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## Factors Affecting on Job Satisfaction among Academic Staff

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## Factors Affecting on Job Satisfaction among Academic Staff

### Abstract

Purpose of this research to identify the factors that affect to job satisfaction among academic staff in two private universities. Method: The sample was conducted in two private universities Cihan\Erbil University and Knowledge University. Data collected from 189 responded full time lecturers of having at least three years working experience in their current position. Analyzed using descriptive analysis Reliability test and Pearson Correlation and regression test the relationship between variables. Finding: Indicated that there was a positive relationship between Job security, Financial Rewards, Empowerment and job satisfaction therefore supported the hypothesis, job security found the highest factor effect on job satisfaction during this research, financial rewards second highest effect on job satisfaction. Universities should take into account that academic staff plays an important roles, however university should provide a good environment and work conditions at universities to let the academic staff loyal and satisfy that will led to universities success.



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## Factors Affecting on Job Satisfaction among Academic Staff

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### ABSTRACT

**Purpose** of this research to identify the factors that affect to job satisfaction among academic staff in two private universities.

**Method:** The sample was conducted in two private universities Cihan\Erbil University and Knowledge University. Data collected from 189 responded full time lecturers of having at least three years working experience in their current position. Analyzed using descriptive analysis Reliability test and Pearson Correlation and regression test the relationship between variables.

**Finding:** Indicated that there was a positive relationship between Job security, Financial Rewards, Empowerment and job satisfaction therefore supported the hypothesis, job security found the highest factor effect on job satisfaction during this research, financial rewards second highest effect on job satisfaction. Universities should take into account that academic staff plays an important roles, however university should provide a good environment and work conditions at universities to let the academic staff loyal and satisfy that will led to universities success.

**Keywords:** *Job satisfaction, Job Security, Financial Rewards, Empowerment.*

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## 1. Introduction

Working as a lecturer in private higher education institution became widely used in Iraq and Kurdistan because government facing economics issue and Salaries are not paid regularly sometimes so most of the lecturers prefer to work in privet universities as a part time or full time but even they are prefer privet universities they still facing many problems. In same time job satisfaction, important element in any organization to keep the staff at university and attract them because if there's dissatisfaction mean increasing the turnover, in our study will focus to three factors (job Security, financial rewards and Empowerment) that can affect to job satisfactions.

To be successful, university need the Organizational commitment of employees, that includes the commitment to act toward the goals of the university, A person in Academic Staffs who is satisfied with his/her work may show a higher commitment toward the achievement of the university goals and will not easily change job in other hand most of the lectures feel there is no job security in privet university.

## 2. Problem Statement

Specifically, in the Iraq and Kurdistan region educational private institutional environment, the university job security and financial rewards have been reported to have a strong effect on the job satisfaction of lecturers, it seems that the academic staff have been given a minimum role in the policy- making process and limited in their participation in the decision-making process and empowerment.

Many complaints have been received from the staff in private universities job security, Other point lecturers feel more stress at private universities and they do things. It is not their duties as lecturers however Late to pay extra hours and deductions from extra hours without any reason, Policy management of the private lecturers is not well and less empowerment adoption.

## 3. Objectives

The main objective of this study is

1. To find and discuss factors that can affect in job satisfactions and
2. To examine this factors in two private universities.

## 4. Research Questions

1. What is the impact of job security on job satisfaction?
2. What is the impact of financial rewards on job satisfaction?
3. What is the impact of Empowerment on job satisfaction?

## 5. Hypotheses

**H1:** There is impact of job security on job satisfaction.

**H2:** There is impact of financial rewards on job satisfaction.

**H3:** There is impact of Empowerment on job satisfaction.

## 6. literature review

### 6.1 Job satisfaction

Job satisfaction is defined in respect of feelings towards career or exact facets of the job or career, in relation to productivity and job performance shown from the outcomes Akpofure *et al.* (2006 p1095), the positive emotional response to the job situation resulting from attaining what the employee wants from the job” (Gurinder *et al* 2010, p. 2).

