

Innovations

Factors affecting the employee satisfaction among non-teaching staff in Bulacan agricultural state college

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Abstract

The study aimed to identify the characteristics that have the greatest impact on employee satisfaction among non-teaching personnel at Bulacan Agricultural State College. The study examined the employee satisfaction among non-teaching staff of Bulacan Agricultural State College, San Ildefonso Bulacan. The participants of the study were the non-teaching staff, whether permanent or job order status of Bulacan Agricultural State College. The total respondents of the study were 105 non-teaching personnel. The study described the different factors affecting the employee satisfaction as affected by their socio-demographic profile, leadership and management knowledge. Based on statistical analysis, there was no significant relationship observed between sex, civil status, employment status, and level of satisfaction. Also, no significant relationship was observed between age and level of satisfaction. According to the study by Tarcan et al. (2017), gender, age, education, and marital status had no significant effect on any form of satisfaction. According to the study's findings, there is a significant relationship between management knowledge and level of satisfaction. People who are happy in their occupations are said to be more loyal, to be employed by the company for a longer time, and to be more driven to excel in their positions. It follows that job pleasure fosters mental ease, which ties employees to their firms.

Keywords: 1.employee satisfaction, 2.non-teaching employee, 3.leadership, 4.management knowledge

Introduction

We frequently hear conflicting claims from HR specialists and managers in firms, such as "Happy employees are productive employees" and "Happy people are not productive employees." Even though employees are becoming more critical to the success and competitiveness of organizations, there is confusion and disagreement among practitioners on employee attitudes and job satisfaction.

Students frequently contact with non-teaching individuals for academic goals in their daily lives. It begins with the application, registration, examination concerns, and the lecture schedule, among other things. Even while websites and other helpful sources provide information tailored to

their needs, it could be claimed that students have more difficulty dealing with non-teaching people in higher educational institutions than with teaching professionals. It has the potential to harm an institution's reputation. That is why non-teaching staff satisfaction is critical, as it influences the level of care they provide to kids (Yuliarini, 2012). In empirical studies, employee satisfaction is defined as either an overall feeling about the job or a set of linked attitudes about various parts of the employment. Employee happiness, according to Locke (1976), is "a pleasant or rewarding experience emotional state caused by a negative employment evaluation or professional experience ". Work happiness was also mentioned by Abraham (2012) as a crucial element in job commitment. Consistent with coworkers, organizational resources, connection with immediate management, work itself, job contribution to corporate aims, job range, and organizational economic stability are the top circumstances of commitment (Abu-Shamaa et al., 2015).

The way employees are structured, as well as how they interact with management, are two significant aspects that influence their dedication, job effort, and employee satisfaction. Employees must have sufficient managerial knowledge. In their existing work of May et al., (2002), the market model of knowledge work organization was presented. New procedures and methods are frequently adopted by management, putting pressure on the company to manage employee relations and motivation. Employees and organizations used to have a psychological contract that bound them together.

Bulacan Agricultural State College is the province's first and only public agricultural higher education institution. BASC has grown into a significant educational institution that helps students from Bulacan and surrounding regions shape their brains. Based on CMO No. 09, and as a Level III authorized SUC, the College continues to improve its services, including the curricular programs it offers to its target clientele, according to a report released by CHED in 2019.

This study aims to identify the characteristics that have the greatest impact on employee satisfaction among non-teaching personnel at Bulacan Agricultural State College.

Objectives of the Study

The objectives of this study are:

1. To identify the socio-demographic profile of the respondents.
2. To determine the factors affecting the level of satisfaction of employees in terms of:
 - 2.1. leadership; and
 - 2.2. management knowledge.
3. To evaluate the level of satisfaction of employees in terms of compensation.
4. To analyze if there is a significant relationship between the socio-demographic profile of the respondents, leadership, management knowledge and their level of satisfaction.

Hypothesis of the Study

Hypothesis of the study is:

1. There is no significant relationship between the socio-demographic profile, leadership, management knowledge and their level of satisfaction.

