

## Predicting Job-Satisfaction among the Academicians of Universities in Kpk, Pakistan

Saifuddin Khan Saif<sup>1</sup> Allah Nawaz<sup>2</sup> Farzand Ali Jan<sup>3</sup>

1. Management Sciences Qurtuba University D.I.Khan, KPK, Pakistan
2. Department of Public Administration Gomal University D.I.Khan
3. IBMS Peshawar University, KPK, Pakistan

\*E-mail: [saiifjan2002@yahoo.com](mailto:saiifjan2002@yahoo.com)

### Abstract

Measurement of job satisfaction or otherwise is a commonplace practice in all the organizations to periodically understand the attitudinal dimensions of the employees and plan the remedies in accordance with the findings of these studies. In analyzing the results, prediction of job satisfaction (involvement & commitment) as well as job dissatisfaction (absenteeism & turnover) is mostly founded on the 'Factors of job satisfaction attitude like pay, work, supervision, promotion, co-workers and environment. This study also uses the data on the factors for regression on the employee attitudes of both positive and negative consequences. A sample of 218 university teachers from the province of Khyber Pakhtun khwa has been used to record their satisfaction from different factors of satisfaction. Multiple regression procedure was then applied to compute 'how far positive and negative outcomes are explained or determined by the factors of job satisfaction.

**Key Words:** *Predictors of Job Satisfaction, Involvement and commitment, and Absenteeism and Turnover.*

### INTRODUCTION

Job satisfaction is of major interest of the researchers in the field of organizational behavior and human resource management. An array of research has been focused by the researchers to identify the predictors of job satisfaction particularly pay, work, promotion, supervision co-workers and environment, no matter which theoretical models have been used by the researchers but majority of them pin point two broader groups of predictors i.e. environmental and personal (Sokoya, 2000; Ellickson & Logsdon, 2001; Luthans, 2005:212). Similarly, researchers are exploring the outputs of job satisfaction/dissatisfaction through measuring the variables of involvement and commitment (positive-outcomes) and absenteeism and turnover (negative results) to show different work related attitudes which emerge from job satisfaction and dissatisfaction (Chughtai & Zafar, 2006).

Job satisfaction has received a considerable attention by the researchers in the field of academic and non academics of all work related attitudes. Satisfaction is considered as contentment felt after a need is fulfilled (Robins, 1998: 170). It is a general attitude which is determined by the job predictors (i.e. pay, job, superior behavior and environment etc.) and the personal attitude (demographics) and other social and group factors (Shajahan & Shajahan, 2004:116). People working in the private or government organization bring with them certain drives and needs that strike their performance at the work place therefore, understanding how these needs fuel performance and how rewards on such performance lead to the job-satisfaction which is crucial for the workers and managers at their work place (Newstrom, 2007:123).

Given that an employee's job satisfaction depends on several personal, job-related and environmental factors, managers make all out efforts to use these factors as the predictors of employees' attitudes. Several studies have been conducted to measure the demographic attributes of the employees on their attitudes of satisfaction or dissatisfaction through tests of significance (See for example, Bas & Ardic, 2002; Shah & Jalees, 2004; Ololube, 2007). Similarly, 'regression tools' have been used to predict worker behavior wherein both demographics and factors of job satisfaction has been used as predictors (Santhapparaj & Alam, 2005; Chughtai & Zafar, 2006; Beyth-

Marom et al., 2006; Karimi, 2007; Eker et al., 2007). It is highly important that university understands the needs of employees, introduce a constant appraisal system, and appreciation should be given to motivate the people at work place because motivation is a key factor which reduce job stress and results high performance and productivity (Ahsan, Abdullah, Fie, & Alam, 2009).

Thus, a stream of studies (on university-teachers attitude) uses 'Factors of job satisfaction' as the predictors of employee's positive and negative attitudes through 'Regression analysis.' For example, a researcher (in Malaysia) found that pay, promotion, working condition and support of research have positive and significant effect on job satisfaction of the university teachers (Santhapparaj & Alam, 2005). Shah, & Jalees (2004), used work, pay supervision, coworkers and promotion to explain the dependent variable of 'satisfaction level,' while Chughtai & Zafar, (2006) applied facets of job satisfaction to regress on 'organizational commitment' in teachers. Another researcher found that just work (single facet of job satisfaction) accounted for 62% of the variance in the level of overall job satisfaction (Karimi, 2007). Similarly, other researchers revealed that there was a meaningful relationship between the level of job satisfaction, work environment and academic workload factors (Eker, Anbar, & Dirbiyik., 2007).

This study explores the problem of job satisfaction among the academicians in the public and private sector universities of KPK, Pakistan to empirically record the attitudes of respondents. The data has been collected about the satisfaction of academicians on six 'Factors of job satisfaction, which have then been used to predict the positive and/or negative consequences.

