

## JOB SATISFACTION OF EMPLOYEES IN A HIGHER EDUCATIONAL INSTITUTION

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### ABSTRACT

The study determined the Level of Job Satisfaction (JS) and its relation to Sense of Religiosity of the employees. The Range of Affect Theory Model of Edwin Locke was used to find out what an employee looks for in a job, what an employee may find in a job and what the job really offers. Level of Job Satisfaction was measured in five (5) aspects: compensation, promotion, supervision, social climate, and attractiveness of the task consisting of twenty-six (26) items using the Job Descriptive Index (JDI) developed by Smith, Kendall and Hulin. Modifications were derived from the Philosophy of the institution to include questions on sense of religiosity. Ninety-five percent (95%) or sixty-two out of sixty-five regular non-teaching personnel and faculty members in their Summer Incentives (SI) and Enrollment Advisers (EA) Programs actually participated in the study. Four (4) aspects of Job Satisfaction posted a Very Satisfactory (VS) rating. Employees considered the task they are currently assigned as the most attractiveness and satisfying, working for the institution is like working in a big family. Compensation however is moderately satisfying but posted a High Positive Correlation to their Sense of Religiosity.

**KEYWORDS:** Job Satisfaction, Compensation, Job Attractiveness, Religiosity

### INTRODUCTION

Studies on job satisfaction had been considered by academic and business institutions as a jump off board for decision-makers to design jobs that would enhance satisfaction, motivation and performance. Job designs like rotation, autonomy, empowerment and involvement coupled with a critical equilibrium in management style organizational structure and culture create a formula for high level of organizational effectiveness. This endeavor is geared to see how satisfied with their jobs the non-academic and academic employees a higher educational institution (HEI).

According to Weggeet *al* 2007, the level of job satisfaction as an indicator of how employees feel and thinks about their jobs is a predictor of work behaviors like sense of belonging, absenteeism, deviant work behaviors and eventually employees turn-over. An accurate measurement of job satisfaction can in many ways be used to refocus employees' personality, motivation and other variables towards productivity, corporate social responsibility and achievement of organizational goals of an institution.

The University of Perpetual Help System DALTA as an educational institution advocates for the imbibing of a specific professional character that should become "*a vital ingredient for nation building*", (UPHS Mission). This can be quantified through jobs designs that would make each employee feel that strong sense of belonging, happy and satisfied with the job which would radiate and reverberates into the psyche of stakeholders and students. This feeling of job satisfaction is correlated with life satisfaction (Judge and Saari, 2004). People who are satisfied with their jobs tend to be happy with their lives (Jex, 2005). Accordingly, following the argument of Maslow's, hierarchy of needs, particularly on

his motivation theory, only people whose lower needs are satisfied, can be motivated and propelled towards developing a specific professional altruistic character which the UPHSD as a higher institution of learning strongly advocates.

This study measures the level of satisfaction of employees of the University of Perpetual Help System DALTA-Calamba. The results will hopefully be used to: 1) Re-design jobs, like rotation, supervision, and empowerment; 2) Review benefit packages, like pay, non-monetary benefits, discounts; 3) promotion schemes, like frequency of promotion, rationale and criteria; and 4) promotion of organizational culture, like religiosity and other positive work behaviors.

## REVIEW OF RELATED LITERATURE

Schmidt, *et al* (2007) identified the level of employees' job satisfaction as an important tool that could open channels wherein a supervisor in an organization can accurately veer what and how employees feel about their job before overt and deviant behaviors can substantially affect organizational effectiveness becomes visible. Work behaviors like organizational citizenship, absenteeism and turn-over are all rooted on how employees feel and think about their job. It was further attested that there exist a correlation between job satisfaction and job performance that would eventually result to high level of implementation of academic curriculum and satisfied clients – the students. Accordingly, (Weiss, 2007) job satisfaction can be a pleasurable emotional state resulting in the appraisal one's job and how it affects the whole organization. Hence, job satisfaction can be considered a formed attitude towards our job considering our human beliefs, behaviors, sense of professional direction and feelings.

Jex, (2007) contended that people who are satisfied with their jobs tend to happy with their lives. Job satisfaction generally derived from experiences one gets from the nature of their job and what one rationalizes about the job. Satisfaction is precisely an achievement of a delicate balance between the rationalist and existentialist and to some extent the consumerist attitudes as each and every one looks for a deeper meaning on how to battle with daily rigors of accomplishing individual, professional and organizational goals. He further stressed that level of job satisfaction is a significant cursor towards how employees feel and behave in the workplace. It can predict deviant behaviors like absenteeism and turn-over that eventually affect organizational performance which can escalate when the institution does not have a system that formalizes these responses to formulate corrective measures to addressing such behaviors.

