



A Study on Job Satisfaction of Employees in Pangasinan State University

Francis Gerald S. Amansec¹

Pangasinan State University¹

Abstract – This study has been conducted to assess the level of satisfaction of employees of Pangasinan State University – Lingayen Campus to determine its significant relationships to their selected profile variables to improve satisfaction level. The study revealed that all indicator factors gained a descriptive equivalent of “very satisfied” but with a seemingly low values relative to the statistical range set. But in totality, the employees of Pangasinan State University – Lingayen Campus elicited very satisfactory level of job satisfaction in consideration with the different facet-factor indicators mentioned above. Thus, it can be then implied that the employees are generally satisfied and happy with their work. Majority of the thematic problem-statements mentioned above is considered as “fairly serious problem” by the employees. Thus, implying that the employees of Pangasinan State University – Lingayen Campus fairly considers problems in the workplace and work environment as a serious one. Therefore, there exists a significant relationship between the socioeconomic/demographic profile of respondents and the respective level of job satisfaction of employees. On the other hand, there exists no significant relationship between the socioeconomic/demographic profile of respondents and the respective degree of seriousness of problems met of employees.

Keywords – job satisfaction, employees, human resource management, work.

INTRODUCTION

Employee satisfaction is a valuable factor to the success of any institution. One way to determine whether employees are happy and contented in fulfilling their work is through employee job satisfaction evaluation and measurement. The major priority for every employer is to keep its employees satisfied with their careers throughout the time they spent at the company. The concept of job satisfaction traditionally has been of great interest to social scientists and even human resource specialists concerned with the problems of work in an industrial society. Thus, it is important to examine these issues in order, hopefully, to improve the work experiences of individuals as an end in itself.

According to Kalleberg (1977), job satisfaction has been an interesting concept because of the evidences that linked the degree of satisfaction with work to the quality of one’s life outside the work role especially to one’s physical and mental health. Notably, it has been also associated in personal value system which assumes that work which enables satisfaction of one’s needs improves and strengthens the dignity of the individual.

Working is a significant factor in the quality of human lives because a person’s labor generates individual wealth and develops personal power. Hence, being employed boosts a person’s self-esteem. It then opens doors for opportunities and learning that will give rise to the feelings associated with fulfillment and satisfaction.

Abraham Maslow illustrated that the basic need of an individual arises based from the Hierarchy of Needs that tend to move upward when the lower needs met. Each level becomes motivation for every individual or for this case, employee. The need or a strong feeling of having something is what keeps an individual motivated. According to Griffin and Moorhead (2012), “motivation is a set of forces that causes people to engage in one’s behavior rather than some alternative behavior.” The objective of each company is to motivate its employees to perform in different ways that will lead to the company’s productivity.

If the performance matches the expectations and the employee is contented to what he/she receives, he/she is satisfied, and if there is no intrinsic motivation, the employee is dissatisfied. A high satisfaction implies improvement in effectiveness and



performance in doing work or service. However, this action is more complicated than it appears.

Consequently, for some individuals, everything is not about money, there are instances that even money cannot justify the genuine meaning of satisfaction. Some workers disregard money as a factor in finding utmost satisfaction in their job. For those workers, satisfaction is more than just what money can offer; it is something that money cannot give. Satisfaction in job is more like of being comfortable and at peace with yourself and your work environment; it can be derived from the fulfilment that a worker felt towards his or her work environment that contributed a lot in the workers' growing concept of self.

But then, majority of the workers' view money as an epitome of satisfaction. As long as the wage that the worker earns can address his or her needs and also can support his or her family's needs, satisfaction is at its utmost level. Indeed, practical wise individuals.

Throughout the years, the Pangasinan State University continue to provide quality education and excellent service delivery to its stakeholders and clientele. PSU has been continuously providing the students highly accredited degree programs along with world-class educational facilities. And to keep up with the pace of development in the academe, Pangasinan State University has been employing high caliber faculty members with notable academic credentials along with professional administrative staff and members in contributing to the fulfillment of the institutions' goals.

