

## JOB SATISFACTION AMONG THE NON-ACADEMIC STAFF OF THE UNIVERSITY OF PERADENIYA

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### Introduction

Job satisfaction of employees of an organization immensely contributes to the quality and quantity of their work output. Plenty of factors are found to affect job satisfaction of individuals in different professions. The nature of the administration, work location, work routine and staff allocation arrangements, working condition, workload, job stress and personality characteristics of the employees are among those (Ward and Cowman, 2007). Further, overall health of those workers who were satisfied with their jobs is found to be better than those who are not, and job factors are found to affect the overall health more than the family factors (Karasek, 1987). Personality characteristics of employees may play a role in how they take up and cope with difficulties, challenges, hardships pertaining to the occupation and thus influence the job satisfaction. (Chen et al. 2007; Ward and Cowman, 2007; McManus et al. 2004).

Therefore, the aim of the present study was to explore the influence of personality traits and other external factors on the degree of job satisfaction of non-academic staff of the University of Peradeniya.

### Materials and methods

A total of 110 university employees, recruited as a convenient sample, participated in the study. A self administered questionnaire was given to them in order to collect demographic data and information related to their occupations: designation, grade, duration in the present designation, overall job experience, distance from residence to the work station, income from the job and other sources, and problems and difficulties related

to the occupation. Their overall satisfaction regarding the employment and the levels of satisfaction in 10 job-related aspects were evaluated using 100mm Visual Analogue Scales (VAS). The validated Sinhala version of Eysenck Personality Inventory (Hans Eysenck's P-E-N model with three dimensions: psychoticism, extroversion and neuroticism) was used to evaluate the personality traits of the participants (Perera and Eysenck, 1984). Statistical analyses were performed using SPSS version 12 for Windows.

### Results

The sample included 41 (37.2%) individuals from the Faculty of Dental Sciences, 29 (26.4%) from the Faculty of Medicine and 40 (36.4%) from the staff of the senate offices. The mean age of the participants was  $42.45 \pm$  SD 9.18 years. Mean duration of the present employment was  $15.69 \pm$  SD9.07 years and the mean duration of total period of being employed was  $18.64 \pm$  SD9.16 years.

Among the participants 33 (30%) were not happy with the harmony of the working environment, 19 (17.3%) were not happy with the income gained from the job and 24 (21.8%) were not happy about the distance to the work.

Comparison of overall satisfaction levels among 6 categories performed using ANOVA could be summarized as follows ( $F=1.64$ ,  $P>0.05$ ) in the order of number of employees in the respective category, mean value  $\pm$  standard deviation : Miscellaneous 5,  $74.09 \pm 17.72$ ; Technical Officers 34,  $66.59 \pm 22.23$ ; Clerks 20,  $64.34 \pm 26.17$ ; Lab Attendants 17,  $63.42 \pm 38.35$ ; Nurses 14,

61.95 ± 29.36; Laborers 13, 47.90 ± 35.22; Stenographers 7, 34.54 ± 17.35.

As revealed by the Spearman Correlation Coefficients, association of overall job satisfaction with the satisfaction levels in 10 job-related aspects were as follows in the order of correlation coefficient ( $\gamma$ ), significant level: work output 0.567, 0.001; economic gains 0.531, 0.001; relationship with fellow workers 0.419, 0.001; relationship with superiors 0.483, 0.001; relationship with subordinates 0.293, 0.01; encouragement received from the institution 0.379, 0.001; service rendered to the society by the job 0.308, 0.001; responsibilities of the job 0.275, 0.01; social recognition of the job 0.336, 0.001; opportunities received for training and privileges 0.350, 0.001.

The Spearman Correlation Coefficients did not reveal significant association of the personality traits to the degree of overall job satisfaction. But, neuroticism showed a significant negative association with the satisfaction regarding the income gained from the job ( $\gamma = -0.248$ ,  $P = 0.01$ ). Psychoticism was positively associated with the satisfaction regarding the degree of encouragement received from the institution ( $\gamma = 0.21$ ,  $P = 0.05$ ) and responsibilities related to the job ( $\gamma = 0.26$ ,  $P = 0.01$ ).

## Discussion

The findings of the present study reveal that the Non Academic Staff of the Peradeniya University are generally not satisfied about their working environment and the income gained from the occupation. The factors such

as work output, economic gains, better relationship with superiors and fellow workers appeared to be moderately associated with the job satisfaction of the employees. Although, none of the personality dimensions are related to the rating on overall job satisfaction, neuroticism, that describe the emotionality of a subject, shows a negative association with the employees' satisfaction with the income. The levels of psychoticism, that explain the characteristics around 'tough-mindedness' of the employees, showed a positive association to their satisfaction regarding the encouragement received from the university and job related responsibilities.

## Conclusion

The findings of the present study suggest that job-related factors as well as factors that are not directly related to the job such as personality traits influence job satisfaction and share similarities with the factors observed for other populations.

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