



A study of job satisfaction of temporary academic staff members in the faculty of humanities and social sciences at the university of Sri Jayewardenepura

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Abstract

Becoming an academic staff member in a state university is obviously challengeable. Most of the well-known academics have come through a certain pathway which their careers were started as temporary cadres. However the graduate should have performed diligently with a first class or a class honour for qualifying this position even though it is temporary. This research had examined the job satisfaction of temporary academic staff members. Apart from that their satisfaction would impact on job performance as well. This research topic is a psychological as well as psychosocial cross-section to the subject.

Keywords: academic, humanities, social sciences, obviously challengeable

1. Introduction

The university education in Sri Lanka is a subsequence of free education system which had been pioneered by Dr C.W.W Kannangara. Most of the poor people were benefited due to this amendment provided by the government. Government/national Universities had produced incomparable human capital during last few decades. Some of the scholars could access the global level and they had obtained massive victories and left a glory for the country as well. The reputation of national Universities were gradually developed and increased. Some incidents would not elaborate the elegance of these Universities because an invisible hand had misled the legacy of Sri Lankan National Universities but reputable legacy is still remaining in Government Universities. World ranking universities had purchased the Sri Lankan human capital which had been produced by national universities, for retaining their academic elegance and we have lot of instances to prove above statement as well. According to these kinds of reasons national university entrance had become very competitive recently. 2% of candidates will have entitled for the university entrance and others lose the opportunity. Advanced level examination in Sri Lanka is one of the most competitive examinations in the world. Thus the spirit of intelligence will be selected therefore we call them intelligentsia in the country. This is a huge challenge for Sri Lankan students to get qualified for entering national universities in Sri Lanka. Government universities of the country have its own reputation and a high position in this mother land. Highest output of the departments will be students those who are holding first class honours degree with medals and all. They will be detained at the university and invited for take part in the department as temporary assistant lecturers. Most of students assume their duties in this position by considering the embodied reputation and recognition. Some students are partaking benefits of this position and they might have created an inspiration for getting a permanent position at there. However the job satisfaction of temporary staff members had not been evaluated because they have given

drastically a job in a temporary condition. But they receive a salary with relevant deductions such as EPF,ETF but no specific rights as permanent cadres. They also have to perform efficiently in their job and roles, if they would perform really well it would be a supportive tool to reach next important destination.

Review of Literature

What is "Job Satisfaction"?

People were chasing the satisfaction since they had begun to think intelligently. Humans are the creatures who do not easily satisfy regarding something. Humans need the pleasure and satisfaction all the time. They would try to eradicate unpleasant things and grief all the time. Why do people commit in a job?. The simple answer is "to spend this short period of life time satisfactorily". The evolution of human civilizations explicates the reality of this competence. People had to compete with limited sources to fulfil their unlimited needs and wants. The industrial revolution had pulled human being into a rigid competition to survive in this cruel world. Adam smith the pioneer of economics had more elaborated this idea in his interpretation of distribution of labour and job specialization. People need money to spend their lives in this corporate world. How the money is generated? The money is simply generated as a salary to a specific job. Job makes money. Money makes people happy and unhappy as well as satisfies and dissatisfy. Money is not the only thing which determines the human satisfaction. Smith, A. (2008)

The study and discussion begins with above statement. Most of the people had interpreted the satisfaction as having plenty of money at their jobs. But psychologists and human resource management experts diminish this idea. Perhaps people were distressed sometimes depressed. Human are made with natural components. They have emotions and feelings. Industrial revolution and related aspects had transformed humans into machines. Contemporary philosophers had always criticised this idea. Apparently an employee will be having a huge salary but he may not be satisfied. An employee is not having perfect salary but he is

much more satisfied. We can find these kinds of employees around the world. Therefore the job satisfaction is a psychological, physiological and economical aspect which is indispensable to be inculcated by corporate pioneers to run their businesses really well. Cranny, C. et al. (1992) All the jobs which had originated in this world have specific satisfactions and satisfaction levels. There are different measures are always available to evaluate them. Satisfied employees will generate more profits and productivity at the working place. Dissatisfied employees will be hanging boards against authority and execute strikes pickets all the time. It is an art to amalgamate all the humans accordingly to achieve organization and objectives and afford satisfaction to the workers. The companies who had identified this context earn much more profits in the market than the others.

