

Promotion As Job Satisfaction, A Study On Colleges Of Muscat, Sultanate Of Oman

Taslim Khan¹ * Dr.G.P.Mishra²

1. Birla Institute of Technology, Mesra, Ranchi, Post Box: 197, PC: 124, Muscat, Sultanate of Oman.

2. Waljat College of Applied Sciences, Post Box: 197, P.C. – 124, Muscat, Sultanate of Oman

* E-mail of the corresponding author: taslimkhan82@hotmail.com

Abstract

The study examines the degree to which Academic staffs working in higher educational institutes experience a different level of job satisfaction from promotion. This empirical literature on Job Satisfaction is positively associated with the colleges in Muscat, Sultanate of Oman. The present research Paper was conducted by using Paul Spector's (JSS) job satisfaction Survey Questionnaire. Reliability Analysis, Mean, Standard Deviation test were analyzed from received data. The present Research Finding Indicates that Academic teaching employees where satisfied with the promotion, there was a significant differences in the level of satisfaction. The present paper suggests that more focus should be given to the area of less-satisfied parameters. Hoping that this research will encourage the higher education institutes of Muscat, Sultanate of Oman to provide a necessary step to satisfy their academic staff by promoting them according to their teaching levels or skill or by their contribution in bringing effectiveness to the students as well as to the Institutes. Five colleges were selected for the research study on proportionate stratified random basis. A total 180 questionnaires was administered through human resource managers, out of which 155 filled in questionnaires are received back and then the data is analyzed. The analysis shows that promotion has a modest and positive effect on job satisfaction.

Keywords: Job satisfaction, Promotion, Academic Staffs, Higher Educational Institutes.

1. Introduction

For the past three decades it has been seen that there are changes in social, cultural, technological and political facets of the world by imposing changes and bringing many reforms for educational systems in developed countries'. (Aieman A. Al-Omari, Samer A Khasawneh and Abdullah M.Abu-Tineh, (2008), Oman is no exception where lot of reforms in education sector has taken place in the last three decades. Oman is undergoing a sea change in the education sector after Omanisation. (Omanisation is meant not only to ensure job for each Omani citizen it also reduce dependence on expat people in search of self-reliance in human resource) (MONE, 2012). This poses a challenge for the Omani national to lead the organizations as the country gears itself to provide the jobs to their citizens as faculty and staff in higher educational institutions.

Most of the research on Job satisfaction and Organisational effectiveness in higher educational institutions were done in western countries and very few researches on Job satisfaction and Organisational effectiveness has been conducted in Higher Education Institutions (HEI's) in GCC countries, but no study in Oman on Job satisfaction and Organisational effectiveness in higher educational Institution's Academic Staffs is done so far. Hence it will be interesting to see the much different research results on Job satisfaction and Organisational effectiveness of the

Higher Educational Institutions. Higher Educational institutions in Oman are highly multicultural where faculties, students and staff belong to different nationalities and regions like Middle East, Asia, Malaysia, Philippines etc. Considering different colleges of in Muscat, the Paper investigates whether Academic staffs or employees experience different level of job satisfaction. The Paper promise to make some advances to rectify the situation. This paper is prepared with an objective to determine that Academic Teaching employees are satisfied with their promotion and present job or they are dissatisfied. The finding shows that Academic Staffs or employees are satisfied with their promotion and job. The findings of this research paper shows that Academic staffs were found to be satisfied in the areas of promotion and overall Job Satisfaction.

2. Literature Review

2.1 Job Satisfaction

Being job satisfaction as most interesting part in research areas of educational sectors and organisational behavior. It is perceived as an attitudinal variable measuring the degree to which employees like their jobs and the various aspects of their jobs (Spector, 1996; Stamps, 1997). This is an important area of research because job satisfaction is correlated to enhanced job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout (Begley & Czajka, 1993; Chiu, 2000; Tharenou, 1993).

Job satisfaction is influence by many factors such as: the working conditions, administration and policy, empowerment advancement, recognition, compensation, supervision, and interpersonal relationships (Castillo & Cano 2004). Every individual person has a different set of vision and goal, and accordingly the person is motivated by believing in their efforts and performance with a positive correlation, will result in a pleasing reward; and the reward can be a factor in satisfy an important need; and the desire to satisfy the need is strong enough to make the effort meaningful (Quick 1998). Researchers have tried to link job satisfaction with teacher's attrition (Bobbitt, Leich, 1994; Russ, Chiang, Rylance & Bongers, 2001, Whitener & Lynch,); variables such as salary, credentials, promotion opportunity, supervisors, behavior of the students, recognition, environment of work, and senses of self-sufficiency (Evans, 1998 (b); Prelip, 2001).

2.2 Promotion

In an organisation incentives can be used as a promotion. It is a way of rewarding the employees for meeting the organizational goals thus it can serves a mean to achieve personal goals and with organizational goals (Lazear & Rosen, 1981). According to Rosen (1982) the deciding factor for the position of any individual in the hierarchy is his talent, higher the level of talent in any individual higher will be his position in the hierarchy. Promotion has its importance due to the fact that it carries with it a significant change in the wage package of an employee (Murphy, 1985). Thus, a raise in salary indicates the value of promotion (Baker et al., 1994). For promotion in an organisation an employee bond is prepared by employer and is signed by an employee at the time of employment with a defined set pattern (Doeringer & Piore, 1971).