The emotion reaction of the staff by suggesting that there is clear consensus on the definition of job satisfaction, however define job satisfaction is possible if financial and non-financial rewards are equal to realized ones in a workplace, hence the benefit of job satisfaction will increase productivity and staff performance while job dissatisfaction will decrease (Çolakoğlu *et al* 2014 p.188)

According to Çolakoğlu *et al* 2014 p 189 found three most important affect to job satisfaction one of this factor job security which our study focused on this factor.

### 6.2 Job security

Job security refer to employee’s evaluation of their current work conditions and perception of their future in their current job from positive and negative perspectives, some authors, researchers and countries using job security rather than job insecurity terminology. According this study, the researchers focused on two basic dimensions of job security using objective and subjective dimensions.

Objective dimensions of job security refers to the staff conditions of continuous contract, working full-time hours and paid and unpaid overtime.

Subjective dimension of job security refers to job insecurity concept, such as staff feel is safe from terminate the contract, that feel confident the workplace will remain a steady place of them as long as they want continues in the workplace, should feel confident of the security in the present job. Zeytinoglu *et al* (2012 p 2810).

Job security that affect to staff work behavior, job security drives out motivation, thus decreasing the effort that workers put into their work, Therefore, insecurity may motivate staff and gives them an incentive to work. Staff when feel increasing job security in workplace that will led to decreases work effort. The most influence to job security interactions taking place between employers and employees. Staff having a secure environment through a permanent contract about the continuation of the current job – are at the core of the security that employees face.

The objective and subjective job security it is possible that staff with permanent positions (are objectively secure) face job insecurity (are subjectively insecure). However, the contract kind affect to job security regard temporary contracts s a source of job insecurity. Koster (2017 p 824)

### 6.3 Rewards

If we look for historical theory of job motivation such as Maslow's, need hierarchy (1954) and Herzberg's Motivation-hygiene theory (1959) both of them pay attention on types of rewards that employees prefer.

Organization should create system rewards in organization to motivate staff and let them feel to satisfy various human needs, most of the modern theories focused on motivation and the Rewards important part such as those on goal-setting, equity, expectancy, cognitive evaluation and behavioral management, have focused on the processes underlying work motivation. Organization perspective of what motivates employee is depending on management trend, Taylor's Scientific Management, money was considered to be the only reason employees were willing to turn up to work in factories. Rewarding and pay in various forms have typically been linked to organizations' core outcomes, money, feedback and social recognition, have positively effect on staff performance. The financial and non-financial reward related on business outcomes led to increase profit, customer service and reduces employee turnover. Bonsdorff (2011 p 1263) interactions between staff and organizations emphasizes the motivating role of future rewards that employees may receive if they work hard. Koster (2017 p 824)

### 6.4 Empowerment

Employee empowerment is not new or simple concept, empowerment mean let the employees or staff participate in decision making inside the organization that will led increase the performance, productivity and job satisfaction. However, Employee empowerment has great potential or improving job satisfaction and performance through the use of worker participation.

Today the Employee empowerment very important because of the complexity of decisions making and environment change and increase the competition around the world. Employees should take a part in creating a goals and designing the job, making choices among alternative courses of action presented to them such as working hours, placement of equipment or simply choices between set alternatives to complete a routine task. Nykodym *et al* (1994 p 45, 46).

According Jones 2013 p 1629 empowerment will help to increase the staff involvement and participant which allow the staff understanding of the needs of the organization and leading to organization or business success.” empowerment involves a number of factors such as increasing the abilities, responsibilities, formal authority, effective capacity and involvement of

broadly skilled front-line workers in problem solving, decision making and continuous improvement”.

## 7. Methodology

**Sampling Procedure:** This Research was conducted on lecturers in Two Privet universities in Erbil namely Cihan university Erbil and Knowledge University, This study measured job satisfaction among fulltime lecturers of having at least three years working experience in their current position.