Job satisfaction is remaining at two fundamental job categories in Sri Lanka, they are, public sector jobs and private sector jobs. People have different perspectives in these two aspects. Most of the government university undergraduates are willing to be occupied in public sector, they realise they have much more job protection as well as welfare facilities. But some national university graduates have already employed in corporate sector. Ariyawansa, R, G. (2013). Therefore the satisfaction is also determined related to the attitudes of people in this society. Government sector jobs have specific pension scheme but the private sector had not implemented it yet. But some leading banks and insurance companies have introduced several pension plans for private sector employees. Even though some outdated attitudes are still remaining in this society, some struggles had originated due to this myth. Some graduates are striking against the government that they had no significant job opportunities. Government job capacity is highly increased and burdensome.

The satisfaction strategy should be gradually established in a company. It can't be implemented within one or two days. The management of the company should take the expertise support and knowledge from the related specific groups. Job recruitments, attraction and retaining strategy is utmost important to a company. The organization should consider two aspects dominantly, achieving organizational goals and objectives and assure the employee satisfaction. The organizations always require stability. If the satisfaction could be enabled efficiently stability will be spontaneously manipulated. Hopkins, A.H (1983).

Contemporary discussion and relevance of Job Satisfaction related to the Human Resource Management

According to justification and positioning of the particular study, following literature was duly relevant sophisticatedly. The concept of "Job Satisfaction is internationally elaborated as one of the substantial studies which had been accompanied contemporarily. People are much aware of their satisfaction. Maslow had interpreted the hierarchy of needs and he intends to emphasize humans are chasing their needs and attempting to fulfill their satisfaction. Job satisfaction is also a fundamental need of human beings; it correlates with many needs which were afforded in Maslow's hierarchy. Therefore job satisfaction is a necessary factor in the society. Eradication of job satisfaction impacts to generate crisis gradually. The history of human labor relations provides witnesses adequately

regarding this manner. Carlson, N.R., et al. (2007). Psychology: The Science of Behaviour – 4th Canadian ed. Toronto, ON: Pearson Education Canada.

There is a dominant interrelation between motivation and job satisfaction. Herzberg describes this sophisticatedly. Internal state of mind will generate a satisfaction. It is obviously accurate relevant to my topic. University lectures are highly recognized and appraised employees in Sri Lanka. Salary and social reputation is highly positioned therefore people are motivated to take a part in this academic staff even as a temporary employees. Motivation would tend to develop a satisfaction. Mark A. Tietjen Robert M. Myers, (1998), "Motivation and job satisfaction", Management Decision, Vol. 36 Iss 4 pp. 226 - 231

Two prominent aspects were tested as a hypothesis for coexisting interrelation, they are educational level and job satisfaction, positive correlation had constructed between them as we presently adopt as conspicuous. Most of the empirical researchers had suggested above statement clearly "Higher educated workers seem more satisfied than their lower educated counterparts. This association, however, is caused by the fact that the higher educated also obtain a job of better quality" but "higher education induces higher expectations (Hall, 1994). These stronger expectations could result in dissatisfaction" thus it is indeed controversial to predict temporary academic's job satisfaction. Elsy Verhofstadt Hans De Witte Eddy Omeij, (2007), "Higher educated workers: better jobs but less satisfied?", International Journal of Manpower, Vol. 28 Iss 2 pp. 135 – 151.