## **2. LITERATURE REVIEW**

### **2.1 Job Satisfaction**

Job satisfaction of teachers has long been focused by an educational researcher because of the strong correlation between the job satisfaction and organizational behavior issues for example commitment, absenteeism, turnover, efficiencies and productivity (DeNobile & McCormick, 2006). Job satisfaction is a general attitude toward the job and the degree to which the people like their job and show the positive and negative behavior in actual work environment. It is a general attitude in three areas for example job factors, personal attributes and the other social and group relationship in the society, a person with a high level of job satisfaction contribute positively, while a person who is dissatisfied will holds negative attitude about the job. To identify job satisfaction and dissatisfaction most of the researchers have used the facet approach. (Shajahan & Shajahan, 2004:116; Rocca & Kostanski, 2001).

Job satisfaction has been studied widely and received a considerable amount of attention of all work related attitude due to strong and positive relationship with productivity and organization commitment which is progressively recognized by the organizational behavior literature (Locke & Latham, 2000:249-250; Gliem & Gliem 2001). Job satisfaction is an emotional response to a job situation, which is determine by how well outcomes meet or exceed expectations, if fair HR policies are adopted by the organization and treat their employees fairly they are more likely to have a positive attitude towards the job. If employees are treated unfairly they will have a negative attitude toward their working environment and will negatively affect the organization productivity. Similarly Bhatti & Quereshi in 2007 identified that Job Satisfaction is positively correlated with employee participation, Employee Productivity, and Employee Commitment level. Thus, "job satisfaction describes how content an individual is with his or her job (Luthans, 2005:212; Wikipedia, 2009).

### **2.2 Predictors of Job-Satisfaction**

Across the literature, most frequently used constructs as predictors of job-satisfaction are work, pay, work-environment promotion, supervision, and co-workers (Sokoya, 2000). Irrespective of the theoretical approach to the study of job satisfaction, most of the research identifies at least two categories of predictor variables: environmental factors and personal characteristics (Ellickson & Logsdon, 2001). While for the measurement of outputs or results of job-satisfaction and dissatisfaction, employees' involvement and commitment (positive-outcomes) and absenteeism

and turnover (negative results) are used as measures. An extensive studies in the organization behavior literature shows that the most important factors of job satisfaction are pay, work, environment and co-workers, similarly other factors i.e. adequate working equipment and other resources, training opportunities and procedural justice also positively and significantly effects the job satisfaction of the employees (Robbins, 1998:152; Ellickson & Logsdon, 2001).

Given that, other researchers determine job satisfaction on the basis of positive and negative attitude to the job in relations with the fellow workers, company policies, pay, advancement, promotion and customers (DeVane & Sandy, 2003). Similarly Luthans (2005:212) strongly identify work, pay, promotion, co-workers, and supervision as the main factors of job satisfaction which is also supported by Shah and Jalees, (2004) that job-dimensions like, work, pay, supervision, promotion, co-workers relationship and the demographic features of the employees determine the job satisfaction. In addition to this age, gender, education level, compensation and benefits, work, advancement opportunities, excellent working conditions, management policy, gaining respect, the size of organization and achievements through talents have also significant effect on the job satisfaction level of the employees (Sokoya, 2000; Ellickson & Logsdon, 2001; DeVane & Sandy, 2003; Tella, Ayeni, & Popoola, 2007).

- **Pay:** Wages are a significant factor in job satisfaction and help the employees to attain their basic and upper level needs satisfaction (Luthans, 1993:121). Pay is the first and important primary determinant of satisfaction for almost every employee working in public, private, small, medium and large organization. “Fair policies regarding to pay system are linked with job satisfaction and in turn positively affect the organizational productivity (Naval & Srivastava, 2004).” The pay refers to “the amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization (Luthans, 2005:212).” Thus pay is the prime predictor of job satisfaction and the amount of financial remuneration that is received by the employees in connection with the services provided to the organization.
- **Work/Job:** Research shows that feedback from the job itself and autonomy are two major job related motivational factors. Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of responsibilities, self-determination, and feedback on how well they are doing. Jobs that have too little challenge create dullness, but too much challenge create frustration and a feeling of failure. Under conditions of moderate challenge, work that is not boring and a job that provide status, most people will experience pleasure and satisfaction from their job. (Luthans, 1993:121, Naval & Srivastava, 2004). Work plays a fundamental role in people life, according to employees’ context it should be attractive and contribute to job satisfaction of employees (Tsigilis, Zachopoulou, & Grammatikopoulos., 2006). So it will be a great opportunity for the organization to retaining their employees if they offer them jobs that are interesting, challenging and give them a chance of development and the sense of fulfillment of their personal needs (Chughtai & Zafar, 2006).
- **Supervision:** Supervision is one of another important factor of job satisfaction which refers to the function of leading, coordinating and directing the work of others to accomplish and achieve the predetermine goals & objectives. A supervisor guides their subordinates so that they produce the desired quantity and quality of work within the desired time period. In short, a supervisor seeks to have the group accomplish the required work and likewise seeks to promote need satisfaction and high morale among the employees by using different supervisory style that affect job satisfaction for instance employees-centeredness and participation or influence style (Luthans, 1993:121; Beach, 1998:341). The group having democratic style is more satisfied than group of autocratic leadership or influential style (Naval & Srivastava, 2004). Chughtai & Zafar (2006) identify that satisfaction with supervision is an important predictor of organizational commitment among the university teachers.
- **Promotion:** Promotion is one of another most important determinant of job satisfaction seems to have a varying effect of job satisfaction (Luthans, 1993:121). The research in public and private sectors shows that “job satisfaction of the employees is significantly influenced” by their perceptions of the promotional