The workers' levels of job satisfaction will be taken into account through the socioeconomic variables included in this study. Apparently, these socioeconomic variables have implications to job satisfaction, but this study will focus on the level of job satisfaction of the employees of PSU – Lingayen Campus to the development of intervention measures to be endorse in the Human Resource Office of the University for utilization.

Finding a job will never be that easy, what is more difficult to look for is a stable job career where utmost satisfaction is attained. In this study, the socioeconomic variables are mere determinants of the applicants' credibility and efficiency, which is taken into account by the employers with regards to their decision to hire the applicant or not. The credentials of the applicants are all of equal importance to the employers. The employers see to it that the applicants

are fit to the job that is being offered so that maximum productivity and efficiency is attained.

The conceptual framework of the study is based on the motivation-hygiene theory of Herzberg. The motivation-hygiene theory or what was popularly known as the two-factor theory helped the researcher to figure what factors are affecting job satisfaction. The two factor theory was proposed by Herzberg and his assistants. In this theory, Herzberg and his assistants conclude that there are "two separate sets of conditions which are responsible for the motivation and dissatisfaction of workers" (Project Report on Job Satisfaction of Employees, n.d.); these two conditions are called motivators and hygiene factors (Project Report on Job Satisfaction of Employees, n.d.).

Herzberg and his assistants were able to list all the factors that function as either hygiene or motivators factors. Aamodt (1999) said that, hygiene factors pertain to variables that are related to job but do not necessarily involve the job in particular (380). Hygiene factors include pay, security, coworkers, working condition, company policy, work schedule, supervisors, and benefits (Aamodt, 1999: 381). In contrast, motivators are the factors that are more concerned with the workers' level of functioning with regards to his or her duties and responsibilities (Ibid, 380). Aamodt (1999) listed the factors of responsibility, growth, challenge, stimulation, independence, variety, achievement, control, interesting work, recognition, and chances for advancement under the category of motivators (Ibid., 380).

The hygiene factors and motivators are said to have a unidirectional relationship. This means that the absence or the presence of the other condition produced no effect on the other condition; in other words, "their effect can be seen in one direction only" (Project Report on Job Satisfaction of Employees, n.d.). Aamodt (1999) concluded that, "Herzberg believed that hygiene factors are necessary but not sufficient for job satisfaction and motivation" (380). In that sense, it can be deduced that hygiene factors may contribute largely to the employees' satisfaction level but those factors are not enough to determine the workers' job satisfaction level.

According to Aamodt (1999), the failure or the inability of the company to allocate hygiene factors efficiently and accurately led to more dissatisfied employees. While, if the hygiene factors are present at an acceptable level, the workers' level of satisfaction will only be placed at a neutral state, the workers are neither satisfied nor dissatisfied with their jobs (380).



“Only the presence of both motivators and hygiene factors can bring job satisfaction and motivation” (Ibid., 380). Henceforth, it can be further supported that, neither the hygiene factors nor the motivators can stand alone to determine job satisfaction level of the workers; it will take both the presence of the hygiene factors and the motivators to fully understand and determine the job satisfaction level of the job satisfaction of employees in PSU – Lingayen Campus. Through the help of these two distinct factors (hygiene factors and motivators), this theory was useful in assessing how job mobility was affected by satisfaction by looking at the motivators and hygiene factors that greatly influenced it.