My topic is also located in the concept which was encountered as "Psychological Contract" of job standards. How this concept impacts on permanent and non-permanent employees?. Non-permanent employees don't have a relational psychological contract with the organization they have only a transactional commitment to the organization but permanent workers have an excessive relational psychological contract. Relational contract implies a massive satisfaction rather than transactional contract. Temporary academic staff members stand in the transactional side therefore satisfaction was disputable of themselves. David J. McDonald Peter J. Makin, (2000), "The psychological contract, organisational commitment and job satisfaction of temporary staff", Leadership & Organization Development Journal, Vol. 21 Iss 2 pp. 84 - 91

University academics were stressed due to various reasons perhaps non-permanent workers have a huge stress than permanent academics. Emotional stress will have reduced the job satisfaction definitely. This study had been conducted to reveal this phenomenon, determined strategies have also afforded to eliminate or control the stress. Jie Shen, (2010), "University academics' psychological contracts and their fulfilment", Journal of Management Development, Vol. 29 Iss 6 pp. 575 - 591

Among all these studies it was clearly emphasised that job security was highly demanded of humans. University entrants are always seeking for having an executive job from the public sector. Therefore a huge competition had arisen for obtaining first class honour GPA grades and also first class GPA grades are always allowed to take a part in the academic staff. Not like in the other countries a massive competition had been originated among all scholars for entering this reputable position in Sri Lanka therefore stress had occurred spontaneously. Unwanted outcomes could be

also found regarding this (prejudicial). This complicate job has complicated satisfaction patterns and I don't attempt to study these all patterns but few of them should have imposed. Jagdish K. Dua, (1994), "Job Stressors and Their Effects on Physical Health, Emotional Health and Job Satisfaction in a University", Journal of Educational Administration, Vol. 32 Iss 1 pp. 59 – 78.

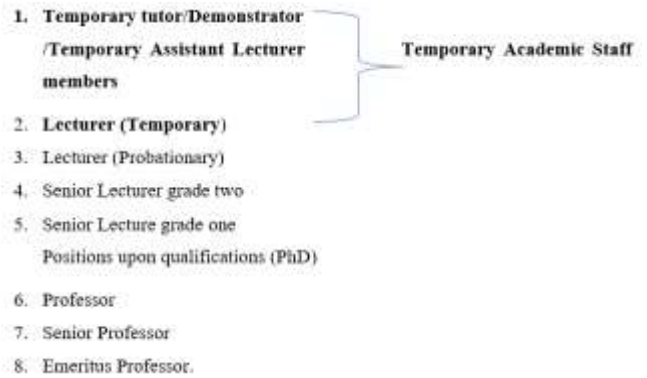
Introduction to the temporary academic Staff of FHSS/SJP

Organization of this study is one of the number one universities in South Asia. University of Sri Jayewardenepura is the enchanted organization which had incorporated for particular study. There are four faculties included in this massive university and the south Asian largest Management faculty was established in this University. Fifth faculty will be associated soon as the faculty of Engineering and Technology. University of Sri Jayewardenepura has a deep elegant history.

Faculty of Art, recently called Faculty of Humanities and Social Sciences is the mother faculty of this campus and it was established in 1959. The first vice chancellor was the most venerable "Waliwitiye Soratha Mahanayaka thero" but the history of this campus is running deeper than this. Most venerable "Hikkaduwe Sri Sumangala thero" had acclaimed as a well sophisticated Sri Lankan Scholar in 19th Century. He had established and developed a School (Pirivena) called "Vidyodaya" located in Maligakanda. He led the school and chancel for the origination of Vidyodaya University which became the University of Sri Jayewardenepura later.

National Universities are encountered as dominant institutions which promote the exact intelligentsia in this country. It is controversial when concerning the arisen of private education system sophisticatedly and convincingly but according to the free education system in Sri Lanka, most intelligent students will have selected to the universities around the country. A massive competitive exam was conducted to select them it is called Advanced level Exam. Thus small amount of students will be entitled for entering national Universities however other could not be proposed or recognized as ignorant people they might have lost the opportunity by not having one or two marks for the fulfillment. Therefore University students may have a self-motivation due to these reasons.