opportunities, most of the organization desire that their employees to be satisfied to become more productive and efficient, promotional opportunities in public sector organization based on seniority instead of performance and ability (Ellickson & Logsdon, 2001; Shah & Jalees, 2004; Robbins & Coulter, 2005; Tsigilis et al., 2006). Luthans (1993:121) identify that individual who are promoted on the basis of performance are more satisfy then those who are promoted on the basis of seniority. Fair promotion policies provide opportunities for personal growth, more responsibility and increase social status which increases satisfaction and intern enhances organizational commitment (David & Wesson, 2001; Naval & Srivastava, 2004)

- **Work-Environment:** Organizational climate is a powerful determinant of both productivity and employee satisfaction. Its influence is so strong that it can outweigh the impact of the quality of frontline leadership (Beach, 1998). In a research, it was found that poor working conditions (hot, noisy surroundings) effect job satisfaction negatively (Tsigilis et al., 2006). Satisfactions with good Working Conditions (clean, attractive surroundings) enable employees to perform their work efficiently and thus are likely to have a positive impact on organizational commitment (Chughtai & Zafar, 2006). Thus Physical conditions/Working facilities aids, position that make working or doing things easier (Bas & Ardic 2002).
- **Co-Workers:** Social environment of the organization can significantly affect employee job satisfaction especially co-workers interaction because cooperative coworkers are modest source of job satisfaction to individual employees. It is evidenced that a good and supportive co-workers and interpersonal relationship makes the job easier and enjoyable which intern increase the level of job satisfaction (Luthans 1993:122; Ellickson & Logsdon, 2001). Some of the researchers views that open communication, task independence, feeling of belongingness and coordination among employees increase the degree of job satisfaction (Naval & Srivastava, 2004). Research shows that 'Relation with colleagues/co-workers' is the largest predictor of intention to leave among the academicians (Hiroyuki, Kato & Ohashi 2007; Karimi, 2007). Chughtai & Zafar, 2006 assert that satisfaction with co-workers is an indicator of how highly the university academicians value the nature of working relationship with co-workers.

## 2.3 Criterion Variable (Consequences)

### Involvement & Commitment

**Job-involvement:** It is the physical, emotional and mental involvement of people in an activity which provide a sound base for decision making, so employees with high level of job involvement strongly identify with and really care about the job they are actually engaged (Beach, 1998:311; Robbins, 1998:142; Robbins & Coulter, 2005:375). In the same line other researchers identify that both Job-involvement and commitment are the positive consequences of job satisfaction, which naturally increase the organizational productivity because it refers to the physical, emotional and mental involvement of people in their work (Beach, 1998:311).

**Organizational Commitment:** Organization commitment has been extensively studied by different researchers and identifies its antecedents and outcomes. It is a psychological state that binds the individual to the organization, a strong desire to remain a member of a particular organization, a person willingness to exert a high level of efforts and a strong belief and acceptance of, the values and goals of the organization (Luthans 1993:124; Bashir & Ramay 2008; Tella et al. 2007). Commitment thus refers to an employees accepts the organization and wants to remain with it (Robbins, 1998:142). Most of the studies results show that organization commitment interlinked lower levels of both absenteeism and turnover (negative effects) and in fact, consider a better indicator of turnover then job satisfaction (Robbins & Coulter, 2005:3750). Thus, organization commitment is partly the result of inherent individual attributes and partly the result of how employees perceive the organization and their immediate work role (Moynihan & Pandey 2007). All these makes employees to be committed to the organization and chances of quitting are minimal which in turn increase organizational productivity (Ongori, 2007). Therefore, Commitment is becoming progressively important issue in competitive business environment because of its positive outcomes like low turnover rates and absenteeism, improvement in customer satisfaction, higher work motivation, greater

organizational citizenship behavior, higher job performance, and indicator of the effectiveness of an organization (Bakan, Büyükbeşe, & Erşahan 2011; Dale & Fox, 2008)

### Absenteeism & Turnover

**Absenteeism:** It is one of the most serious problems of the organization and most of the researchers have identified that absenteeism reduce organizational effectiveness and efficiency and the higher absenteeism result lower satisfaction (Marion, 2001; Verma, 2004:194). Similarly most of the research reveals that employees who are satisfied from their job having a lower level of absenteeism then do dissatisfied and they are most likely to poorer performance (Robbins & Coulter, 2005:375). Abeles (2009) pointed out that high teacher absenteeism lead to high student absenteeism and will negatively effect the students' achievement.

