this university	.830					
Access to equipment necessary for performing your tasks	.823					
Satisfaction with the training opportunities in the Organisation	.768					
Team work in the institution	.760					
Possibilities to receive assistance from academic persons when necessary	.740					
Training helped in advancement of career		.819				
Training helped to improve work efficiency		.801				
employees spend their working time on works		.795				
Organisation as a work environment meet expectations		.774				
Trust among employees in general		.762				
My work does not make me stressed			.925			
I can accomplish my assigned workload			.902			
My required workload reduces the quality of performance			.897			
I have freedom of decision how to accomplish my assigned			.865			

I have freedom of choice when performing my duties	.790
Flexible work procedures	.781
Clear job position, scope and responsibilities	.779
I have sufficient professional authority and autonomy at work	.765
Sense of friendship and team spirit with colleagues	.910
Work relations are satisfactory	.872
Good interpersonal communication and cooperation	.819
Coordinated and integrated activities	.805
Chances for socialization with colleagues during work	.776
Satisfaction with the human resources management and the communication between employees	.752
The amount of administration I am expected to do is reasonable	.732
Supervisor provides me with sufficient information related to work	.840
Supervisor has reasonable expectations of work	.814
Immediate supervisors' trust in fellow co-workers	.799
Responsibility of immediate supervisors toward employees	.736
Opinion regarding the Trust in the Head of the Department	.730
Responsibility in the organisation as a whole	.715
There is a good promotion policies in the University system	.798
My salary is fair and sufficient	.776
In general, I am satisfied with my job	.750
UGC has clear policies regarding salaries and allowances	.688
My salary is higher than in other private universities	.622
Reliability	.970
Eigen value	25.214
% of variance	52.529
Cumulative % of variance	52.529

Table 4 After the factor analysis rotated component matrix and reliability test of Job Satisfaction variables

Source: Field Survey Data, 12.07.2011 SPSS output

I get the necessary information to accomplish my work
Conflict resolution skills of immediate supervisor
The career advancement opportunities or your competence in general
Management and professional skills of immediate supervisor
Communication between the immediate supervisor and employees
The work activities compared to your skills and the opportunities for improving your competence level
I feel acknowledged for a job well done
I am supported when change and new initiatives are being introduced
My workload has increased over the past 12 months
I often need to work after hours to meet my work requirements
Staff morale is high within my department, institute, or unit
Satisfaction with current maintenance of the building

Table 5 After the factor analysis, questions that were deleted from the factor matrix of Job Satisfaction variables

Source: Field Survey Data, 12.07.2011 SPSS output

Factor analysis (Table 4) led to delete several questions of the questionnaire from the factor matrix of the job satisfaction of non-academic staff in Kelaniya University. There were 12 questions that were deleted from the factor matrix due to single factor loading. The nine questions significantly loaded on working condition. The next five factors were significantly loaded on job security. Next nine factors were significantly loaded on autonomy or freedom. Furthermore, six factors were significantly loaded on relationship with colleagues and next six factors were loaded on relationship with superiors. The other remaining five factors were significantly loaded on promotion and pay. The questionnaire used for the study was tested for reliability having all six variables. The Cronbach's alpha for working condition was 0.970, job security was 0.794, autonomy or freedom was 0.884, relationship with colleagues was 0.870, relationship with superiors was 0.777 and promotion and pay was 0.820. These values are evidences to prove the need of collecting data through current questionnaire.

V. CONCLUSION

Working condition, job security, autonomy or freedom, relationship with colleagues, relationship with superiors, promotion and pay has a positive impact on the job satisfaction of employees in the University of Kelaniya, Sri Lanka. Depraved working conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that the organisations realise the importance of good working environment. Hardly having job security and autonomy or freedom, there is no job satisfaction in the University. Current study could fill a research gap on identifying factors affecting job satisfaction of the non-academic staff members in the University of Kelaniya, Sri Lanka. As well as, this study finds out six factors of the job satisfaction of the Non-academic Staff Members in the University of Kelaniya in Sri Lanka. Therefore, the study needs in-depth studies in future related to the six factors identified through this study. The study successfully developed and validated a job satisfaction questionnaire suitable for non - academic staff in university and specialties.

ACKNOWLEDGEMENTS

We thank all the employees of the University of Kelaniya, who cooperated with us to conduct this study. Prof. D.M.Semasinghe, Vice Chancellor, University of Kelaniya,

Mr W.M. Karunaratna, the Registrar of the University of Kelaniya, encouraged the study by giving approval without any delaying to collect the necessary data. Also, all the Non Academic Staff should be acknowledged for giving their assistance to us.

REFERENCES

- [1]. Akinyi, O. J. (2013). Factors Influencing Job Satisfaction Among Non- Teaching Staff in Public Secondary Schools in Kenya ; A Case of Butula Division.
- [2]. Al-alawi, A. I., Al-azri, A. S., & Mohammad, H. N. (2016). Investigating the Factors Affecting Job Satisfaction and Turnover : Case of Sultan Qaboos University, 2016. <https://doi.org/10.5171/2016.301731>
- [3]. George, R. T. (2016). Job Satisfaction Of Restaurant Employees : An Empirical Investigation Using The Minnesota Satisfaction Questionnaire JOB SATISFACTION OF RESTAURANT EMPLOYEES : AN EMPIRICAL INVESTIGATION USING THE MINNESOTA, (February 2003). <https://doi.org/10.1177/1096348002238882>
- [4]. Houston, D., Meyer, L. H., Paewai, S., Houston, D., Meyer, L. H., & Paewai, S. (2006). Academic Staff Workloads and Job Satisfaction : Expectations and values in academe Academic Staff Workloads and Job Satisfaction : Expectations and values in academe, 9508. <https://doi.org/10.1080/13600800500283734>
- [5]. Lim, E., Seng, K., & Wai, C. C. (2016). An empirical study of academic and non-academic staff's job satisfaction and organisational commitment in an institute of higher learning, 4(1), 45–72.
- [6]. M.A. Azeem, M. A. Q. (2014). Job Satisfaction among Non-Teaching Employees of Universities in India – A Comparative Study, 6(4), 60–71.
- [7]. Maleti, R., & Paunovi, T. (2015). Employee Satisfaction Survey in Function of Business Improvement, (Figure 1), 31–40. <https://doi.org/10.7595/management.fon.2015.0021>
- [8]. Rathnayake, R. M., Senanayake, G., & Premakumara, P. (2014). Effect of Demographic Factors on Job Satisfaction of Non-Academic Staff in Universities, (February), 303–310.
- [9]. Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, 23(October 2014), 717–725. [https://doi.org/10.1016/S2212-5671\(15\)00524-9](https://doi.org/10.1016/S2212-5671(15)00524-9)
- [10]. Teck-Hong, T., & Waheed, A. (2011). Herzberg's motivation-hygiene theory and job satisfaction in the Malaysian retail sector: The mediating effect of love of money. *Asian Academy of Management Journal*, 16(1), 73–94. <https://doi.org/10.5897/JAERD12.088>
- [11]. Toker, B. (2014). Job satisfaction of academic staff : an empirical study on Turkey. *Quality Assurance in Education*, 19(2), 156–169. <https://doi.org/10.1108/09684881111125050>
- [12]. Yuliarini, S., Kamariah, N., Mat, N., & Kumar, P. (2012). Factors Affecting Employee Satisfaction among Non-teaching Staff in Higher Educational Institutions in Malaysia, (June), 93–96. <https://doi.org/10.5923/j.economics.20120001.21>