

**MENTOR | The Journal of Business Studies**

Faculty of Commerce and Management, Eastern University, Sri Lanka

**JBS**

---

**STUDY THE INFLUENCE ON WORKING UNIVERSITY ON THE JOB SATISFACTION OF NON-ACADEMIC STAFF IN THE STATE UNIVERSITIES IN THE EASTERN PROVINCE, SRI LANKA****M. Sathees**Faculty of Health-Care Sciences, Eastern University, Sri Lanka, Rainwood Estate, Pillaiyarady, Batticaloa

---

**ABSTRACT**

This study investigates the influence of the working environment on the job satisfaction of non-academic staff employed in state universities in the Eastern Province of Sri Lanka. Non-academic employees form a vital segment of the university workforce, supporting academic, administrative, and student services that collectively determine institutional efficiency and service quality. As universities expand to meet growing educational demands, the role, performance, and well-being of non-academic staff have become increasingly important. However, issues such as work overload, inadequate recognition, limited promotional opportunities, salary concerns, interpersonal conflicts, and unsatisfactory supervisory practices continue to affect staff morale and overall satisfaction.

The research seeks to examine how the factors of work itself, pay, job security & opportunities for promotions, supervision and recognition, co-workers & working groups influence the job satisfaction levels of non-academic staff. Drawing upon established theories of job satisfaction, the study conceptualizes satisfaction as an emotional response shaped by the extent to which employees' needs and expectations are fulfilled in the workplace. Understanding these factors is crucial, especially within public higher education institutions where productivity, service delivery, and employee commitment are directly linked to organizational success.

The findings of this study are expected to provide valuable insights for university administrators, policymakers, and human resource professionals. Ultimately, enhancing job satisfaction among non-academic staff can contribute to higher employee commitment, reduced turnover, and improved service quality within the university system. This study therefore serves as an important step toward strengthening human resource management practices in Sri Lanka's state universities.

**Keywords:** Job satisfaction, Non-Academic staff, state universities, work environment

*\*Corresponding* [satheeshtms1970@gmail.com](mailto:satheeshtms1970@gmail.com)

© Faculty of Commerce and Management, Eastern University Sri Lanka. All rights reserved.

## 1. Introduction

Sri Lanka is a most beautiful island with all the resources included within. Its situated in a very important place to connect the trading pathways all over the world. Anyhow, Sri Lanka is suffered by the civil war for the last four decades. It very much impacts in the economic and education sectors of its people. Most specifically, the people living in the north and east region suffered a lot in many ways. A certain number of people from the north and east region migrated to other countries to safeguard their lives.

Eastern Region is divided into Batticaloa District, Ampara District and Trincomalee District. Sinhalese, Tamils and Muslims are living together in these districts for many decades. Agriculture, Animal Farming and Fishing are the main sectors in the region.

In the Eastern region, the Eastern University, Sri Lanka and the South Eastern University of Sri Lanka were established to accommodate the students to follow their higher studies in different streams. All the three community students are studying in these Universities. The Eastern region students are more benefitted to do their higher studies in these Universities with a minimal cost.

Universities are considered to be the pinnacle of knowledge acquisition. They are the source of human resources and are saddled with the sole responsibility of educating people. They are institutions of higher learning and research that provide manpower needs for national development in the country. The ability of any university to take off and achieve its goals is a function of its ability to attract, retain and maintain competent and contented staff (Adenike, 2011; Olorube, 2004; Osunde and Omoruyi, 2004). This is why attention of scholars and researchers are often on the strategies that can be adopted to ensure job satisfaction of the employees in the country's university system.

Job satisfaction in the university system has been an issue of discourse in the last decade. The present decade is witnessing fewer opportunities for job satisfaction for academic and non-academic staff. Salary increment and bonuses are no longer on the increase as before. There are many employees in the universities system with low satisfaction influenced by many factors.

There are certain work-related factors that predict job satisfaction in any organization and university is not an exception. This study therefore delves into certain work-related factors that predict job satisfaction in universities especially in eastern region of Sri Lanka.

In Sri Lanka there are 17 Universities at present. There are more than 15,000 Non-Academic staff working in the University system. The Non-Academic staff are assisting the Academic and Administrative works in various ways.

The effectiveness and efficiency of the service organization such as a University is measured in terms of quality of service rendered to its users. The quality of service mainly depends upon the quality of its workforce, which in turn directly depends on professional knowledge, adaptability, satisfaction and commitment levels of the professionals working. The productivity levels of staff depend upon their commitment, concentration and involvement to work, which are dependent on the satisfaction they derive from their jobs. A satisfied employee who not only renders quality service to his/her customers, but also ensures commitment to the parent organization in which he/she is serving and contributes one's might to its image building (Gowda, 2009).

In a rapidly developing economy like Sri Lanka, there is need to understand the attitudes of workers in general, and specifically those employed in the public sector, such as the Universities. Determining the job satisfaction and organizational commitment levels of employees could lead to improvements in the workplace that could enhance their relationships, and keep them satisfied and committed to their job.

**Research Objectives**

- To analyze the job satisfaction of Non-Academic Staff of State Universities in the Eastern Region
- To analyze the influence of Universities on Job Satisfaction

**Hypothesis**

H1: Work Itself related factors significantly influence on job satisfaction in the State Universities in the Eastern Region

H2: Pay related factors significantly influence on job satisfaction in the State Universities in the Eastern Region

H3: Job Security and opportunities for promotions related factors significantly influence on job satisfaction in the State Universities in the Eastern Region

H4: Supervision & Recognition related factors significantly influence on job satisfaction in the State Universities in the Eastern Region

H5: Co-Workers & Working Groups related factors significantly influence on job satisfaction in the State Universities in the Eastern Region

**2. Literature Review**

Literature review emphasizes the research study. This chapter explains the related literature available to support forming the conceptual frame work for the research problem. It is a theoretical part and it clearly explains each and every element in the model of conceptualization relating to the employees' job satisfaction.