The conceived and established culture and the mindset of Universities are prevalent therefore there is an attitude remaining in the society "it is very difficult and competitive to take a part in the University academic staff due to various reasons". However as the very first step a person will have to be appointed as a temporary academic staff member. This is the standard hierarchy structure of academic staff of national universities in Sri Lanka;



There are ten departments are located in the faculty of Humanities and Social Sciences. At least two temporary staff members were appointed in department and maximum number of temporary academics will be less than six in a department. There are thirty two temporary academics are appointed to the faculty of Humanities and Social Sciences. 25 temporary tutors and 7 temporary lecturers had been appointed. The age range of these academics was shown as 25-32. The maximum duration is two years for them, but it was not like the same in before, some academics had spent 6 and 7 years as temporary lectures in the faculty. Nowadays some amendments had executed to refrain from this circumstance. Task duties and responsibilities are not same for each temporary academic. Tutors were deployed to conduct tutorial classes regarding assignments and mid exams. Temporary lecturers can hold the responsibility of course unit offered by the department and they would carry all the duties same as permanent academics.

Temporary academics are not always dissatisfied. They are having a perfect appraise from the society and more opportunities than the other peer graduates. Even though it is a temporary position employees had accomplished their duties in really satisfactory manner because they were being supervised by their own teachers/lecturers.

Methodology

Predicted Job Satisfaction of the temporary academic Staff of FHSS/SJP (hypothetical)

The satisfaction was predicted by the author relevant to this study. It was the hypothesis regarding this research.

"Temporary academic staff is having a low satisfaction with their career"

According to the above mentioned hypothesis it explicates that the satisfaction should be located below 50% of the entire employees. The experiment had been conducted to verify this hypothesis.

But the conclusion was rather different than expected. The following chapter would explain the experiment method conducted regarding this.

The confidentiality of the data/information provided by the temporary academics in the faculty was highly enunciated by the author. Therefore it is difficult to mention that fake details were given by themselves.

Experiment and research findings

Research methodology is an important context regarding the fulfilment of a successful research work. Researcher will have to select a research paradigm first. There are three major types of research paradigms appeared in academia.

- Positivism research paradigm
- Interpretative paradigm
- Critical theory paradigm

According to this study researcher had selected the positivism research paradigm. It was merely based on quantitative research approach basically surveys, questionnaires and interviews were eventually utilized pertaining to this research paradigm as well.

Procedures were integrated relevant to the predefined structure and methodology could be depicted as follows;

• **Data collection method;**

Entire faculty members of the temporary academic staff would be entitled for the data collection process

Quantity of staff members; 32 including 10 departments

- Standard questionnaire will be given to 30 of them and five of them will have undertaken for an interview.
- Sampling and analytical method;

Statistical data base will be used in order to complete this

Total value of numeric distribution= 25x18 =450

Total value of **Yes** indication = 324/450 = **72%**

Total value of **NO** indication = 126/450 =28%

Yes indication enunciates the satisfaction “No” indication mentions the dissatisfaction.

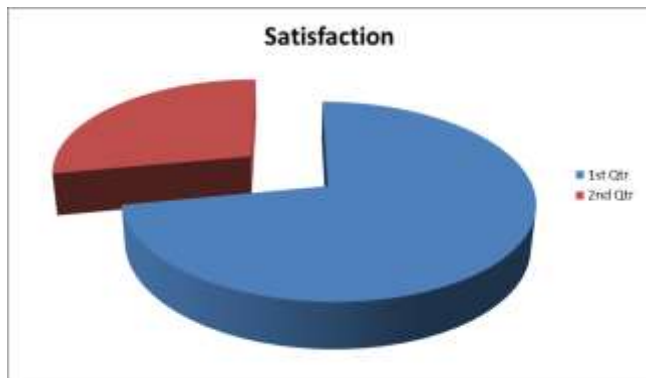


Image 01: Statistical graph of the job satisfaction of temporary academic staff members