**Turnover:** Job dissatisfaction can de-motivate employees and result to quit their organization for the search of some other better jobs opportunities. Research shows a strong relationship between satisfaction and turnover, 'employees have lower level of turnover if they are satisfied' (Robins & Coulter, 2005:375). In two investigations of the effects of unemployment, it was found that labor market factors interact with job satisfaction in prediction of quitting intention (Marion, 2001). Therefore, those who are dissatisfied in their job become less committed or give up the profession altogether (Rocca & Kostanski, 2001). Given these facts, the job dissatisfaction is a reason for burnouts and ultimately increases the turnover rate in the organization (Shah, S. & Jalees, 2004). Research on the relationship between satisfaction and turnover is that much stronger that satisfied employees have lower levels of turnover while dissatisfied employees have higher intentions to leave (Ziauddin, 2010).

**Table 2.1 Demographic Variables**

	Variable	Attributes	Code
1	Designation	Lecturer, Assistant Professor, Associate Professor	DSG
2	Qualification	Masters, Mphil/MS, PhD	QUA
3	Length of Service	1-5, 6-10, 11-Above	LOS
4	Age	20-30, 31-40, 41-Above	AGE
5	Department/Subject	Sciences and Non-Sciences	DPT
6	Marital Status	Married, Un-Married	MS
7	Sector	Public, Private	PPR
8	Gender	Male, Female	GND

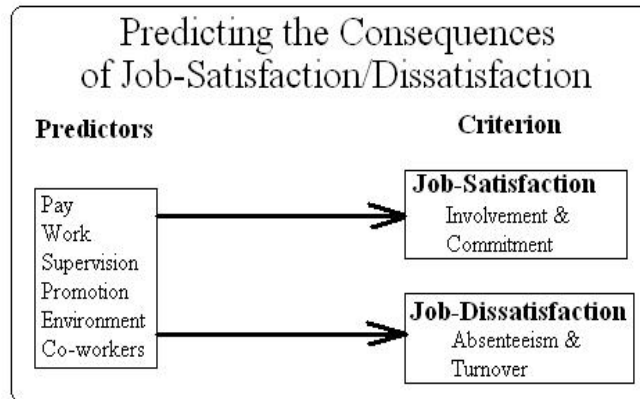
**Table 2.2 List of the Research Variables**

		Variables	Code
<b>Predictors</b> (Independent Variables)	1	Pay	<i>PAY</i>
	2	Work	<i>WRK</i>
	3	Supervision	<i>SUP</i>
	4	Promotion	<i>PRO</i>
	5	Work Environment	<i>WE</i>
	6	Co Workers	<i>CW</i>
<b>Criterion</b> (Dependent-variables)	1	<i>Involvement and Commitment</i>	<i>IC</i>
	2	<i>Absenteeism and Turnover</i>	<i>AT</i>

### 2.4 Theoretical framework

The dependent (criterion) variables of satisfaction level (Positive and negative consequences) are the primary interest in this study. Six commonly predictors such work, pay, working environment, supervision, coworkers and promotion have measured this dependent variable. All these factors have positive influence on job satisfaction (involvement and commitment) if the respondents are satisfied from these factors and negatively predicting job satisfaction (absenteeism and turnover) if the respondents are dissatisfied.

Figure 2.1 Schematic Diagram of the Theoretical Framework on the basis of above cited literature.



## 2.5 List of Hypotheses

**Hypothesis 1:** Predictors and criterion variables are correlated.

**Hypothesis 2:** Job satisfaction (Involvement & Commitment) is explained by the predictors if academicians are satisfied.

**Hypothesis 3:** Job dissatisfaction (absenteeism & turnover) is explained by the predictors if academicians are dissatisfied.

## 2.6 Regression model for testing hypothesis 2 & 3.

$$\text{Model 1: } Y_{\text{JS(IC)}} = \beta_0 + \beta_1 P + \beta_2 W + \beta_3 S + \beta_4 PR + \beta_5 E + \beta_6 C + \mu$$

$$\text{Model 2: } Y_{\text{JDS(AT)}} = \beta_0 + \beta_1 P + \beta_2 W + \beta_3 S + \beta_4 PR + \beta_5 E + \beta_6 C + \mu$$

Where,

$Y_{\text{JS(IC)}}$  = Job satisfaction (involvement & commitment)

$Y_{\text{JDS(AT)}}$  = Job dissatisfaction (absenteeism & involvement); &

$\beta_1 P$  = Pay

$\beta_2 W$  = Work

$\beta_3 S$  = Supervision

$\beta_4 PR$  = Promotion

$\beta_5 E$  = Environment

$\beta_6 C$  = Co-Workers &

$\mu$  = Error term

## 1. RESEARCH DESIGN

Job satisfaction is an important issue for every organization public or private including the higher learning institutions around the world therefore several studies are being conducted to explore the problem from all possible dimensions. Several studies are available about different organizations and different aspects of job satisfaction including to identify the positive and negative outcomes predicted by the predictors variables i.e. involvement and commitment and absenteeism and turnover for example “Analyzing job satisfaction of a teacher in institution” in India by (Khanale & Vaingankar 2006), “Job satisfaction among academic staff in private universities in Malaysia (Santhaparaj & Alam, 2005)’ Job satisfaction and burnout among the Greek educators in public and private sector employees (Tsigilis et al., 2006) and ‘antecedents and consequences of organizational commitment among Pakistani University teachers (Chughtai & Zafar, 2006). “Identifying the job-satisfaction of Tutors in an Open University”

(Beyth-Marom et al., 2006) and the job satisfaction of the academicians in turkey by Eker et al in 2007. Similarly there is study by Bas & Ardic (2002) on “A comparison of job satisfaction between public and private university academicians in Turkey”.