The data has been collected from 189 respondents. Samples were identified through lists of faculty members for each institution from their websites and sent the questionnaires by email; this sampling procedure allows an equal chance for lecturers to be selected as samples of the study.

Job Satisfaction (Dependent Variable) was measured by a 21 items instrument. The items have a reported high alpha reliability of 0.951. Both variables were measured using a Likert scale developed with 5-point scalar ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Job security (8 items), Financial reward (10 items) and Empowerment (11 items) as a (Independent Variables).

## 8. Theoretical Framework

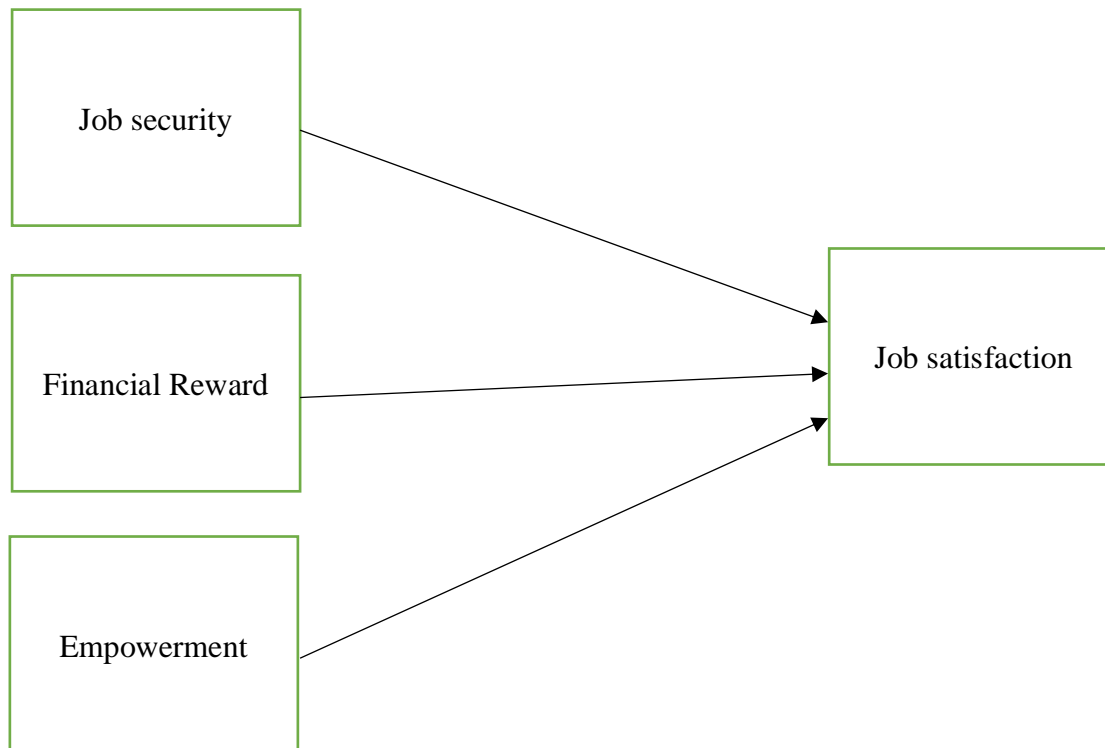


Figure 1 by researchers

9. Measures

9.1 Reliability test

Table 1: Cronbach’s Alpha

Variables	Cronbach’s Alpha	No. of Items
Job Security	0.918	8
Financial rewards	0.850	10
Empowerment	0.790	11
Job Satisfaction	0.951	21

The Cronbach’s Alpha was measured in order to establish the internal consistency between dependent and independent variables. The Cronbach’s Alpha value for find Job Security is 0.918 (8 items), for financial rewards is 0.850 (10 items), for Empowerment is 0.790 (11 items) and for job satisfaction is 0.922 (21 items). It shows that there is a high internal consistency between all variables.