OBJECTIVES OF THE STUDY

The study looked at the impact of socioeconomic and demographic variables in the level of job satisfaction of the employees in the Pangasinan State University – Lingayen Campus. Furthermore, the evaluated level of job satisfaction served as a determinant in development of intervention measures. Specifically, the study sought to answer the following:

1. What is the profile of the respondents in Pangasinan State University – Lingayen Campus in terms of the following:
 - 1.1) Demographic Characteristics
 - 1.2) Socioeconomic Status
2. What is the level of job satisfaction of employees PSU – Lingayen Campus in terms of the following:
 - 2.1) Promotion and Opportunities
 - 2.2) Opportunities for Personal Growth
 - 2.3) Recognition
 - 2.4) Responsibility
 - 2.5) Achievement
 - 2.6) Work Itself
3. What is the level of seriousness/extent of the problems met by the employees of PSU – Lingayen Campus in terms of their job satisfaction along the following:
 - 3.1) Quality of Supervision
 - 3.2) Pay
 - 3.3) Company Policies
 - 3.4) Physical Working Conditions
 - 3.5) Relations with Others
 - 3.6) Job Security
4. Is there a significant relationship between the demographic characteristics & socioeconomic variables and the level of job satisfaction of employees of PSU - Lingayen?

5. Is there a significant relationship between the demographic characteristics & socioeconomic variables and the level of seriousness of the problems met by the employees of PSU - Lingayen?

Null Hypothesis:

The study will be tested at 0.05 level of significance.

H1: There is no significant difference in the level of job satisfaction of the employees when they are grouped according to their profile.

H2: There is no significant difference in the level of seriousness of the problems met of the employees when they are grouped according to their profile.

MATERIALS AND METHODS

The research problems and objectives posed at the beginning of the study was answered through a descriptive-correlational research design. The researcher used of descriptive method to obtain the respondents' demographic and socioeconomic variables of the employees along with their job satisfaction levels. The proponent also used correlational design to determine significant relationship between job satisfaction levels and demographic and socioeconomic variables; and to determine significant relationship between level of seriousness of problems encountered by employees and demographic and socioeconomic variables.

Selection of respondents will be done through stratified random sampling. A stratified random sampling is “sampling method in which all members of a strata have an equal and independent chance of being selected. Sample selected on the basis of pure chance in situations that are free from any inherent bias. (Business Dictionary, 2014). A list of employees was requested at the Human Resource Manager so as to conduct the stratified random sampling of respondents. Choosing of participants was handled with confidentiality and the final list of chosen employees that was asked to participate in this study was given to Human Resource Department.

The basis for the question-indicator each factor was based on the Minnesota Satisfaction Questionnaire. The Minnesota Satisfaction Questionnaire is the most widely used instrument for measuring the job satisfaction levels of the workers. Since this instrument's validity and credibility has long been proven and tested, it will help and provide ease to make use of this instrument in this study. Furthermore, the Minnesota Satisfaction Questionnaire was the best and

right instrument for this study since the researchers seek to measure the workers' job satisfaction. Also, this questionnaire can be easily answered so the researchers assured the Human Resource Department that the respondents' participation in this study would not interfere with their duties and productivity in the workplace.

The researcher strategically assigned dates for timely and efficient manner of survey instruments administration. The researcher requested that the survey instruments be completed and be retrieved one week after the distribution. The researcher also obtained the contact information of the respondents for the eventual follow-up prior to retrieval. Subsequent inquiries also been made through mobile and landline phone communications as to the status of the completion of the responses.

RESULTS AND DISCUSSION

1.0 Profile of the Respondents in Terms of Variables

The age of respondents shows that most of the respondents are in age category of 30-39 which is 36.67%. The sample consists of mostly male respondents with 56.67%. The respondents are 60% married the majority. Collected data on educational attainment stated that Master's Degree have been recorded as the highest educational attainment of most of the respondents from the sample with a total of 79 or 52.67%. Fifty percent of the respondents are Instructor I followed by Associate Professor IV and Non-Teaching Staff, each constitute 10% of the respondents. The result also shows that 50% of the respondents are salary grade 12. The result regarding their length of service shows that majority of the respondents rendered 1-10 years with a total percentage of 65.33. Sixty Percent of the respondents are permanent in terms of their employment status. Majority of the respondents has 3-4 membership to different professional organizations that makes up 41.33%. And, 100% of them has a "very satisfactory" rating in their previous performance evaluation rating.