**3.1 Data collection:** Survey approach has been applied in this study through a structured questionnaire distributed among 260 academicians in the Universities of NWFP, Pakistan. 218 completed survey instruments were returned giving 83.84% of return rate. The questionnaire included questions about 9-demographic and 8-research variables: Predictors = (pay, work, supervision, promotion, environment, co-workers and Criterion Variables = involvement & commitment and absenteeism & turnover (see Tables 2.1 and 2.2 for details).

**3.2 Data analysis:** The collected data were graded on 7-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = mildly dis agree, 4 = neutral, 5 = mildly agree, 6 = agree and 7 = strongly agree. All the primary data was inserted into SPSS 12.0 to create a database for analysis. The hypotheses were tested at 0.05 level of significance or 95% certainty of prediction & the correlation analysis were made in addition to check the correlation between predictors and criterion variables. The Reliability-analysis of the study gave Cronbach’ Alpha of 0.904 for 55 items.

## 4. EMPIRICAL RESULTS

### 4.1 Descriptive Findings

Table 4.1 Cross-tabulation across Sector, Gender and Designation

Sector	Gender	Designation			Total
		Lecturer	Assistant Professor	Associate Professor	
Public	Male	72	34	16	122
	Female	36	11	0	47
	Total	108	45	16	169
Private	Male	9	8	5	22
	Female	17	10	0	27
	Total	26	18	5	49

Table 4.2 Descriptive Statistics on Research Variables (n=218)

		Min	Max	Mean	Std. Deviation
1	Pay	1.33	5.83	3.9381	.86926
2	Job/Work	2.60	6.80	4.5394	.81229
3	Supervision	2.00	6.00	3.8997	.89133
4	Promotion	2.00	6.60	4.3294	.94199
5	Environment	2.73	6.73	4.6530	.85652
6	Co-workers	2.40	7.00	4.6798	1.02416
7	Involvement & Commitment	1.50	7.00	4.2362	1.29441
8	Absenteeism & Turnover	1.83	7.00	4.9106	1.19631

### 4.2 Testing of Hypotheses

*Hypothesis 1:* Predictors and criterion variables are significantly correlated.

Table 4.3 Correlations between the Variables (Predictors and Criterion) n = 218

		PAY	JOB	SUP	PRO	ENV	COW	Average
I&C	R	.418	.599	.678	.513	.524	.696	0.5713

	P	.000	.000	.000	.000	.000	.000	
A&T	R	.116	.286	.372	.467	.407	.543	0.3651
	P	.087	.000	.000	.000	.000	.000	

**Correlation is significant at the 0.01 level (2-tailed). (I& C=involve ment and commitment; A&T=absenteeism & Turnover)**

The correlation between the predictors and the dependents *Hypothesis 1* comes up with striking results, for example:

2. There is higher average score of correlation between the predictors and the dependent variable of ‘involvement and commitment’ ( $r=0.5713$ ) which shows a strong correlation b/w predictors and criterion variables.
3. Average correlation of predictors with ‘absenteeism and turnover’ is comparatively weaker ( $r=0.3651$ ).
4. Both I&C and A&T are very significantly correlated with the predictor variable of ‘Co-workers’ with highest scores of ( $r=0.696, p<.001$ ) and ( $r=0.543, p<.001$ ) respectively.
5. PAY ( $r=.116, p>.05$ ) and JOB ( $r=.286, p>.05$ ) are not correlated with ‘A&T’ because they score below 0.3.

**Hypothesis 2:** Job-Satisfaction (Involvement & Commitment – I&C) is predicted by the Predictors. (Model 1)

Table 4.4 Prediction of Involvement & Commitment

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.816(a)	.666	.656	.75897	70.030	.000(a)
Un standardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.
(Constant)	-1.372	.339		-4.051	.000
Pay	.929	.162	.624	5.734	.000
Job/Work	-1.355	.261	-.850	-5.198	.000
Supervision	1.064	.121	.733	8.765	.000
Promotion	.255	.096	.186	2.660	.008
Environment	.064	.086	.043	.747	.456
Coworkers	.544	.077	.430	7.099	.000

- a. Predictors: (Constant), PAY, JOB, SUP, PRO, ENV, COW
- b. Dependent Variable: Involvement & Commitment (I&C)