Job or work is an important aspect of an individual's life and it occupies a lot of personal and professional time compared to any other activity. It provides the financial basis for a person's life (Santhapparaj & Alam, 2005). Warr Cook & Wall (1979) have defined the job and differentiate it with work as job to the task undertaken in a particular setting whereas, work is taken to cover more generally. Job can be looked at as the means used to achieve personal goals relating to one's career. On the other hand satisfaction is the contentment felt after a need is fulfilled (Robbins & Stephen, 1998). Satisfaction, as defined by Thorndike & Barnhart (1979), is the "fulfilment of conditions or desires".

Job Satisfaction among the employees within the organization has been always a widely focused and concern area and it has been found by researchers from various literature. Satisfaction among the employees from their job is always a motivational factor for them which enhance the quality of job performed by the employees. It will affect the company's turnover and productivity. Job satisfaction becomes major research in recent days for all organization and business. Job satisfaction has linked to employee performance, absenteeism and turnover. A satisfied employee tends to work harder than the employee who does not satisfied.

**3. Methodology**

This study adopted a cross-sectional survey design to examine the factors influencing the job satisfaction of no-academic staff of the state Universities in Eastern Region. The data collected through questionnaire distributed via enabling efficient outreach and data collection across the targeted population.

The study focused on all permanent non-academic staff members working at the state universities in the Eastern Region under the University Grants Commission (UGC) of Sri Lanka. Participants were contacted directly and through email invitations sent to their personal mails.

Data was exported to statistical software SPSS. Categorical variables (eg : sex, marital status) was coded, and Likert scale responses was converted to numerical values to facilitate analysis.

Descriptive statistics computed to summarize the demographic profile of the respondents and provide an overview of the reward systems and performance metrics. This included and calculated frequencies and percentages for categorical variables and means and standard deviations for continuous variables.

## 4. Results

### Respondent Profile

This study, situated within demographic research, involved participants primarily between 36 and 50 years of age (38.5%), followed by those aged 26–35 (30.0%) and 51–60 (24.0%). Men constituted a slight majority (55.5%), and most respondents were married (84.5%). Clerical and allied employees represented the largest job category at 64.0%, with smaller proportions in skilled (20.5%) and semi-skilled roles (15.5%). Nearly two-fifths of participants had served 5–9 years (37.5%), while others reported 10–14 years (25.5%) or longer tenures. In terms of educational attainment, more than half held Advanced Level qualifications (54.0%), and one-third possessed a bachelor's degree (33.0%). The cohort was mainly drawn from SEUSL (40.0%) and EUSL (35.5%), with additional representation from Trinco Campus and SVIAS.

**Table 1: Respondent Profile**

		Count	Column Valid N %
<b>Age</b>	18-25	15	7.5%
	26-35	60	30.0%
	36-50	77	38.5%
	51-60	48	24.0%
<b>Sex</b>	Male	111	55.5%
	Female	89	44.5%
<b>Civil Status</b>	Married	169	84.5%
	Bachelor	26	13.0%
	Divorced	5	2.5%
<b>Job Category</b>	Clerical & Allied	128	64.0%
	Skilled	41	20.5%
	Semi-skilled	31	15.5%
<b>Period of Service</b>	05-09	75	37.5%
	10-14	51	25.5%
	15-20	25	12.5%
	21-30	30	15.0%
	31-40	19	9.5%
<b>Qualification</b>	Below O/L	16	8.0%
	A/L	108	54.0%
	Degree	66	33.0%
	Postgraduate Degree	10	5.0%
<b>University</b>	EUSL	71	35.5%

	Trinco Campus	31	15.5%
	SVIAS	18	9.0%
	SEUSL	80	40.0%

In terms of gender composition, 55.5% of the sample were male that is 111 in number and the 44.5% representing 89 were female among the 200 total respondents. According to the data, most of the Non-Academic staff working at the Universities in the Batticaloa Region were male.

According to the collected sample data, 7.5% of respondents representing 15 were between 18-25 age level, 30% of the respondents identified as between the ages 26-35 that is 60, 38.5% falls within 36-50 that was 77 and the rest of 24% were 48 in number between the age group of 51-60.

In terms of civil status, there were 84.5% the respondents married while 13% of the respondents were unmarried and the rest of 2.5% were divorced. They were 169, 26 and 5 in number respectfully. Therefore, most of the respondents were married.

64% of the respondents were in the category of Clerical & Allied and were 128 in number. The skilled category were represented in 20.5% and 41 in number. 15.5% were in semi-skilled category and 31 in number.

When looking into the period of service in years, 37.5% of the sample population were between 5-9 years. That was 75 in number. 51 in number and in 25.5% were between 10-14 years of service. 12.5% of the respondents, 25 in number were between the range of 15-20 years experience in service. 15% of the sample population in number as 30, between the service period of 21-30. 9.5% of the respondents were 19 in number and the range was 31-40. Therefore, it was observed that a certain number of staff were in well experienced level.

In analyzing educational qualification, 8% of the respondents were completed the Ordinary Level and they were in number as 16. 54% of the sample population were 108 in number completed the Advanced Level. 33% of the respondents were in number as 66. 5% of the sample population were successfully completed Postgraduate Degree and they were 10 in number.

When considering the Universities, Eastern University, Sri Lanka and South Eastern University of Sri Lanka were located in the Eastern Region. For the collection of data Trincomalee Campus at Konesapury, Trincomalee & Swami Vipulananda Institute of Aesthetic Studies at Kallady, Batticaloa affiliated to Eastern University, Sri Lanka were considered separately.

31.5% of the respondents from Eastern University, Sri Lanka, Vantharumoolai responded, 71 in number. In Trincomalee Campus, 15.5% responded, 31 in number. 9% of the sample population were responded at Swami Vipulananda Aesthetic Studies, 18 in number. The South Eastern University of Sri Lanka responded 40% in percentage and 80 in number.