9.2 Pearson correlation

Table 2: Pearson Correlation

	Job Security	Financial Rewards	Empowerment	Job Satisfaction
Job Security	1	0.670	0.66	0.711
Financial Rewards	0.670	1	0.556	0.700
Empowerment	0.666	0.556	1	0.708
Job Satisfaction	0.711	0.700	0.708	1

Table 2 shows that all three Variables financial rewards, job security and empowerment positively correlate with job satisfaction. Result also indicates that there is a significant relationship between all variables. Job Security show strong positive relationship with 0.711\*\* (P < 0.05). This result indicated an increase in Job Security would lead to satisfied employees.

Table 3 Hypotheses Testing Results



Hypotheses	Standardised regression weights	sig	supported yes or no
H1: Job Security $\longrightarrow$ Job Satisfaction	0.94	$\rho < 0.01$	Yes
H2: Financial Rewards $\longrightarrow$ Job Satisfaction	0.85	$\rho > 0.01$	Yes
H3: Empowerment $\longrightarrow$ Job Satisfaction	0.74	$\rho < 0.01$	Yes

## 9.3 Findings and Discussion

### H1: There is a relationship between job security and job satisfaction?

The first hypothesis of this research stated that H1 There is a relationship between job security and job satisfaction. The first question of this research was found the relationship between job security and job satisfaction.

Based on result show there is regression 0.94 and correlation 0.711 a positive and significant relationship among job security and job satisfaction and highest relationship among all the three variables in our research. Therefore, first hypothesis is supported and accepted.

Findings of other researchers match the finding of this study Nurdan and Atabay (2014) found there is a positive and significant relationship between job security and job satisfaction among Turkish academic. However matching found with Saba, (2011). In addition, found 76% are happy with job security during his study.

### H2: There is a relationship between Financial Rewards and job satisfaction?

The Second hypothesis of this research stated that H2 there is a relationship between financial rewards and job satisfaction. At the same time, the second question of this research was meant to find the relationship between Financial Rewards and job satisfaction.

Based on Pearson Correlation result showed 0.700 and regression 0.85 is a positive and significant relationship between two variables. Therefore, second hypothesis is supported and accepted.

Findings of other researchers match the finding of this study Mustapha, N. (2013) found financial reward have been positive significant correlation on job satisfaction among Malaysian academic.

### H3: There is a relationship between Empowerment and job satisfaction?

The third hypothesis of this research stated H3 there is a relationship between empowerment and job satisfaction. Therefore, third question of this research was to find the relationship between empowerment and job satisfaction.

Based on Pearson Correlation result showed 0.708 and regression 0.74 second highest result in this research there is a positive and significant relationship between two variables. Therefore, third hypothesis is supported and accepted.

## 10. Conclusion

Job satisfaction among academic staff is important however, universities should pay attention to job satisfaction to increase the efficiency among the staff our study found all three Variables has positive and significant affect to job satisfaction and approved by various studies was found same result. job security is the highest effect on job satisfaction during our research universities should let them staff more secure to let them gave more and be more loyal to university however the second factor is financial reward has good affect to staff specially when the country facing economics issues and as we mentioned most of the lecturers nowadays looking to work in privet universities because public universities not able to pay full salary and regularly, universities should consider financial rewards as one of the factors in promoting job satisfaction among their employees. Empowerment for staff will feel have a value at university and respect to his \her personal performance.

## 11. Recommendations

Every educational management and administration should take into account that, academic staff plays a huge role any educational.

Universities should take into account that academic staff plays a important roles, however university should provide a good environment and work conditions at universities to let the academic staff loyal and satisfy that will led to universities success. From time to time universities provide finical and non-finical to staff to encourage them because academic staff prefer the public sector due the job security privet sector should try to change this mentality be provide a better work condition .

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