In this extremely competitive corporate world, promotion can be used as one of the tools for competing firms in tracing the most productive participant of one organization to be worth hiring for other different organization (Bernhardt & Scoones, 1993). In such a way the promotion highlights an employee in the external environment and realizes his worth in the internal environment. According to Carmichael (1983) promotion enhances the yield of an organization when an employee climbs a promotion ladder on the basis of his seniority and resultantly he gets an increased wage rate. However, according to Baker et al. (1988), promotion does not consider to be an incentive

device, thus the optimal results cannot be generated by promoting the employee in the organization. There is a more failure rate when the employees are hired externally than when they are promoted internally (Kelly-Radford, 2001).

The impact of wage raise, a result of promotion, is found to be more significant than fixed income on job satisfaction (Clark & Oswald 1996). According to Shields and Ward (2001) the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization. Pergamit and Veum (1989) established that greater the chances of promotion higher will be the job satisfaction of employees. Apart from employee's satisfaction in job, promotion can be one of the factors that an employee can see as an aspect of job satisfaction. When employees perceive that there are golden chances for promotion they feel satisfied for the respective place in the organization (De Souza, 2002).

3. Hypothesis

H1: Promotion as a factor of job satisfaction.

H2: Promotion is not a factor of job satisfaction.

4. Methodology

This study was conducted in colleges of Muscat, Sultanate of Oman by using a Questionnaire based on Job Satisfaction Survey, design designed by Paul Spector. There was a slight change in the questionnaire; an additional question number 37 was added to the standard questionnaire to measure the overall satisfaction of the Academic teaching employees. The target Respondents completed and returned the questionnaire by giving their feedback. Mean, Standard Deviation tests, Reliability Analysis were used to identify the degree to which Academic teaching employees are satisfied. The questionnaire was distributed by the Author at the work place of the respondents and was collected later as per their convince the scale used was 6 point Likert, to check the reliability, reliability analysis was used and a statistically accepted Cronbach alpha value of 0.68 was found. A total of 180 questionnaires were distributed out of which 155 were returned. This is followed by an analysis using the SPSS version 19 software to predict promotion as a factor of job satisfaction.

5. Research Findings

5.1 Demographic analysis

Shows results of age of the respondents. The result shows that maximum Academic teaching employees were in the age group of 40 – 50 years.

Table 1, for sample (n= 23) result of Age:

Age (Years)	(%)
30 - 40	30.43
40 -50	43.47
50 - 60	26.08

Table 2, for sample (n= 23) result of Nationality:

Nationality	(%)
India	52.17
Oman	19.72
Pakistan	4.34
Philippines	8.69
Egypt	4.34
Lebanon	6.40
US	4.34

Shows results of nationality of the respondents. The result shows that an average maximum respondent were of Indian nationals.

Table 3, for sample (n= 23) result of work Experience:

Work Experience (years)	(%)
Less than 2 years	4.34
2 to 5 years	26.08
5 to 15 Years	52.17
More than 15 years	8.69

Shows Years of service (experience) as indicated in table 3 shows that 52% was of between 5- 15 years.

5.2 Descriptive Analysis

The aggregate mean value of 3.401 of promotion in explains that the length of service as well as the immediate supervisor plays a vital role to increase the chances of promotion in the higher educational institutes. This will increase the retention rate if the employee is satisfied with all such factors necessary for arousing his sense of satisfaction with job. The mean value for overall job satisfaction is describing the satisfaction level of workers toward different aspects of their job. The aggregate mean value of 3.777 shows that employees are satisfied with their work. The results show positive attitude of employees for their work which means employees are satisfied with their job. They are satisfied with their designation in the company. The work itself gives the sense of satisfaction since it give the employee the strength to move forward in the development of a better career.

Table 4, Mean & Standard Deviation:

	Mean	Std. Deviation
Promotion	3.401	.665
Job satisfaction	3.777	.667

5.3 Regression Analysis

The Below Table shows the results of regression analysis, which explores that whether promotion (independent variable) is a predictor of job satisfaction (dependent variable) or not. If R value is near to 1, it means that the relationship between dependent and independent variables is strong and if it is near to 0 then the relationship is weak (Ibrahim et al., 2006). The R value as .440 shows a slightly moderating relationship between employee's job satisfaction and his promotion. Thus a results show that promotion is a predictor of job satisfaction. R Square shows the percentage change in the dependent variable due to the independent variable. Regression analysis shows that 18% change in job satisfaction is due to the internal promotion, while remaining 82% is the unexplained variability, $P < .05$ shows that the relationship between job satisfaction and internal promotion is highly significant at .000 significance value and our model is a good fit. Correlation coefficient (β) represents the degree to which one or more independent variables are related to the dependent variable. Correlation coefficients (β) of evaluation as .450 shows that 1 unit change in promotion will bring about .450 unit changes in job satisfaction in a positive direction.

Table 5, Regression Analysis:

Relationship	R	R Square	F	β	Sig
Promotion - Job Satisfaction	.440	.186	36.033	.450	.000

5. Conclusion

After the analysis it is concluded that promotion is a predictor of job satisfaction. So H1 is accepted and H1 is rejected. Regression analysis shows a moderate and positive relationship between promotion and job satisfaction. This explains that elements like length of service, ability and skills which are the determinants of promotion has moderate effect on enhancing the job satisfaction level of employees. The employees perceive management to be supportive in climbing up their professional ladder. Management gives more preference to promote employees within the organizations than to higher employees outside the organization.

The organisation should make efforts for their employees likes and dislikes regarding their jobs and should bridge the gap for employees to make them satisfied. Finally, the current study opens the doors of Researchers in Muscat to adopt JSS Approach in their research of job satisfaction. From the present research study an expectation can be made that the present research encourages fresh projects in Muscat, Sultanate of Oman.

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