Therefore, altogether 120 respondents at Eastern University, Sri Lanka in 60% and 80 respondents at South Eastern University of Sri Lanka in a percentage of 40% were responded.

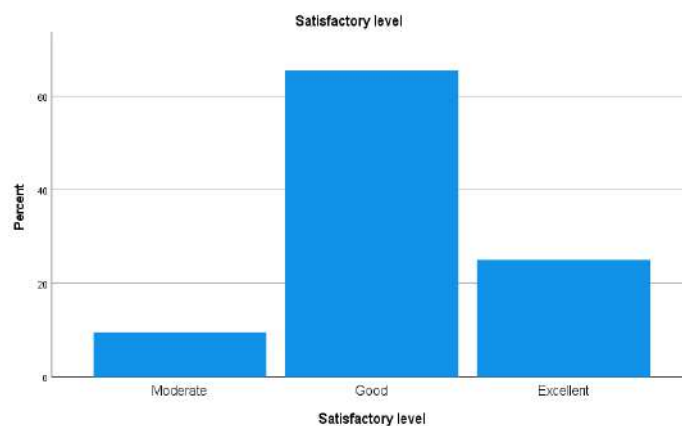
### **Level of Job Satisfaction of Non-Academic staff**

The bar chart illustrates the distribution of respondents' satisfaction levels, divided into three categories: Moderate, Good, and Excellent. The percentages shown represent how many respondents fall into each satisfaction category, giving insight into overall satisfaction trends among the group.

The Moderate satisfaction level is the lowest among all categories, with only about 10% of respondents falling into this group. This indicates that very few participants consider their satisfaction to be merely average or somewhat acceptable. The low percentage suggests that dissatisfaction or minimal satisfaction is not a major issue within this sample.

The Good satisfaction level dominates the chart, accounting for approximately 65% of respondents. This means that most individuals rate their satisfaction positively, though not at the highest level. The significant majority in this category shows that general satisfaction is strong and that the environment, conditions, or experience being assessed is perceived favorably by most participants.

The Excellent satisfaction level represents around 25% of respondents. While not as dominant as the “Good” category, it still reflects that one-quarter of participants are highly satisfied. This indicates a strong positive sentiment among a substantial portion of the sample, suggesting that certain aspects exceeded expectations for many respondents.



**Figure 1: Satisfactory Level**

**Table 2: Frequency Distribution of Research Information**

	Highly Disagree	Disagree	Neutral	Agree	Highly Agree
I satisfied with my job overall	0.5%	1.5%	26.0%	53.5%	18.5%
My job makes me feel like I am part of something meaningful	0.0%	0.5%	23.0%	53.5%	23.0%
I inspired by the purpose and mission of the University	0.0%	4.0%	47.0%	42.0%	7.0%
I will be working for the same organization in the next 5 years	4.0%	5.5%	23.0%	31.0%	36.5%
Believe that there is an opportunity for individual career growth and development within the University	0.5%	5.0%	44.5%	43.5%	6.5%
I have a clear understanding about my career path and promotion plan	0.0%	1.0%	18.0%	53.5%	27.5%
I am working to achieve University objective	0.0%	1.0%	25.0%	49.0%	25.0%
My work environment brings me happiness	0.5%	2.5%	44.5%	38.0%	14.5%
University infrastructure facilities brings me satisfaction	1.0%	7.5%	48.0%	31.5%	12.0%
I feel I have job security in my job	0.0%	2.5%	19.0%	50.0%	28.5%

This table presents the frequency distribution of employee responses to job satisfaction–related statements using a 5-point Likert scale (from Highly Disagree to Highly Agree). Below is a clear and structured interpretation suitable for a research report or thesis discussion.

### ***Factors influencing the job satisfaction***

**Table 3: Descriptive Statistics Analysis**

	Mean	Median	Mode	Minimum	Maximum	Standard Deviation
Work_Itself_average	3.54	3.50	3.00	1.50	5.00	.60
Pay_average	3.20	3.14	3.14	1.71	5.00	.59
Job Security & opportunities to Promotion_average	3.51	3.50	3.67	1.67	4.83	.58
Supervision & Recognition average	3.50	3.63	3.75	1.63	5.00	.85
Co-Workers & Working groups_average	3.69	3.67	4.00	2.33	5.00	.62

The descriptive statistics presented above summarize employees' responses to several aspects of their job, including job satisfaction, work itself, pay, job security and opportunities for promotion, supervision and recognition, and co-workers & working groups relationships.

Overall, the mean scores for all variables range between 3.20 and 3.80 on a 5-point Likert scale, indicating that most respondents tend to agree or remain neutral toward the items, reflecting a moderately positive level of satisfaction across all dimensions.

The highest mean score is observed for Job Satisfaction ( $M = 3.80$ ,  $SD = 0.51$ ), suggesting that employees generally feel satisfied with their jobs. This is closely followed by Co-Workers & Working Groups ( $M = 3.69$ ,  $SD = 0.62$ ) and Work Itself ( $M = 3.54$ ,  $SD = 0.60$ ), implying that interpersonal relationships and the nature of the work are significant positive contributors to overall satisfaction.

On the other hand, Pay ( $M = 3.20$ ,  $SD = 0.59$ ) has the lowest mean score, indicating relatively lower satisfaction with compensation compared to other factors. This aligns with the notion that pay is often less influential on satisfaction once basic needs are met.

The standard deviation values range from 0.51 to 0.85, showing a moderate level of variability among responses. The highest variability is seen in Supervision & Recognition ( $SD = 0.85$ ), suggesting differing employee perceptions of management support and acknowledgment. Conversely, Job Satisfaction ( $SD = 0.51$ ) shows the least variability, indicating general agreement among respondents regarding their satisfaction levels.

All variables show close proximity between mean, median, and mode, indicating that the data are approximately normally distributed and not significantly skewed.

