

IDENTIFICATION OF IMPROVEMENT PRIORITY FACTORS OF JOB SATISFACTION: WITH SPECIAL REFERENCE TO NON-ACADEMIC STAFF, UNIVERSITY OF RUHUNA

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This study investigated the priority factors for improvement of job satisfaction. The identification of priority factors for improvement of job satisfaction and ranking them is important to formulate strategies to enhance job satisfaction within limited resources of an institute. This leads to the successful survival of the institute in the higher education sector while achieving competitive advantages. The study was carried out at the University of Ruhuna, one of the main national universities in Sri Lanka. The selected sample consisted of employees of three main non academic job categories. A number of researchers have found that job satisfaction of the employees directly affects their work performance. Therefore, the scope of the present study was job satisfaction.

Fifty-four factors affecting job satisfaction were selected as indicators. A pre tested structured questionnaire was used to collect data and they were processed using Likert Scale. The total sample used for analysis consisted of 354 completed questionnaires consisting of 70 % of the total population. Importance-satisfaction model was used to identify priority factors that needed to be improved. Mean importance against mean satisfaction was graphed in I-S model and the graph was divided into four quadrants. The factors in quadrants with high importance and low satisfaction were taken as important priority factors.

Ten factors out of 54 were identified as important priority factors and were ranked in the order of priority. A factor named “recognition for good work performance and good job” was the most important factor. Other factors in order of priority were “the way policies are put into practice”, “Current promotion system and opportunities for promotion according to the performance”, “Communication between employees and senior managers”, “Salary”, “Adequate Staff to achieve branch goals”, “Cooperation between management and employees”, “Clearly defined career ladders” and “Regular discussion to revive work performance”. The important priority factors of unmarried staff were linked with their career development and training opportunities.

This study was limited to one national university among 15 national universities in Sri Lanka and the border effect of the Important–Satisfaction model can also affect the results. The results of the study provided clear guidance to formulate strategies. Hence the study has significant implications for strategic implementation.