Multiple regression analysis have been used to test the *Hypothesis 2* about the prediction of ‘involvement & commitment’ by the predictors. The results are extensively significant because all the predictors explaining 67% ( $R^2 = 0.666$ ) changes in criterion variables. Furthermore, the overall correlation is also significantly scored,  $R = 0.816$ . All the predictor variables are significantly explaining the variations in the dependent variable except ‘environment – ENV’ which gives  $p$ -value of 0.456 that is well beyond the acceptable threshold of sigma ( $\beta=.043, p>0.05$ ) for analysis. However, all rest of the five variables has acceptable value and highly significant, Pay ( $\beta=.624, p<0.05$ ), Job ( $\beta=-.850, p<0.05$ ), Supervision ( $\beta=.733, p<0.05$ ), promotion ( $\beta=.186, p<0.05$ ), Coworkers ( $\beta=.430, p<0.05$ ).

**Hypothesis 3:** Job-Dissatisfaction (Absenteeism & Turnover – A&T) is explained by the Predictors. (Model 2)

Table 4.5 Prediction of Absenteeism & Turnover by the Independent-Variables

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.608(a)	.370	.352	.96305	20.641	.000(a)
Un standardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.
(Constant)	1.724	.430		4.010	.000
Pay	.525	.206	.381	2.554	.011



Job/Work	-1.170	.331	-.794	-3.538	.000
Supervision	.532	.154	.397	3.454	.001
Promotion	.471	.122	.371	3.867	.000
Environment	-.010	.110	-.007	-.088	.930
Coworkers	.504	.097	.432	5.190	.000

a. Predictors: (Constant), PAY, JOB, SUP, PRO, ENV, COW  
 a. Dependent Variable: ABSENTEEISM & TURNOVER (A&T)

The prediction of 'absenteeism and turnover' is comparatively weak because only 37% ( $R^2 = 0.370$ ) of the dependent variable is explained by the predictors. However, the overall correlation,  $R = 0.608$  showing the association of the variables. Furthermore, the scores of the coefficients of regression are significantly effects the dependent variable except environment-ENV' which gives the  $p$ -value higher then the acceptable score ( $\beta = -.007$ ,  $p > 0.05$ ). However, all the rest of five variables have  $p$ -value in acceptable position, Pay, ( $\beta = .381$ ,  $p < 0.05$ ), Job, ( $\beta = -.794$ ,  $p < 0.05$ ), Supervision, ( $\beta = .397$ ,  $p < 0.05$ ), promotion, ( $\beta = .379$ ,  $p < 0.05$ ), Coworkers, ( $\beta = .432$ ,  $p < 0.05$ ).

## 6. DISCUSSION

Regression procedure have commonly been used by researchers to predict the impacts of the factors of job satisfaction on the variables of involvement, commitment, absenteeism and turnover (see for example, Munyae, & Mulinge, 2000; Santhapparaj & Alam, 2005; Beyth-Marom et al., 2006; Tsigilis et al., 2006; Chughtai & Zafar, 2006). Similarly, the purpose of this study was to measure the relationship between the predictors and criterion variables by predicting the consequences (positive & negative) of the factors of job satisfaction through regression analysis.

### *Hypothesis 1: The Correlation between Predictors and Criterion-variables.*

The results demonstrate that a strong correlation exist between the predictors (independent variables) i.e. Pay, job, supervision, promotion, and environment and criterion (dependent variables) i.e. involvement and commitment with the average value of 0.57 (see Table 4.3) which shows a strong correlation b/w these two variables. However, surprisingly, the relationship b/w dependent (predictors) and criterion (absenteeism and turnover) is weaker i.e.  $r = 0.37$ . Since both the averages are bigger than  $r = 0.3$  therefore *Hypothesis 1* is accepted. This provide a useful information to the researchers to understand that satisfaction from the pay, job itself, supervisory behavior, promotion opportunity, and job context (environment) having it meaningful relation with the positive outcomes of job satisfaction (involvement and commitment).

### *Hypothesis 2: Prediction of 'Involvement & Commitment' by Predictors.*

The multivariate regression of the job satisfaction of academicians shows that predictors of job satisfaction are the significant determinants of employees' satisfaction (involvement and commitment) with  $R^2$  of 0.665 or 67%. These findings also support the study of Santhapparaj & Alam (2005) in Malaysia. Therefore, it is found that all the predictors are playing significant role in the prediction process excluding 'Environment' with  $p$ -value of 0.456. (See table 4.4). Hence the *Hypothesis 2* is substantiated establishing that in this study positive consequences are predicted by the academics satisfaction from all the factors of job satisfaction excluding environment.

### *Hypothesis 3: Prediction of 'Absenteeism & Turnover' by Predictors*

The results of regression on negative consequences of job satisfaction are surprising in the sense that only 37% ( $R^2 = 0.37$ ) of the dependant variable is explained by the predictors, while five out of six variables are playing significant role in the variation process except one of environment which did not exerted its significant influence on the negative consequences of job satisfaction. So rest of the change is due to some other factors like demographic attributes of the academicians.