**Table 4: Skewness & Kurtosis**

	N	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis	N
Work itself average	200	0	-.268	.172	.301	.342
Pay average	200	0	.431	.172	.301	.342
Promotion average	200	0	-.075	.172	.003	.342
Supervision average	200	0	-.262	.172	-.735	.342
workinggroups average	200	0	.250	.172	-.611	.342

**Source: SPSS Output**

To discuss about skewness and kurtosis statistics, both gave insights into the shape of the distribution of the data of variables. In a distribution, skewness is a measure of the symmetry. A symmetrical data set will have a skewness equal to 0. Therefore, a normal distribution will have a skewness of 0, that's a perfect symmetry. All data related to variables are lack of symmetry as they have positive or negative sign, not as 0 in this study.

The study determined to analyze the factors influencing the job satisfaction of Non-Academic staff to lead the job satisfaction in the state Universities in the Eastern Region. According to the descriptive statistical analysis, the most influencing factor on job satisfaction is the Co-workers & Working Groups related factors as it indicates the highest mean value of 3.69 (Standard Deviation 0.61) comparing to other four factors such as Work Itself, Pay, Job Security and opportunities to promotion and Supervision & recognition. Their mean values are 3.54 (SD 0.61), 3.51 (SD 0.59), 3.51 (SD 0.58) & 3.49 (SD 0.85) respectively.

The least influencing factor is Pay which has only the mean value of 3.19. However almost all factors have only slight difference among them.

Pearson correlation analysis has been used in order to evaluate relationships among variables in this study. There were 5 variables such as work itself, Pay, Job Security and opportunities to promotion, Supervision & Recognition and Co-Workers & Working Groups leading to job satisfaction tested. The dependent variable job satisfaction was also tested in the correlation analysis in order to find where it has relationship with other dimensions. The details are as follows.

**Table 5: Correlation Analysis**

		Work itself	Pay	Job security & opportunities to promotion	Supervision & recognition	Co-workers & working groups	Job Satisfaction
<b>Work itself</b>	Pearson Correlation	1	.514**	.525**	.640**	.455**	.591**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
<b>Pay</b>	Pearson Correlation	.514*	1	.548**	.452**	.362**	.412**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	Pearson Correlation	.525*	.548**	1	.435**	.379**	.614**
		*					



<b>Job security &amp; opportunities to promotion</b>	Sig. (2-tailed)	.000	.000		.000	.000	.000
<b>Supervision &amp; recognition</b>	Pearson Correlation	.640*	.452**	.435**	1	.706**	.611**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
<b>Co-workers &amp; working groups</b>	Pearson Correlation	.455*	.362**	.379**	.706**	1	.539**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
<b>Job Satisfaction</b>	Pearson Correlation	.591*	.412**	.614**	.611**	.539**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Source: SPSS Output

The correlation analysis indicates that all examined HRM-related factors have significant positive relationships with job satisfaction among non-academic university staff. Among the variables, job security and opportunities for promotion show the strongest correlation with job satisfaction ( $r = .614$ ,  $p < .001$ ), suggesting that employees who feel secure and perceive clear career advancement pathways tend to be more satisfied. Supervision and recognition ( $r = .611$ ,  $p < .001$ ) and work itself ( $r = .591$ ,  $p < .001$ ) also display strong positive associations, implying that supportive leadership and meaningful work are key contributors to satisfaction. Co-workers and working groups exhibit a moderate positive relationship ( $r = .539$ ,  $p < .001$ ), highlighting the importance of collaborative and harmonious work environments. Pay shows the weakest yet still significant positive correlation with job satisfaction ( $r = .412$ ,  $p < .001$ ), indicating that while financial rewards matter, they are less influential than other intrinsic and relational factors. Overall, the results demonstrate that improvements across all HRM dimensions—particularly promotion opportunities, supervision, and work nature—are likely to enhance overall job satisfaction among the staff.

There is a strong positive correlation ( $r = 0.591$ ) between+ the nature of the work itself and job satisfaction. This indicates that employees derive the highest level of satisfaction from engaging, meaningful, and interesting work. Among all the constructs, “work itself” is the strongest predictor, showing that when employees feel their tasks are fulfilling, their overall job satisfaction increases the most.

Pay shows a moderate positive correlation ( $r = 0.412$ ) with job satisfaction. This means that while salary does influence how satisfied employees feel, its impact is not as strong as other factors such as work itself or job security. Employees value fair compensation, but it is not the most dominant driver of satisfaction.

This construct has a strong positive correlation ( $r = 0.614$ ) with job satisfaction, making it one of the most influential factors. Employees who feel secure in their jobs and perceive clear opportunities for advancement tend to be significantly more satisfied. A stable work environment combined with growth prospects greatly boosts overall job satisfaction.

There is also a strong positive correlation ( $r = 0.611$ ) relationship between supervision/recognition and job satisfaction. Supportive leadership, constructive feedback, and recognition for effort play a major role in enhancing satisfaction. Employees who feel appreciated and properly guided by supervisors show noticeably higher levels of satisfaction.

The correlation ( $r = 0.539$ ) here is moderate to strong. Positive interactions and supportive relationships with co-workers contribute meaningfully to job satisfaction. When employees work well within teams and

have healthy peer relationships, their overall satisfaction improves, though the effect is slightly less than that of job security or supervision.

The strong interrelations among variables (especially supervision & coworkers,  $r = .706$ ) suggest a cohesive work environment where multiple factors jointly influence satisfaction.

### Multiple Linear Regression

The regression analysis was used to extend the relationship between dependent and independent variables. The independent variables are the work itself, pay, job security & opportunities to promotions, supervision & recognition and co-workers & working groups and the dependent variable is job satisfaction. The dependent variable denoted as 'Y' for job satisfaction in this study, 'b' is denoted as the slope of the line and the 'X' as predictor and 'a' indicated the point of Y intercept. Therefore the equation is  $Y = Ax + b$ .

In this case the regression value of the each influencing factors is calculated using SPSS tool as follows.