2.0 Level of Job Satisfaction of PSU Lingayen Employees

Among the six facet-factors affecting of job satisfaction, "Work Itself" attained the highest average weighted mean of 3.98 with a descriptive equivalent of "satisfied". This implies that the employees perceive their type of work in almost all of the areas as fulfilling undertaking and as something that gives them the opportunity to use their best potential.

Followed by "Opportunities for Personal Growth" with an average weighted mean of 3.96 constituting to descriptive equivalent of "satisfied". It can be deemed that employees are satisfied on how the University channels its resources to improve the and increase the opportunities for their employees' personal growth.

Next, with an average weighted mean of 3.95 equivalent to being "satisfied" is "Responsibility". Then, it can be thought that employees are generally contented with the way the University involves them and at the same time make them feel accountable for the work they are undertaking.

"Achievement" as an facet-factor indicator of job satisfaction gained an average weighted mean of 3.94 which corresponds to "satisfied". Overall, the chance of being productive in their work together with the feeling of being worthy in the respective lives of employees gained fulfillment towards their job satisfaction.

Then, "Recognition" as an indicator of job satisfaction got an average weighted mean of 3.89 constituting to "satisfied". Thus being responsible to their actions, the employees are happy with how the University involves them and at the same time make them feel accountable for the work they are undertaking.

On the other hand, "Promotion and Opportunities" got the lowest total average weighted mean of 3.83 amongst the eight facet-factor indicators of job satisfaction but still has the descriptive equivalent of "satisfied". Therefore, the employees are still satisfied on the policy of promotion and the basis of possible advancement in the workplace.

All the above mentioned factors gained a descriptive equivalent of "satisfied" but with a seemingly low values relative to the statistical range set. But in totality, the employees of Pangasinan State University – Lingayen Campus elicited satisfactory level of job satisfaction in consideration with the different facet-factor indicators mentioned above. Thus, it can be then implied that the employees are generally satisfied and happy with their work.

3.0 Level of Seriousness of Problems Met of PSU Lingayen Employees

Among the six themes of problems encountered by the employees, problems regarding "Job Security" gained the highest average weighted mean of 3.21 categorized as "fairly serious problem". Then, this facet of problem particularly seeks the security of tenure of

the employees. Thus, implying that this can be linked towards the difficulty to attain a plantilla item and/or the security of tenure in the government work.

Next, the problems with regards to the “Quality of Supervision” accumulated an average weighted mean of 3.18 equivalent to “fairly serious problem”. Generally, the supervisory style of the company and how the supervisory tasks are done and how the supervisor relates with the employees are not contemplated as a major problem.

To be followed by problems concerning the “Company Policies” attaining a weighted average mean of 3.05 corresponding as “fairly serious problem”. Thus, it can be implied that the treatment of the institution towards its employees, the fairness of the policies, and opportunity given by the company to the employees for them to take part in policy formation is not considered as a major problem in the institution by the employees.

Having the same weighted average mean of 2.97 which constitutes to “fairly serious problem”, problems relating to “Pay” and “Physical Working Conditions” tied up. Being said, the employees are more likely to consider working hours, areas, work breaks and availability of work materials, not as a serious problem in their present situation. Alongside, considering the monetary rewards and benefits they receive as a fairly serious problem linked towards the fact that the employees are under a public institution which follows the schematic salary grading among its employees.

Lastly, “Relations with Others” got the lowest average weighted mean of 2.94 equivalent to “fairly serious problem”. Overall, problems with regards to relations concerning others are believed to be a “fairly serious problem”.

Therefore, majority of the thematic problem-statements mentioned above is considered as “fairly serious problem” by the employees. Thus, implying that the employees of Pangasinan State University – Lingayen Campus fairly considers problems in the workplace and work environment as a serious one.

4.0 Significant Relationships Between the Level of Job Satisfaction of Employees of PSU Lingayen Campus as Group to their Selected Socioeconomic and Demographic Profiles

With regards to the relationship of the level of job satisfaction as group to their selected socioeconomic and demographic variables of the employee, illustrated

in table 15, shows that most of the selected socioeconomic and demographic profiles has established a connection with their respective job satisfaction level.