## 7. CONCLUSIONS

Data on the 'Factors of job satisfaction' have proven to be the best predictors of either positive or negative consequences for the organizations. Regression analysis provides enough data to understand the kind and power of relationships between the predictor and criterion variables. In this study the positive consequences (involvement & commitment) have successfully been predicted by the satisfaction from the factors of pay, work, supervision, promotion, co-workers and environment. However, negative impacts of the factors of job satisfaction are weaker in the sense that their role determining the negative consequences are limited. The absenteeism and turnover is not significantly explained or determined by these factors rather some other exogenous factors. Furthermore, the 'satisfaction from environment' not related with either positive or negative consequences at all.

Given these results it can be recommended that if policies and plans are sorted out to increase the satisfaction of academicians from all the factors of job satisfaction, the positive consequences are definite to increase in their intensity which would be helpful for the universities to improve the performance of the academicians. Furthermore, since the relationship between the factors and negative consequences have been established as weaker therefore a positive change in the level of satisfaction from different factors will make less addition to the negative consequences and more to the involvement and commitment.

### References:

1. Abeles, L.R., (2009). Absenteeism Among Teachers – Excused Absence and Unexcused Absence. *International Journal of Educational Administration*, 1(1):31-49.
2. Ahsan N., Abdullah Z., Fie, D.Y.G, and Alam, S.S. (2009). A Study of Job Stress on Job Satisfaction among University Staff in Malaysia: (Empirical Study), *European Journal of Social Sciences*, 8(1):121-131.
3. Bakan I., Büyükbeşe T., Erşahan B., (2011). An Investigation of Organizational Commitment and Education Level among Employees, *Internation Journal of Emerg. Sciences*, 1(3):231-245.
4. Bas, T. & Ardic, K. (2002) A comparison of job satisfaction between public and private university academicians in Turkey. *METU studies in Development*, 29 (1-2): 27-46.
5. Bashir, S. & Ramay, M.I. (2008). Determinants of Organizational Commitment A Study of Information Technology Professionals in Pakistan. *Institute of behavioral and applied management*. Retrieved 25<sup>th</sup> March 2011: [http://www.ibam.com/pubs/jbam/articles/Vol9/no2/JBAM\\_9\\_2\\_7.pdf](http://www.ibam.com/pubs/jbam/articles/Vol9/no2/JBAM_9_2_7.pdf)
6. Beach, D. (1998). *Personnel. The Management of people at work*. Macmillan publishing company New York, USA.
7. Beyth-Marom, R., Harpaz-Gorodeisky, G., Bar-Haim,A. & Godder, E. (2006). Identification of Job Satisfaction and Work Motivation among Tutors at the Open University of Israel, *The International Review of Research in Open and Distance Learning*, 7(2).
8. Chughtai, A.A., & Zafar, S. (2006). Antecedents and Consequences of Organizational Commitment among Pakistani University Teachers, *Applied H.R.M. Research*, 11(1), 39-64.
9. David, B. & Wesson, T. (2001). A comparative analysis among public versus private sector professionals, *The Innovation Journal* (The Public sector innovation journals). Ontario, Canada.
10. Dale, K. and Fox, M. (2008). Leadership style and organizational commitment: mediating effect of role stress, *Journal of Managerial Issues*, 20(1).
11. De Nobile, J.J., & McCormick, D.J. (2006). Biographical Differences and Job Satisfaction of Catholic Primary School Staff. *A paper presented at the Annual Conference of the Australian Association for Research in Education*, Adelaide, November, 26-30.
12. DeVane, S. A., & Sandy, Z. (2003). Job satisfaction of recent graduates in financial services, Chen Pirdu University US Department of Labor, Bureau of statistics, Available at: WWW. bls.gov.
13. Eker, M., Anbar, A., & Dirbiyik, L. (2007). Job satisfaction of academicians in Turkey and the factors affecting, *The Journal of Industrial Relations and Human Resources*, 9(4).
14. Ellickson, M. C., & Logsdon, K. (2001). Determinants of job satisfaction of Municipal Government employees. *State and Local Government Review*, 33(3):173-184.