### Multiple linear regression with all factors

**Table 6: Model Summary**

	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745 <sup>a</sup>	.556	.544	3.41093

a. Predictors: (Constant), Factors related to co-workers & working groups, Factors related to pay, Factors related to job security & opportunities to promotion, Factors related to work itself, Factors related to supervision & recognition

### Source: SPSS output

According to the model summary in table 4.14 by the linear regression test, correlation and coefficient ( $r$ ) is 0.745 which indicates the independent factors strongly predicts the job satisfaction. The standard error of the estimate is 3.41093. The  $r^2$  is 0.544 explained that 54.4% of chance in the dependent variable (job satisfaction) can be explained by the independent variables included in the regression equation such as work itself, pay, job security & opportunities to promotions, supervision & recognition and co-workers & working groups. In a nutshell, the dependent variables in the model can predict 54.4% of the variance in the job satisfaction.

The ANOVA table evaluates whether the overall regression model is statistically significant. It tests whether the set of independent variables—Work Itself, Pay, Job Security & Opportunities for Promotion, Supervision & Recognition, and Co-Workers & Working Groups—collectively explain a significant portion of the variance in Job Satisfaction (JS\_Total). In simple terms, it checks whether the predictors, as a group, have a meaningful impact on job satisfaction.

The regression row shows an F-value of 48.510 with a significance level of  $p = .000$ , which is far below the commonly used threshold of .05. This indicates that the regression model is highly statistically significant. Therefore, the combination of the five predictors significantly explains the variation in job satisfaction. This means the model is valid and the predictors jointly contribute to predicting job satisfaction.

**Table 7 : ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2821.917	5	564.383	48.510	.000 <sup>b</sup>
	Residual	2257.078	194	11.634		
	Total	5078.995	199			

The SPSS output shows in the table 4.9 that explicates the p-value is 0.000 (significant) of the relationship. Therefore, independent variables (work itself, pay, job security & opportunities to promotions, supervision & recognition and co-workers & working groups) can significantly influence on the job satisfaction (dependent variable).

**Table 8: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.345	1.960		6.297	.000
	Factors related to work itself	.214	.072	.204	2.991	.003
	Factors related to pay	-.077	.075	-.063	-1.037	.301
	Factors related to job security & opportunities to promotion	.551	.089	.380	6.191	.000
	Factors related to supervision & recognition	.169	.058	.227	2.888	.004
	Factors related to co-workers & working groups	.225	.093	.165	2.425	.016

a. Dependent Variable: JS\_Total

#### Source: SPSS data

This table shows the multiple linear regression analysis results examining how various work-related factors influence job satisfaction.

According to the output of coefficient given in the tabular format at the No. 4.16 above, the p-value for work itself, job security & opportunities to promotions, supervision & recognition and co-workers & working groups are 0.003, 0.000, 0.004 and 0.016 respectively proving that there is a significant influence between job satisfaction and the above independent factors. The independent variable pay gets 0.301 that means pay has not much significant on job satisfaction. Therefore, pay don't impact on job satisfaction.

The table presents the results of a multiple regression analysis examining how different workplace factors predict the dependent variable (likely employee satisfaction or a related outcome). Each factor's contribution is shown through unstandardized coefficients (B), standardized coefficients (Beta), t-values, and significance levels (Sig.). These indicators help determine which factors significantly influence the outcome. The constant value ( $B = 12.345$ ,  $p < .001$ ) represents the predicted value of the dependent variable when all independent variables are set to zero. It serves as a baseline level of the outcome before the effects of the workplace factors are added.

This factor has a positive coefficient ( $B = .214$ ) and is statistically significant ( $p = .003$ ). This means that as the quality or conditions of the work itself improve, the dependent outcome increases. Its standardized coefficient (Beta = .204) indicates that it has a moderately strong influence compared with other predictors, demonstrating that the nature of the job plays an important role.

The coefficient for pay is negative ( $B = -.077$ ) and not significant ( $p = .301$ ). This indicates that pay, in this model, does not meaningfully predict the outcome. The negative direction is not interpreted because the relationship is statistically insignificant. In simple terms, pay is not a major determinant in this particular analysis.

This factor shows a strong and highly significant effect ( $B = .551$ ,  $p < .001$ ). It has the highest standardized coefficient (Beta = .380), making it the most influential predictor in the model. This suggests that job stability and promotional opportunities are crucial drivers of the dependent variable—likely the strongest motivators or satisfaction contributors among all factors examined.

This factor also contributes significantly to the outcome ( $B = .169$ ,  $p = .004$ ). With a Beta of .227, it demonstrates a meaningful positive effect. This implies that supportive supervision and recognition practices help improve the outcome, making them important parts of the work environment.

This factor is significant as well ( $B = .225$ ,  $p = .016$ ), with a Beta of .165. Although its influence is smaller than job security and supervision, it still plays an important role. Positive interactions and teamwork among co-workers contribute to improving the dependent variable.

Taken together, the results show that most workplace factors significantly influence the outcome except pay. The strongest predictor is job security and promotion opportunities, followed by supervision and recognition, then factors related to the work itself, and finally co-worker relationships. These findings highlight which areas organizations should prioritize to improve employee outcomes.

The model assesses how five independent variables — factors related to work itself, pay, job security & promotion opportunities, supervision & recognition, and co-workers & working groups — predict the dependent variable, job satisfaction.

### ***Hypothesis Testing***

The hypothesis test was conducted to find out the significant influence of factors of job satisfaction in State Universities in the Eastern Region.

#### **H1: Work Itself related factors significantly influence on job satisfaction in the State Universities in the Eastern Region**

According to the output in the table 9, significant value of Work Itself expressed as 0.003, it is lesser than 0.05 ( $p < 0.05$ ). Thus, it can be concluding that there is enough evidence to say that Work Itself has significant impact on employee job satisfaction. And the Work Itself correlated positively at the value of 0.204

significantly on job satisfaction. Work Itself factors showed positively significant by the linear regression test ( $p=0.000$ ) too at the coefficient value. Therefore, the hypothesis is accepted.