It can be deemed that these results even strengthen the review of related literature and studies regarding the different socioeconomic and demographic profiles which somehow affects the level of job satisfaction of a particular employee.

In general, for these set of respondents, sex, civil status and employment status does not have significant relationship with their respective job satisfaction. This means that regardless of sex, civil status, and employment status job satisfaction varies from this point of view.

All other profile variables like age, educational attainment, salary grade, and length of service established a significant relationship with regards to the employees’ level of satisfaction. Apparently, as workers grow older, they initially tend to be slightly more satisfied with their jobs. Apparently, they lower their expectations to more realistic levels and adjust themselves better to their work situations. Thus, strengthening the claims that most of the profile variables can be a determinant of their level of satisfaction in their respective work.

5.0 Significant Relationships Between the Level of Seriousness of Problems Met by Employees of PSU Lingayen Campus as Group to their Selected Socioeconomic and Demographic Profiles

Only two of the profile variables, which are sex and employment status, of employee has established a significant relationship with regards to their problems encountered. This means that males and females have different perspective in seeing a particular problem regarding their job. Alongside with the fact that employment status matters in terms of looking into a particular scenario or problem. Elaborately, putting emphasis on the employment status, it can be deemed that most of the permanent might not seem to be bothered with problems like job security, since they are already tenured in contrast to those still temporary and most specially the contract of service.

On the other hand, all other profile variables do not establish a significant relationship with the extent/level of seriousness of problems met by the employees. It can be implied that regardless of socioeconomic and/or demographic variables, the level of seriousness of problems met still varies. It can also

be deemed that regardless of these profile variables, problems are still being considered by the employees in their work environment.

CONCLUSION AND RECOMMENDATION

In light of these findings, the following conclusions were drawn:

1. Most of the respondents are males, married within the age bracket of 30-39, holds a master's degree, currently in Instructor I position with a salary grade of 12, permanent in status and rendered 1-10 years in the service with 3-4 memberships to professional organizations and has a very satisfactory performance rating.
2. The employees of Pangasinan State University – Lingayen Campus elicited a satisfactory level of job satisfaction across all the facet-indicators such as promotion and opportunities; opportunities for personal growth; recognition; responsibility; achievement and work itself.
3. The presented themes of problems encountered with regards to the job satisfaction by the employees of Pangasinan State University - Lingayen Campus was considered as fairly serious problems.
4. There is a significant relationship between the level of job satisfaction and the following socioeconomic and demographic variables such as "Age", "Highest Educational Attainment", "Length of Service", "Salary Grade", and "Number of Membership to Professional Organizations". The rest of the selected profile variables has no significant relationship with regards to the employees' level of job satisfaction.
5. There is a significant relationship between the level of seriousness of problems encountered by the employees and the following socioeconomic and demographic variables such as "Sex" and "Employment Status". Majority of the selected profile variables has no significant relationship with regards to the level of seriousness of the problems encountered by the employees.

Based on the significant findings and conclusion of this study, the researcher proposes the following recommendations:

1. There is a need to encourage further the employees to continue their professional studies to attain higher position or academic rank to serve longer in the university.
2. Realign the faculty/employee development program of the university to the trends and current needs of the faculty members/employees to yield a higher level of job satisfaction.
3. Provisions on the mechanism along with regular dialogue to the administration by which problems can be immediately addressed by the employees concern.
4. The university should promote the acceptance of diverse demographic and socioeconomic composition of the employees to elicit a more significant correlation to their respective job satisfaction.
5. Regardless of the profile variables of employees, the university should give and provide equal treatment and provision of needs not only in the professional aspect but as well as in the personal aspect of their lives.