Review of Related Literature

Organizations are often concerned about their employees' job satisfaction (Oshagbemi, 2003). They work to maintain employee satisfaction because human resources have a significant impact in how well a firm performs. Employees who are happy would generate superior results at the right moment, which increases revenues. Employees who are happy with their jobs are more likely to be inventive and creative and to suggest improvements that help a business grow with time as market conditions change.

A complex idea, job satisfaction can mean different things to different people. According to Van and Botha (2014), it is more of an attitude or internal condition. For instance, it might be linked to a sense of accomplishment on a personal level, either quantitatively or qualitatively. Despite the fact that most people are content with their professions generally, not all parts may make them happy to their jobs.

Although job happiness and motivation are two relatively general ideas, they are nonetheless of utmost importance for each individual employee, businesses, and society at large. Motivation and job satisfaction are crucial for people to feel a sense of mastery and contentment. High job satisfaction has also been linked to a decrease in sick days missed; workers who are comfortable with their occupations are less likely to get sick than those who are not. Additionally, research has shown that profitability and productivity are useful indicators of "overall" employee work satisfaction (Rast & Tourani, 2012).

Employee satisfaction is frequently associated with quantity. An organization's most likely criterion for measuring employee performance is pay for performance. Employee satisfaction is the pleasant affective reaction people have to their occupations and employment. Employee happiness is significant because it is linked to improved job performance, decreased absenteeism, more organizational citizenship, lower organizational commitment, lower intention to leave, lower turnover, and improved safety. It's also a significant part of total happiness.

Past study has also focused on the link between leadership conduct and job happiness. The process of persuading a group to achieve a common goal is referred to as leadership. An organization's leaders are crucial to its success. Skilled leaders are able to recognize and utilize interpersonal relationships in their teams to increase loyalty and morale. Effective leaders must develop abilities such as conveying information patiently, trusting others, and recognizing the right time to intervene. Many academics have attempted to explore leadership from fresh viewpoints in recent years, including employee happiness (Yuliarini, 2012).

This study was guided by the two-factor theory (also known as Herzberg's motivator-hygiene theory or dual-factor theory) claims that certain elements in the workplace cause job satisfaction while another set causes job discontent, all of which act independently of one another. Herzberg contends that both factors operate on the same plane in his hypothesis. To put it another way, satisfaction and discontent are not diametrically opposed. Taking away an employee's dissatisfaction, such as by granting a greater wage, does not guarantee that the employee will be satisfied (Herzberg et al., 1959).

Methodology

To test the relationship between independent variables, which are the socio-demographic profile, leadership and management knowledge and dependent variable, which is the employee satisfaction, correlational research design was employed. Simple random sampling technique was used for the selection of sample respondents. The sample data was collected from non-teaching staff

of the College. The Cochran formula was used to get the 105 respondents from the total non-teaching personnel of 145.

Results and Discussion

Socio-Demographic Profile of the Respondents

The socio-demographic profile of the farmers was investigated by the researcher in terms of age, sex, civil status and employment status.

Table 1 shows the distribution of respondents by age and sex. It was revealed that most of the members were middle aged adults (55.24%), belonging to the 31 to 50 age level, followed by young adults (40.95%), and only 3.81% were older adults. About 60% or 63 of the population of the respondents were female, while 40% or 42 of the population of the respondents were male.

Table 2 shows the distribution of respondents by civil status and employment status. Most of the respondents were single (52.38%), followed by married (46.67%), and only 1 was widowed. It was also revealed that most of the respondents were in job order status (67.62%) and only 32.38% were permanent.

Table 3 reveals that the factors affecting the level of satisfaction in terms of leadership was noted *high* (mean=4.19:SD=.706). All the indicators were rated *very high* including having a capable supervisor (mean=4.23:SD=.669), liking their supervisor (mean=4.22:SD=.747), feeling satisfied with supervisor's ability to make decision (mean=4.36:SD=.665), having a supervisor who is fair (mean=4.32:SD=.872), having a supervisor who is caring about subordinate's feelings (mean=4.23:SD=.943), displaying a sense of power and confidence (mean=4.22:SD=.866), considering the moral and ethical consequences of decisions (mean=4.25:SD=.875), helping them to develop their strengths (mean=4.25:SD=.938) and emphasizing the importance of having a collective high sense of mission (mean=4.24:SD=.791). Because leaders shape employees' emotional experiences, cognitive interpretations of organizational events, and productive behaviors, which generate energy, they can influence productive energy.