## **H2: Pay related factors significantly influence on job satisfaction in the State Universities in the Eastern Region**

As per the output seen in the table 9, significant value of Pay expressed as 0.301, it is greater than 0.05 ( $p<0.05$ ). Thus, it can be concluding that there is enough evidence to say that Pay has individual significant but in a multi linear, there is no positive significant impact on employee job satisfaction as it got the value of -.063. Therefore, the hypothesis is not accepted. Thus, pay related factors cannot influence significantly on job satisfaction of Non-Academic staff in State Universities in the Eastern Region.

## **H3: Job Security and opportunities for promotions related factors significantly influence on job satisfaction in the State Universities in the Eastern Region**

The table 9 shows that as per the output seen, significant value of Job Security and opportunities for promotions expressed as 0.000, it is lesser than 0.05 ( $p<0.05$ ). Thus, it can be concluded that there is enough evidence to say that Job Security and opportunities for promotions has significant impact on employee job satisfaction. The Job Security and opportunities for promotions related factors have positively correlated by its value of 0.089 and have shown significant relationship on job satisfaction. Therefore, this hypothesis is accepted. Job Security and opportunities for promotions related factors influence significantly on job satisfaction of the Non-Academic Staff in State Universities in the Eastern Region.

## **H4: Supervision & Recognition related factors significantly influence on job satisfaction in the State Universities in the Eastern Region**

According to the output in the table 9, significant value of Supervision & Recognition expressed as 0.004, it is lesser than 0.05 ( $p<0.05$ ). Thus, it can be concluding that there is enough evidence to say that Supervision & Recognition has significant impact on employee job satisfaction. The Supervision and Recognition related factors positively correlated by its value of 0.058 when the correlated test conducted. Therefore, this hypothesis is accepted. Factors influence significantly on job satisfaction in State Universities in the Eastern Region.

## **H5: Co-Workers & Working Groups related factors significantly influence on job satisfaction in the State Universities in the Eastern Region**

As per the output in the table 9, the significant Co-Workers & Working Group significant value expressed as 0.016, it is lesser than 0.05 ( $p<0.05$ ). Thus, it can be concluding that there is enough evidence to say that Co-Workers & Working Groups has significant impact on employee job satisfaction related factors correlated positively and significantly (value 0.093) on job satisfaction. Therefore, this hypothesis is accepted. Thus Co-Workers & Working Group related factors influence significantly on job satisfaction.

## **5. Conclusion**

The purpose of this chapter is to present and discuss the key findings from the analysis carried out in Chapter Four. These findings are linked to existing literature and interpreted in light of the research objectives. The discussion covers demographic profiles, reliability of measurement scales, descriptive statistics, correlation results, regression outputs, and hypothesis testing to understand the factors influencing job satisfaction among Non-Academic Staff in the State Universities of the Eastern Region.

The analysis of data collected from 200 Non-Academic staff of State Universities in the Eastern Region reveals that overall job satisfaction among employees is generally high, with the majority reporting good to excellent levels of satisfaction. Descriptive statistics indicate that employees are particularly satisfied with the nature of their work, relationships with co-workers, and job security, while pay received comparatively lower satisfaction ratings. Reliability tests confirmed that all measurement scales were internally consistent, allowing for valid interpretation of results. Correlation analysis showed that all five factors—work itself, pay, job security and promotion opportunities, supervision and recognition, and co-workers and working groups—are positively related to job satisfaction, though with varying strengths. Regression analyses further demonstrated that four of these factors (work itself, job security & promotion opportunities, supervision & recognition, and co-workers & working groups) significantly predict job satisfaction, whereas pay was not a significant predictor in the multiple regression model. Among the predictors, job security and promotion opportunities emerged as the strongest determinant of job satisfaction. The ANOVA test confirmed that the overall regression model is statistically significant, indicating that the combined influence of these factors explains a substantial portion of the variance in job satisfaction. Overall, the findings clearly suggest that intrinsic and social factors play a more vital role than extrinsic rewards such as pay in shaping job satisfaction among Non-Academic staff in the Eastern Region's State Universities.

Overall, the distribution shows a healthy satisfaction profile. A small minority is only moderately satisfied, a majority reports a good level of satisfaction, and a significant portion expresses excellent satisfaction. This implies that the overall experience or environment assessed is perceived positively, with room for improvement to shift more individuals from "Good" to "Excellent."

## 6. Discussion

The findings of the study clearly show that job satisfaction among Non-Academic university staff in the Eastern Region is mainly influenced by intrinsic and social job-related factors. Job security & promotional opportunities, good supervision & recognition and positive interpersonal relationships significantly enhance satisfaction. Pay, while important to some extent, does not play a decisive role in shaping employee satisfaction.

These results align with established motivational theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, which recognize that higher-order needs such as recognition, belongingness, and self-fulfillment frequently outweigh financial incentives in determining job satisfaction.

The discussion on the relationship between the independent factors and the dependent factor, job satisfaction is as follows:

### **Work Itself**

Locke (1976) gives a comprehensive definition of job satisfaction as, "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Organizational scholars have long been interested in why some people reports being very satisfied with their jobs, while others express much lower levels of satisfaction (Locke, 1976).

As argued by Greenberg & Baren (1983), employees can eagerly do the challenging and different types of jobs rather than their routine duties repeated again and again. Furthermore, they may expect the development on their jobs. As reiterated by Luthans (1998) "employees derive satisfaction from work that is interesting and challenging, as well as jobs that provide them with status".

As conducted a job satisfaction survey by Parmer and East (1993) among support staff in twelve Ohio academic libraries and also found a significant correlation between work itself and job satisfaction. Other

studies, such as Vaughan and Dunn (1974), Ergene (1982), Bolarin (1993), Armentor and Forsyth (1995), Luthans (1998) and Gowda (2009), all reported a significant relationship between work itself and job satisfaction.