REFERENCES

- Aamodt, M. G. (1999). "Applied Industrial/Organizational Psychology, 3rd ed." United States of America: Wadsworth Publishing Company
- Blau, P. M. and Duncan, O.D. (with the collaboration of Tyree, A). (1967). The American Occupational Structure. United States of America: John Wiley and Sons, Inc.
- Brooks, C. and Volker, P. (September 1986). The Probability of Leaving Unemployment: The Influence of Duration, Destination and Demographics. The Economic Record: The Economic Society of Australia, The Book Printer, Victoria 3130, Vol. 62.
- Cuenta, M.C. (October 1999). Occupational Mobility and the Influence of Socioeconomic Variables: The Case of



- Coca-Cola Bottlers Phils, Inc. (CCBPI) Ilagan, Isabela.
- Cherry, Kendra. (2014). Hierarchy of Needs. Retrieved on September 23, 2014 from <http://psychology.about.com/od/theoriesofpersonality/a/hierarchyneeds.htm>
- Dessler, G. (1994), Human Resource Management, Prentice-Hall, Englewood Cliffs, NJ. 35.
- Dunn, J.D. and Stephens, E.C. (1972). Management of Personnel: Manpower Management and Organizational Behavior. United States of America: McGraw-Hill, Inc.
- Ehrenberg, R.G. and Smith, R.S. (2003). Modern Labor Economics: Theory and Public Policy, 8th ed. Boston: Addison Wesley
- Genda, Y. (2005). A Nagging Sense of Job Insecurity: The New Reality Facing Japanese Youth. Translated by Hoff, J.C. Japan: International House of Japan, Inc.
- Griffin, R. & Moorhead G. (2012). Human Behavior in Organization (2nd Edition). Prentice Hall; 2 edition
- Inoferio, J. G. (1982). Measured Ability, Educational Attainment, and Earnings of Vocational-Trainee Graduates: Some Empirical Evidences.
- Kalleberg, A.L & Moody, J.W. (1994), 'Human Resource Management and Organizational Performance', American Behavioral Scientist, Vol.37, pp.948-962.
- Kalleberg, A. L. (1977, February). Work Values and Job Rewards: A Theory of Job Satisfaction. American Sociological Review, 42, 124-143. Retrieved from <http://www.jstor.org/stable/2117735>
- Lawler, E.E., 2005. From Human Resource Management to Organizational Effectiveness. Human Resource Management, 44(2): 165-169.
- Noe, R. (2007). Fundamentals of Human Resource Management (2nd ed). Boston MA, McGraw Hill.
- Noe, RA, Hollenbeck, JR, Gerhart, B & Wright, PM 2006, Human Resources Management, 5th ed., McGraw-Hill, New York
- Reynolds, L.G. (1964). Labor Economics and Labor Relations, 4th ed. Japan: Prentice-Hall, Inc.
- Robbins, SP 2005, Essentials of Organizational Behavior, 8th ed., Prentice Hall, New Jersey.
- Statt, D. A. (2004). Psychology and the World of Work, 2nd ed. China: Palgrave MacMillan.
- Ulrich, D. (1997). Measuring Human Resources: An Overview of Practice and A Prescription Of Results. Human Resources Management, 36, 303-320.
- Wachtel, Howard. (1988). Labor and the Economy, 2nd ed. Orlando, Florida, U.S.A.: Harcourt Brace Jovanovich, Inc.
- Weismann, H.H. (1969). The New Social Work: Employment and Educational Services in the Mobilization for Youth Experience. New York, U.S.A.: Association Press.
- (n.d.). Labor Market Definition. Retrieved on January 25, 2018 from <http://www.businessdictionary.com/definition/labor-market.html>
- (n.d.) The Philippines- Labour Market Profile 2013. Retrieved on January 25, 2018 from http://www.ulandssekretariatet.dk/sites/default/files/uploads/public/PDF/LMP/philippines_2013_final.pdf
- (n.d.). Project Report on Job Satisfaction of Employees. Retrieved from <http://www.allprojectreports.com/MBA-Projects/HR-Project-Report/job-satisfaction-relationship-among-motivation-attitude-and-job-satisfaction-survey-project-report-mba/job-satisfaction-of-employees-survey-project-report.htm>