Willem, Buelens, and De Jonghe, (2005) focused their study on the Job satisfaction of nurses in relation to organizational design of health care institutions. There is a negative effect of organizational structure variables like centralization and formalization, although the structure that allows nurturing of specialization has a very positive effect on the job satisfaction of nurses.

Jaskyte, (2004) Stressed the importance of employees' perceptions and understanding organizational change outcomes: organizational arrangements, job characteristics and leadership behavior that strongly influence job satisfaction and organizational commitment. Participation and production orientation components of leadership behavior were found out to be significant predictors of job satisfaction and commitment. It showed that the employee's perception of leadership behavior within the organizational structure particularly the participation and orientation components were important predictors of job satisfaction and commitment.

Baum, Locke and Smith (2001) propose that goal-setting indicates high performance among employees which in turn affects job satisfaction. Rewards such as promotion and recognition result in high satisfaction and high self-efficacy

regarding perceived ability to meet future challenges through the setting of higher goals. This cycle explains the lack of direct connection between job satisfaction and subsequent productivity. In the high performance cycle, high job satisfaction is the result, not the cause of high performance particularly when rewards are commensurate with performance. The subsequent effect of job satisfaction in action is indirect. It only leads to performance if it posters organizational commitment, and this commitment is to specific and challenging goals.

According to Durnham, Knight and Locke (2001) job satisfaction that requires difficult performance goals consequently increased the riskiness of the strategy embedded in the organization. Obviously, non-risk taker professionals and employees who are very conscious of their performance levels and contribution to the effectiveness of the organization avoid high risk strategies for these often times lead to worse performance outcomes than lower risks.

Bermudes, (2006) focused on the assessment of organizational structure, leadership and culture as predictors of teacher's level of effectiveness measured by their loyalty to the organization and performance of their tasks. The structure that allows consultative processes, collective goal setting and decentralization at certain levels of the organizational structure creates high level of perceived effectiveness among teachers. I was stressed further that organizational culture components like competitiveness, innovation and emphasis on rewards and compensation are considerably recognized as valued by teachers thereby substantially influence their creativity and drive to excel.

Speiser, (2000) discussed social teachings of the Church. Broadening work opportunities and compensating each everyone in accordance to the contribution made to the institution is the foundation of social justice. Companies have to balance between the existentialist and the consumerist view of their employees in planning for their benefit packages. Indeed the Catholic Church (Montalbo,1988) exhorted everyone to give just compensation to everyone who labor as a manifestation of recognition of the dignity of labor in every person. Human being is endowed with intelligence and freewill, therefore has the rights and obligations founded on the inalienable worth and dignity to labor for his keeps. In a message of Pope John Paul II to peasants, clerks and workers of Monterrey: Those who have fortune to work, wish to do so in more human and secure conditions, to participate most justly in the fruit of the common effort as regards wages, social insurance, and the possibility of cultural and spiritual development.

## **METHODOLOGY**

This is basically a descriptive research as it scientifically veered into the level of Job satisfaction (JS) of employees. In some aspects however, this employed both quantitative and qualitative methods. It quantitatively used descriptive statistics to measure Job Satisfaction and qualitatively described sense of religiosity that may affect jobs satisfaction. Data gathered from thirty-two (32) regular non-teaching employees and thirty three (33) faculty members who were on their Summer Incentive (SI) and Enrollment Adviser (EA) Programs at the University of Perpetual Help System DALTA – Calamba Campus from April 30 to May 30, 2016.

This research used the Range of Affect Theory Model of Edwin Locke to measure job satisfaction. Job Descriptive Index (JDI) in five aspects: 1) The Pay, 2) Opportunities for Promotion, 3) Management and Supervisory, 4) Co- Workers; 5) Current Job attractiveness developed by Smith, Kendall and Hulin was used with slight modification particularly adding questions on sense of religiosity perceived to be dominant in the organization. The questions consisted of twenty-six (26) items which the researcher believes to correlate with organizational culture, particularly on religiosity.

Appropriate statistical tools employing Statistical Package for Social Sciences (SPSS) was used to process the data.