### **Pay**

Payments is one of the important element of job satisfaction. As per the performance of the employees, the salary should be given to them. Employees can manage their needs and their job satisfaction also will be increased when the salary is reasonable to them. Salary is included in health factors in Herzberg's two factor theory. Herzberg, according to the results of his research, argued that employees those who have dissatisfaction on payment express their dissatisfaction in the job. When the need is satisfied/achieved, it may be leave from motivational factor. If it is not satisfied, the next need will not be satisfied.

In Adam's Equity Theory, he stated that people need the salary as per their work in a reasonable way. An attractive salary would be on everyone's expectation on job search. A man should earn money for basic needs and luxury needs, fulfil the various needs of family members and to save money for the future needs. Therefore, a man search for money to get the job or jobs. So, earning is very important for the increasing needs. Income level plays an important role to determine the individual's job satisfaction according to the several researches. According to Lawler's (1971) research, he stated that the earning was the main factor in measuring job satisfaction.

Pay refers to monthly financial earnings in form of salaries and allowances paid to employees as compensation for services rendered to their employers. Taylor in Locke (1976) found a significant correlation between remuneration and job satisfaction. As pointed out by Locke, a worker receiving substantial earnings with the least amount of fatigue would be satisfied, committed and productive. As a major predictor of employee job satisfaction, a considerable number of studies reviewed cite monetary rewards.

Compensation is the total amount of the monetary and non-monetary pay provided to an employee by an employer in return for work performed as required. The monetary pay includes fixed pay which the amount and payment are guaranteed and flexible pay which contains variable pay such as goal-base pay, over time and etc. According to Igalens & Roussel (1999), all kinds of employee benefits such as family assistance, recreational opportunities, complementary pension plans, health insurance included in the Non-monetary pay.

### **Job Security & Opportunities for Promotion**

As argued by the recent researches, the term "job security" is an attractive one and keeps an important place. Job security is influencing the employees based on the quality and size of the output. Job security determining health (Kuhnert et al., 1989), turnover (Arnold & Feldman, 1982), job satisfaction and responsibilities of an employee. As confirmed by Ashford et al. (1989), the non-security of job decreasing the level of job satisfaction and responsibilities of an employee of an organization.

Maslow's theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs and self-actualization. As reviewed by Singh and Jain (201;107), job security is "an employee's confidence that he/she will keep their current job". Employees with a strong level of job security have a low likelihood of losing their job in the near future.

As stated by C. J. Cranny, Patricia Cain Smith, Eugène F. Stone (1992), perceiving future opportunity can actually be more motivating than actually receiving a raise, getting promoted, or being given additional responsibilities. As viewed by George and Jones (2008), people can also have different approach to various

aspects of their work, such as the type of work they are doing, colleagues, superiors or subordinates and their salary. As argued by Clark (1997) if employees are not satisfied with the task assigned to them, they are not certain about factors such as their rights, working conditions are unsafe, co-workers are not cooperative, supervisor is not given them respect and they are not considered in the decision making process.

### **Supervision & Recognition**

The basic features of supervision are the availability of superiors at the time of need, the ability to connect employees, stimulating creative thinking and knowledge of values, openness in the eyes of employees and the ability to communicate with employees. According to Raziq and Maulabakhsh, 2015, to meet organizational standards, employees need a work environment that allows them to work freely without problems that can stop them from reaching their full potential. The employee satisfaction is very much important to meet the energetic, growing and challenging task of upholding the efficiency of the organization by maintaining and encouraging its workforce (Singh, J.K., and Jain, M. 2013).

Supervisor - subordinate relationship is an important influence on job satisfaction in the workplace. According to Robbins (1998), the way in which subordinates perceive a supervisor's general attitude towards them has a positive or negative influence on their levels of job satisfaction. A supervisor who uses nonverbal immediacy, friendliness and open communication lines is more likely to receive positive feedback and high satisfaction from his subordinates.

Earlier in the Hawthorn Studies, Mayo (1920) found a significant correlation between good supervision and employee job satisfaction. In the same vein, Vaughan and Dunn (1974), D' Elia (1979), Etuk (1989), Parmer and East (1993), Luthans (1998) and Popoola (2006), all reported a significant relationship between supervision and job satisfaction.

### **Co-Workers & Working Groups**

It is innate desire for human beings to interact with others. Thus the existence of a group in the organization is a common knowledge. Isolated workers dislike their job [Singh & Jain, 2013]. A good working relationship with co-workers increases employee's involvement which in turn influences employees' performance and therefore job satisfaction.

As per Elton Mayo, 1935, employees were motivating by developing smooth relationship with others, mutual understanding etc. It is obvious that, behind each and every activities of an employee, there is a need. Employees can do their works by the social need instead of the control of the managers.

Aldefer, 1992 stated that there is a need to make good relationship with others. Theory of David McGlelland, 1985 & J.W. Atkinson, 1978 described the need of a man who with the society.

Porter and Lawler's model is a more complete model of motivation and has been practically applied also in their study of managers. This theory examines motives through the perception of what a person believes will happen based on anticipated rewards and costs.

As per Herzberg's Two Factor Theory, a healthy environment, rewards & recognition, Supervisor role, challenges in job, career path, respect, trust, security and pay & benefits were included.

**Competing Interests:** The authors declare that they have no competing interests.

**Acknowledgement:** Authors are grateful to thank the referees for the useful comments also expressed sincere thanks to the editorial board for effort to publish this article.