Table 4 shows the factors affecting the level of satisfaction in terms of management knowledge which noted *high* (mean=4.12:SD=.656). It was noted *very high* all the indicators such as the organization was providing them with information needed to complete task (mean=4.22:SD=.808), being able to learn result of work in time (mean=4.32:SD=.700), organization was providing with a safe and comfortable work environment (mean=4.50:SD=.722) and being able to continue working for very long periods at a time (mean=4.21:SD=.703). Organizations with higher levels of job satisfaction have higher levels of productivity and organizational commitment, fewer absenteeism, and turnover, and, as a result, higher organizational performance. According to research, employee job satisfaction is boosted by great work experiences and lowered by bad work experiences (Raes et al., 2013).

Relationship between Socio-demographic Profile and Level of Satisfaction of BASC Non-teaching Staff

Based on statistical analysis, there was no significant relationship observed between sex, civil status, employment status, and level of satisfaction as shown in Appendix Table 1. Also, no significant relationship was observed between age and level of satisfaction (Appendix Table 2). According to the study by Tarcan et al. (2017), gender, age, education, and marital status had no significant effect on any form of satisfaction.

Relationship between Leadership, Management Knowledge, and Level of Satisfaction of BASC Non-teaching Staff

As shown in Appendix Table 3, there was no significant relationship between leadership and level of satisfaction ($p = .895$).

Table 5 shows the relationship between management knowledge and the level of satisfaction. There was a significant relationship ($p = .035$) between management knowledge and level of satisfaction. Employee satisfaction has been proven to be influenced by organizational culture, such as high-performing work systems, supervisor-employee relations, and managerial competence (Agnihotri & Bhattacharya, 2020).

Conclusions

According to the study's findings, there is a significant relationship between management knowledge and level of satisfaction. Individuals who are satisfied with their jobs are reported to have higher levels of loyalty, continue to work for the organization for a longer period, and are motivated to perform better at their jobs. As a result, it can be noted that satisfaction with the job builds mental relaxation that bonds employees to their organizations.

Recommendations

Based on the results of the study, the following recommendations were made:

1. A functionally and educationally diverse team would make more creative and risky strategic decisions, involving additional internal stakeholders in the process. Employees may have more challenging work profiles as a result, increasing their happiness with the company.
2. In addition to using surveys to assess employee satisfaction, HR managers may use employee evaluations posted on web portals to gauge satisfaction in the organization based on the emotional content of the reviews.

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Table 1 to 5 of the Study

Table 1. Distribution of respondents by age and sex

Category	Frequency	Percentage (%)
<i>Age</i>		
Young adults (18-30)	43	40.95
Middle aged adults (31-50)	58	55.24
Older adults (51- and above)	4	3.81
Total	105	100
<i>Sex</i>		
Male	42	40
Female	63	60
Total	105	100

Table 2. Distribution of members by civil status and employment status

Category	Frequency	Percentage (%)
<i>Civil Status</i>		
Single	55	52.38
Married	49	46.67
Widowed	1	0.95
Total	105	100
<i>Employment Status</i>		
Job Order	71	67.62
Permanent	34	32.38
Total	105	100