## RESULTS AND DISCUSSIONS

**Table 1: Level of Satisfaction of Employees in Their Compensation**

Compensation	Weighted Mean	Verbal Interpretation	Rank
Payment for the current work assignment	3.24	Moderately Satisfied	2
Payment compared to similar jobs in other institutions	3.05	Moderately Satisfied	4
My pay in comparison with others get from industry in the area	2.95	Moderately Satisfied	5
Benefits the respondents are enjoying other than monetary	3.16	Moderately Satisfied	3
Feeling of compensation thinking that the work for my God	3.87	Very Satisfied	1
<b>Over-all weighted Mean</b>	<b>3.49</b>	<b>Moderately Satisfied</b>	

### Legend

*WM – Weighted Mean: 1.00 – 1.49 = Not Satisfied      1.50 – 2.49 = Less Satisfied*  
*2.50 – 3.49 = Moderately Satisfied      3.50 - 4.49 Very Satisfied*  
*4.50 – 5.00 = Highly Satisfied*

Table 1 suggests that compensation is perceived to be moderately satisfying. Although compensation in the current work assignment seems alright, many employees believe that they can still get higher pay of the same work outside the institution. This feeling of dissatisfaction among employees is tamed down by the sense of religious conviction that work is an act of dedication to God.

**Table 2: Level of Satisfaction of Employees in Their Promotion Opportunities**

Promotion Opportunities	Weighted Mean	Verbal Interpretation	Rank
Current job trend and professional improvement in his job	3.48	Moderately Satisfied	2
Chances for getting ahead	3.23	Moderately Satisfied	4
Basis for job promotion, assignment and transfer	3.29	Moderately Satisfied	3
Frequency of promotions & schemes	3.13	Moderately Satisfied	5
Honest dedication & belief in God's fairness is the reason for promotion	3.94	Very Satisfied	1
<b>Over-All Weighted Mean</b>	<b>3.61</b>	<b>Very Satisfied</b>	

### Legend

*WM – Weighted Mean: 1.00 – 1.49 = Not Satisfied      1.50 – 2.49 = Less Satisfied*  
*2.50 – 3.49 = Moderately Satisfied      3.50 - 4.49 = Very Satisfied*  
*4.50 – 5.00 = Highly Satisfied*

This affirms that Perpetualite professionals are very hopeful that someday they will be promoted. The current job assignments are preparing them for that well-deserved promotion. There is a very satisfied feeling that acknowledgement of their immediate superiors of one's dedication to work and that trust in God's fairness would eventually be the basis for promotion. Level of Job Satisfaction as a formed attitude for professional advancement as articulated by Weiss (2007) and Jex (2007) is unconsciously radiated to the student-clientele.

**Table 3: Level of Satisfaction of UPHSD Employees with Supervisory Feedback**

Supervisory Feedback	Weighted Mean	Verbal Interpretation	Rank
Acknowledgement of good performance by management	3.58	Very Satisfied	5
Verbal praises by boss, like: "You've done a good job"	3.65	Very Satisfied	3
Feedback of what supervisor thinks, and on what criteria I am evaluated	3.61	Very Satisfied	4
Freedom to offer suggestions concerning policies & procedures affecting operation	3.66	Very Satisfied	2
Trust in the judgment of the supervisor as also Helper of God	3.98	Very Satisfied	1
<b>Over-All Weighted Mean</b>	<b>3.81</b>	<b>Very Satisfied</b>	

**Legend**

*WM – Weighted Mean: 1.00 – 1.49 = Not Satisfied 1.50 – 2.49 = Less Satisfied*

*2.50 – 3.49 = Moderately Satisfied 3.50 - 4.49 = Very Satisfied*

*4.50 – 5.00 = Highly Satisfied*

Table 3 shows the trust of employees who are directly involved in the operation on the openness of the supervisors who are perceived to be "Helpers of God" to accept suggestions for a better working environment. This is earlier affirmed by the study of Bermudez in 2006 that consultative processes regarding work assignment is very much appreciated by academic employees and often leads to job satisfaction and better performance.