## References

- Adams, J. S. (1965). "Inequity in Social Exchange". *Advances in Experimental Social Psychology*. Edited by L. Berkowitz, Academy Press, 1965, pp. 267–99.
- Aldefer, G. (1992), "Human Relations". (Vol. 45, Issue 12, pp. 1259-1291)
- Armentor, J., & Forsyth, C. J. (1995). Determinants of job satisfaction among social workers. *International Review of Modern Sociology*, 25(2), 51-63.
- Arnold, H.J., and Feldman, D.C. (1982), "A Multivariate Analysis of the Determinants of Job Turnover". *Journal of Applied Psychology*, 67, 350-360
- Ashford, S.J., Lee, C., and Bobko, P. (1989) "Content, Cause, and Consequences of Job Insecurity: A Theory-Based Measure and Substantive Test". *Academy of Management Journal*, 32, 803-829.<http://dx.doi.org/10.2307/256569>
- Atkinson, J. W., & Birch, D. (1978). "Introduction to motivation" (2nd ed.). Van Nostrand Reinhold.
- Bolarin, T. A. (1993). "Late payment of teachers' salary as it affects the quality of education in Lagos state primary schools: A socio-psychological perspective". *Journal of National Association of Education Teachers*, 6 (1), 11-15
- Clark, A. E. (1997). "Job Satisfaction and Gender: Why Are Women So Happy at Work?" *Labour Economics*, 4, 341-372. [http://dx.doi.org/10.1016/S0927-5371\(97\)00010-9](http://dx.doi.org/10.1016/S0927-5371(97)00010-9)
- Clark A.E. (1996). "Job satisfaction in Britain". *Br. J. Ind. Relat.* 1996;34:189–217. doi: 10.1111/j.1467-8543.1996.tb00648.x
- Cranny, C.J., Smith, P.C., Patricia Cain, Stone, E., & Eugene, F (1992). "Job Satisfaction: How People Feel about Their Jobs & How It Affects Their Performance". Lexington Books, Lexington.
- D'Elia, G. P. (1979). "The determinants of job satisfaction among beginning librarians". *The Library Quarterly*, 11(5). 283-302.
- Elton Mayo Papers, Baker Library, Graduate School of Business Administration, Harvard University, Boston, Massachusetts
- Ergene, T. (1994). "Mufettis adaylarinin is doyum duzeyleri [Job satisfaction level of inspector candidate]". *I. Egitim Bilimleri Kongresi Bildirileri*. Adana: CU Yayinlari.
- Etuk, M. E. (1989). "Job attitudes of junior staff in Nigerian University Library": Calabar. *Annals of Library Science and Documentation*, 36(1–2), 41–47.
- George, J.M., and Jones, G.R. (2008), "Understanding and Managing Organizational Behavior". 5th Edition, Pearson Prentice-Hall, Upper Saddle River.
- Greenberg, J., and Baron, R.A. (2003), "Behavior in Organizations: Understanding and Managing the Human Side of Work". 18th Edition, Prentice-Hall, Upper Saddle River
- Gowda, M. (2009). "Satisfaction levels related to management issues among LIS professionals". *Annals of Library & Information Studies*, 56: 227-235.

- Herzberg, F., Mausner, B. and Syndermann, B.B. (1959), "The Motivation to Work", New York : John Wiley & Sons
- Kuhnert, K.W. and Palmer, D.R.(1991), "Job security, health and the intrinsic and extrinsic characteristics of work, group & organization studies", Vol. 16, No. 2, pp. 178-92.
- Kuhnert, K.W., Sims, R.R., and Lahey, M.A. (1989), "The relationship between job security and employee health", Group & Organization Studies, Vol. 14, No. 4, pp. 399-410
- Locke E. A.(1976), "The nature and causes of job satisfaction", In M. D. Dunnette (Ed.), Handbook of industrial and organizational psychology, Chicago: Rand McNally, 1976., p. 1297 –1349
- Locke, E. A., & Latham, G. P. (2002). "Building a practically useful theory of goal setting and task motivation": A 35-year odyssey. *Ame*
- Luthans, F. (1998). "Organizational Behavior". 8th Edition, Irwin McGraw-Hill, Boston.
- Maslow, A.H. (1943). "A Theory of Human Motivation". *Psychological Review*, 50, 370-396
- Maslow, A.H. (1954), "Motivation and Personality". Harper & Row (or Harper/Harpers),
- Mayo, Elton (1920). "The Hawthorne Studies". Retrieved from [http://en.wikipedia.org/wiki/elton\\_mayo](http://en.wikipedia.org/wiki/elton_mayo).
- McClelland, D. C. (1985). "Human Motivation". Scott, Foresman, New York.
- Parmer, C. and East, D. (1993). "Job satisfaction among support library staff in twelve Ohio academic libraries". *College & Research Libraries*, 54 (1): 43-57, 1993•[crl.acrl.org](http://crl.acrl.org)
- Popoola, S. O. (2009). "The Relationship of job involvement, motivation and job satisfaction among records management personnel in state civil service in North-west geo-political Zone of Nigeria". *Journal of Library & Information Science*, 11 (1): 65-78.
- Porter, L. W., & Lawler, E. E. (1968). "Managerial Attitudes and Performance". Homewood, IL: Dorsey Press/Richard D. Irwin.
- Raziq, A., & Maulabakhsha. R. (2015). "Impact of Work Environment on Job Satisfaction". *Procedia Economics and Finance*, 23, 717-725, [https://doi.org/10.1016/S2212-5671\(15\)00524-9](https://doi.org/10.1016/S2212-5671(15)00524-9)
- Robbins, Stephen P. (1998). "Organization Behavior, Concepts, Controversies, Application", seventh edition, Prentice Hall/Englewood Cliffs
- Russell, J.A., and Barrett, L.F. (1999). "Core Affect, Prototypical Emotional Episodes, and Other Things Called Emotion". *Journal of personality and Social Psychology*, 76, 805-819. <https://doi.org/10.1037/0022-3514.76.5.805>
- Singh, J. K., & Jain, M. (2013). "A study of employees' job satisfaction and its impact on their performance". *Journal of Indian Research*, 1(4), 105-111.
- Taylor, F. W. (1911). "The Principles of Scientific Management". Harper & Brothers.
- Vaughan, W. J., & Dunn, J. D. (1974). A study of job satisfaction in six university libraries. *College & Research Libraries*, 35(3), 163-177