Table 3. Factors affecting the level of satisfaction in terms of leadership

Item	Mean	SD	V.I
1. Having a capable superior	4.23	.669	<i>Very High</i>
2. I was liking my supervisor	4.22	.747	<i>Very High</i>
3. Feeling satisfied with supervisor's ability to make decision	4.36	.665	<i>Very High</i>
4. Having a supervisor who is fair	4.32	.872	<i>Very High</i>
5. Having a supervisor who is caring about subordinate's feelings	4.23	.943	<i>Very High</i>
6. Acting in ways that builds my respect.	4.20	.870	<i>High</i>
7. Displaying a sense of power and confidence.	4.22	.866	<i>Very High</i>
8. Considering the moral and ethical consequences of decisions.	4.25	.875	<i>Very High</i>
9. Talking optimistically about the future.	4.16	.878	<i>High</i>
10. Helping me to develop my strengths.	4.25	.938	<i>Very High</i>
11. Suggesting new ways of looking at how to complete assignments.	4.10	.925	<i>High</i>
12. Emphasizing the importance of having a collective high sense of mission.	4.24	.791	<i>Very High</i>
13. Seeking differing perspectives when solving problems.	4.03	.871	<i>High</i>
14. Considering me as having different needs, abilities, and aspirations from others.	4.08	.768	<i>High</i>
15. Treating me as individual rather than just as a member of a group.	4.02	.820	<i>High</i>
Grand Mean	4.19	.706	<i>High</i>

***1.0-1.8=Very Low 1.81-2.6=Below 2.61-3.4=Moderate 3.41-4.2=High 4.21-5.0= Very High*

Table 4. Factors affecting the level of satisfaction in terms of management knowledge

Item	Mean	SD	V.I
1. My organization was providing me with information needed to complete task.	4.22	.808	<i>Very High</i>
2. Being able to obtain resources needed to complete my work	4.16	.833	<i>High</i>
3. My organization had very specific contents on internal job assignment	4.13	.899	<i>High</i>
4. Being able to learn result of my work in time	4.32	.700	<i>Very High</i>
5. My organization was providing me with a safe and comfortable work environment	4.50	.722	<i>Very High</i>
6. Having a current work with numerous promotion opportunities	3.97	.955	<i>High</i>
7. Being satisfied with promotion opportunity	3.84	.962	<i>High</i>
8. People with good performance in my organization were enjoying opportunities of fair promotion.	3.77	1.040	<i>High</i>
9. Being able to decide on my own how to go about doing my work.	4.18	.704	<i>High</i>
10. Having considerable opportunity for independence and freedom in how I do my job.	4.08	.863	<i>High</i>
11. Feeling like going to work when getting up in the morning.	4.18	.918	<i>High</i>
12. Being able to continue working for very long periods at a time	4.21	.703	<i>Very High</i>
13. Being very resilient mentally at my job.	4.09	.681	<i>High</i>
14. Feeling that work is meaningful	4.11	.764	<i>High</i>
15. I was feeling that my effort has been rewarded appropriately	4.01	1.09	<i>High</i>
Grand Mean	4.12	.656	<i>High</i>

***1.0-1.8=Very Low 1.81-2.6=Below 2.61-3.4=Moderate 3.41-4.2=High 4.21-5.0= Very High*

Table 5. Relationship between management knowledge and level of satisfaction

Level of Satisfaction	Management Knowledge		Sig
	Mean	SD	
Compensation	4.12	.656	.035**

**Significant at 0.05 level*

Appendix. Statistical Analysis of the Study

Appendix Table 1. Analysis of Variance on the relationship between respondents' sex, civil status and employment status and level of satisfaction

		Sum of Squares	df	Mean Square	F	Sig.
Sex	Between Groups	.189	3	.063	.255	.858
	Within Groups	25.011	101	.248		
	Total	25.200	104			
Civil Status	Between Groups	.159	3	.053	.190	.903
	Within Groups	28.070	101	.278		
	Total	28.229	104			
Employment Status	Between Groups	.087	3	.029	.127	.944
	Within Groups	22.904	101	.227		
	Total	22.990	104			

Appendix Table 2. Correlation between age and level of satisfaction

		Age	Level of Satisfaction
Age	Pearson Correlation	1	-.052
	Sig. (2-tailed)		.600
	N	105	105
Level of Satisfaction	Pearson Correlation	-.052	1
	Sig. (2-tailed)	.600	
	N	105	105

** . Correlation is significant at the 0.05 level (2-tailed).

Appendix Table 3. Correlation between leadership and level of satisfaction

		Leadership	Level of Satisfaction
Leadership	Pearson Correlation	1	.013
	Sig. (2-tailed)		.895
	N	105	105
Level of Satisfaction	Pearson Correlation	.013	1
	Sig. (2-tailed)	.895	
	N	105	105

** . Correlation is significant at the 0.05 level (2-tailed).