**Table 4: Level of Satisfaction of UPHSD Employees with Social Climate**

Social Climate	Weighted Mean	Verbal Interpretation	Rank
Working for the company is like being a part of a big family	3.95	Very Satisfied	1
Sense of pride and belongingness working for UPHSD	3.81	Very Satisfied	2
People are stimulating to work with	3.56	Very Satisfied	5
Pleasant experiences are encountered in work	3.61	Very Satisfied	4
Everyone believes in God and show overt manifestations of such belief	3.69	Very Satisfied	3
<b>Over-All Weighted Mean</b>	<b>3.71</b>	<b>Very Satisfied</b>	

**Legend**

*WM – Weighted Mean: 1.00 – 1.49 = Not Satisfied 1.50 – 2.49 = Less Satisfied*

*2.50 – 3.49 = Moderately Satisfied 3.50 - 4.49 = Very Satisfied*

*4.50 – 5.00 = Highly Satisfied*

The above table affirms a very family oriented approach of the owners of the institution. Employees are very satisfied with the family-like work place. Social environment is friendly and sense of belonging is high among employees. It is notable that Perpetualite professionals are more satisfied working for the institution and seeing fellow employees in the overt s of their beliefs in God.

**Table 5: Level of Satisfaction of UPHSD Employees in the Task Attractiveness**

Task Attractiveness	Weighted Mean	Verbal Interpretation	Rank
Sense of accomplishment after a day's work in my job	3.82	Very Satisfied	5
Enthusiasm and drive to get up in the morning for work	3.84	Very Satisfied	3
Daily challenges and opportunities to improve in my job	3.84	Very Satisfied	3
Challenges, excitement that gives sense of personal accomplishments	3.84	Very Satisfied	3
The amount of control and discretion that have in work	3.66	Very Satisfied	6
Work is my own way of dedicating the labors to God	4.13	Very Satisfied	1
<b>Over-all weighted Mean</b>	<b>3.97</b>	<b>Very Satisfied</b>	

**Legend**

*WM – Weighted Mean: 1.00 – 1.49 = Not Satisfied 1.50 – 2.49 = Less Satisfied*

*2.50 – 3.49 = Moderately Satisfied 3.50 - 4.49 Very Satisfied*

*4.50 – 5.00 = Highly Satisfied*

Table 5 indicates that deep sense of religiosity often dominates personal concerns over the kind of work they may be assigned among Perpetualite professionals. They exude the character of very enthusiastic individuals willing to face professional and personal challenges, improve in the job by showing willingness to venture into new ways of doing things and felt that sense of personal accomplishment after a day's work.

**Table 6: Test of Correlation between Levels of Job Satisfaction of UPHSD Employees and their Sense of Religiosity**

Variable	Pearsonr	Interpretation
Satisfaction Level of Respondents in their Compensation and Sense of Religiosity	0.468	Moderately Small Positive Correlation
Level of Satisfaction of the Respondents in Promotion Opportunities and Sense of Religiosity	0.532	High positive Correlation
Level of Satisfaction of the Respondents in Their Supervisory Feedback and Sense of Religiosity	0.725	High Positive Correlation
Level of Satisfaction of the Respondents in Their Social Climate and Sense of Religiosity	0.665	High Positive Correlation
Level of Satisfaction of the Respondents in Their Task Attractiveness and Sense of Religiosity	0.766	High Positive Correlation

Table 6 shows that there is high positive correlation between the level of Job Satisfaction and Sense of Religiosity particularly on the four aspects of Job Satisfaction: Promotion Opportunity, Supervisory Feedback, Social Climate and Task Attractiveness. Employees who are satisfied with their Jobs tend to have high level sense of religiosity. What one looks for in a job, what one finds in the job, and what the job can really offer (Edwin Locke) may influence one's mind frame and aspirations. There is moderately small correlation in the aspect r of Compensation, Religiosity has limited influences on the outlook and feeling of satisfaction among Perpetualite employees. There appear to be some other factors that influence Job satisfaction in terms of compensation other that religiosity.

## CONCLUSIONS

- The employees of UPHSD-Calamba as a Higher Educational Institution are Very Satisfied (VS) with their jobs.
- Overt manifestations of that Sense of Religiosity is Very Visible.
- Employees are Moderately Satisfied with their Compensation.
- There exist a High Positive Correlation between Job Satisfaction and Sense of Religiosity.
- Moderately Small Positive Correlation between the aspect of Compensation of Job Satisfaction and Sense of Religiosity among employees.

## RECOMMENDATIONS

- Compensation scheme employees must be reviewed. This can be done by survey of similar institutions, particularly Higher Educational Institutions in the area regarding salary and benefit packages. Non-monetary benefits like hospitalization and school discounts may be expand to ascendants and descendants considering the high family-oriented values of employees.
- Promotion schemes must be rationalized. Creation of a Promotion and Evaluation Board to have clear policies and guidelines and its corresponding benefits including shares of every tuition fee increase must be transparent.
- Religious Formation Program (**REFORM** Program) must be strengthened by exposures of employees to Community Extension Programs and Services.

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