15. Gliem, R.R., & Gliem, J.A. (2001). Job Satisfaction of Civil Service and Administrative and Professional Staff in the College of Food, Agricultural, and Environmental Sciences. *The Ohio State University the Annual National Agricultural Education Research Conference*, December 12, 2001 – Pp. 333.
16. Hiroyuki C, Kato T & Ohashi I (2007). Morale and Work Satisfaction in the workplace. Evidence from the Japanese worker Representation and Participation Survey prepared for presentation at the TPLS, UC, Santa Barbara. Retrieved 5<sup>th</sup> April 2022 at: <http://people.colgate.edu>
17. Karimi, S. (2008). Affecting Job Satisfaction of Faculty Members of Bu-Ali Sina University, Hamedan, Iran. *Scientific & Research Quarterly Journal of Mazandaran University*, 23(6):89-104.
18. Khanale P, & Vaingankar A. (2006). Analyzing job satisfaction of a teacher in an institution. *The Turkish Online Journal of Educational Technology*, 5(3):3-5.
19. Locke, E.A., & Latham, G.P. (2000). A theory of goal setting and task performance, Prentice Hall, Upper Saddle River, N.J.
20. Luthans, F. (2005). *Organizational behavior*. McGraw-Hills International Edition.
21. Luthans F. (1993). *Organization behavior*, 6<sup>th</sup> ed. McGraw-Hill.
22. Wikipedia, (2009) Job satisfaction. Retrieved on 20<sup>th</sup> June 2010 at: [http://en.wikipedia.org/wiki/job\\_satisfaction/](http://en.wikipedia.org/wiki/job_satisfaction/)
23. Marion, K. (2001) Burnout and job satisfaction amongst Victorian secondary school teachers: a comparative look at contract and permanent employment. *Ana Della Rocca and Marion Kostanski. Discussion Paper ATEA Conference*. Teacher Education: Change of Heart, Mind and Action. 24-26 September 2001. Melbourne Australia
24. Moynihan, D. P., & Pandey, S. K. (2007). Finding Workable Levers over Work Motivation Comparing Job Satisfaction, Job Involvement, and Organizational Commitment. University of Wisconsin–Madison, The University of Kansas, Lawrence.
25. Munyae, & Mulinge M, (2000), Toward an Explanation of Cross-Sector Differences in Job satisfaction and Organizational Attachment among Agricultural Technicians in Kenya, *African Sociological Review*, 4(1):55-70.
26. Naval, B., Srivastava, D., (2004). Sectorial Comparison of Factors Influencing Job Satisfaction in Indian Banking Sector. *Singapore Management Review*, 26(2):89-99.
27. Newstrom, J. W. (2007). *Organizational behavior: Human behavior at work*. Tata McGraw-Hill Publishing C. Ltd.
28. OLOLUBE, N.P. (2007). Professionalism, Demographics, and Motivation: Predictors of Job Satisfaction among Nigerian Teachers. *International Journal of Education Policy & Leadership*, 2(7):1-10.
29. Ongori, H., (2007). A review of the literature on employee turnover. *African Journal of Business Management*, 049-054. Retrieved on 12<sup>th</sup> June 2010 at: <http://www.academicjournals.org/ajbm>.
30. Robbins, S. P., & Coulter, M. (2005). *Management* Pearson prentice Hall India-Pearson education, Inc, Delhi 11092.
31. Robbins, S.P. (1998). *Organizational behavior: Concepts controversies and Applications*, Prentice-Hall.
32. Rocca A.D and Kostanski M. (2001). Burnout and job satisfaction amongst Victorian secondary school teachers. A comparative look at contract and permanent employment’ ‘Discussion Paper ATEA Conference. Teacher Education: Change of Heart, Mind and Action. 24-26 September 2001. Melbourne Australia.
33. Santhapparaj. A. S. & Alam, S. S. (2005). Job satisfaction among academic staff in private universities in Malaysia, *Journal of Social Sciences*, 1(2):72-76.
34. Shah, S. & Jalees, T. (2004). An analysis of job satisfaction level of faculty members at the University of Sindh. *Journal of independent studies and research*, 2(1).
35. Shajahan, D. S., & Shajahan, L. (2004). *Organization behavior*. New Age International Publications.
36. Sokoya, S.K. (2000). Personal predictors of job satisfaction for the public sector manager (Implications for Management practice and development in a developing economy), *The journal of Business in Developing Nations*, 14(1).
37. Tella, A., Ayeni, C. O., & Popoola, S. O. (2007). Work motivation, Job satisfaction and organizational commitment of library in Oyo state, Nigeria” By Library philosophy and practice.

38. Tsigilis, N., Zachopoulou, E. & Grammatikopoulos, V. (2006). Job Satisfaction and burnout among Greek early educators: A comparison between public and private sector employees. *Educational Research and Review*, 1(8):256-261.
39. Verma A.P. (2003). *Human Resource Management*. S.K. Kataria & Sons Publishers and Distributors 6, Guru Nanaak Market Nai Sarak Delhi-110006. India.
40. Ziauddin M., (2010). The impacts of employees' job stress on organizational commitment. *European Journal of Social Sciences*, 13(4):617-622.

This academic article was published by The International Institute for Science, Technology and Education (IISTE). The IISTE is a pioneer in the Open Access Publishing service based in the U.S. and Europe. The aim of the institute is Accelerating Global Knowledge Sharing.

More information about the publisher can be found in the IISTE's homepage:

<http://www.iiste.org>

The IISTE is currently hosting more than 30 peer-reviewed academic journals and collaborating with academic institutions around the world. **Prospective authors of IISTE journals can find the submission instruction on the following page:**

<http://www.iiste.org/Journals/>

The IISTE editorial team promises to review and publish all the qualified submissions in a fast manner. All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Printed version of the journals is also available upon request of readers and authors.

### **IISTE Knowledge Sharing Partners**

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