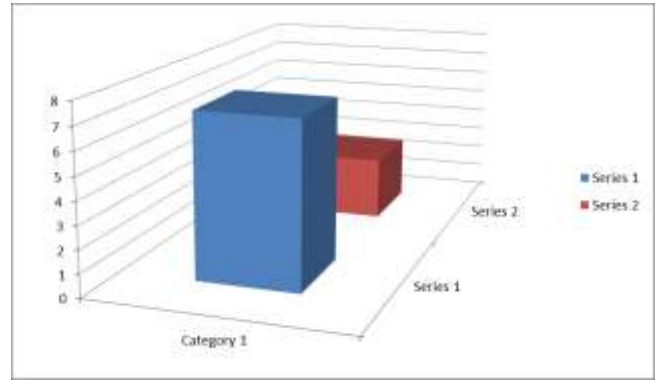


Image 02: Statistical graph of the job satisfaction of temporary academic staff members



Yes indication



No indication

Limitation of the Study

There are specified limitations bounded with this study significantly.

Sampling; A limited sample is used and attempted to take a conclusion for elaborating the congruence. But typically all the temporary academics in government universities would be in the same structuralised platform, inadequacy is a certain factor but not applicable for this study/research topic as well.

Hypothesis; a directional hypothesis was discussed in this context. Directional hypotheses always provide a certain ideas which had been pre-determined but unidirectional hypothesis would generate a new knowledge all the time because uncertainty or a probability is out there. According to the massive development of the recent scientific development this unidirectional hypotheses were taking a major part for empowering innovations. Therefore this context is pre-defined limitation relate to this study.

Application; especially the public sector and universities are reluctant to affiliate with HRM strategies. Therefore the productivity was severely decreasing sometimes. If the researcher would propose to execute HRM strategies and incorporate them into the public sector, a nervous is compulsory for establishing them duly. Probability for occurring application Failure is too high. It is also a limitation for this study.

Effective applications of HRM strategies to the academic staff in government Universities.

Hence master degrees and specific degree programs had

been introduced by the universities, it is rare to find departments, branches and sections which utilise HR strategies successfully.

Even some faculties had lapsed due to this inefficiency of employees. There is a certain difficulty to find out a JD for each employee.

National universities are non-profit based institutions therefore they were not recently developing a corporate plan but nowadays some crucial and amendments had assigned to deploy these schedules remarkably.

The necessity for empowering HR strategies was highly enunciated. Therefore some new tendencies can be found in the university system relevant to this context. Corporate and strategic plan, Organizational Results framework are some of the new criteria introduced recently. Compensation, awards rewards, grievance handling, recruitment and retaining strategy, learning and development systems, welfare, scholarships, fun activities, entertainments, fulfilling esteem needs promotions and demotions, penalties and punishment charges, industrial relations and labour relations, are commonly practised.

The university system is consisted with these features but some sections and branches were not duly monitored and supervised, some political appointments, favours and gossips had demolish the virtue of accurate functioning of each job and related tasks, duties and responsibilities.

This strategic refurbishment is not an unreachable task, open and broad minded people are needed to acquire these targets. Nothing is impossible when right people would come together and empower a common task brilliantly.

Conclusion

This study was a rare experiment which had been conducted at the university premises recently though it seems as a simple research. Most of the participants personally appreciated me for doing such a research like this. Employees were selected annually and eventually, they had spent until the termination due date, finally they had left this temporary job with a reputable letter of appreciation as well as bunch of experiences and related skills/potential. This questionnaire made them surprise and I saw they were enthusiastically committed for filling this questionnaire. I could able to have a mock interview along with this questionnaire with one of the senior staff members of the temporary academic staff of SJP. They emphasised some special ideas apart from this questionnaire also. Thus it is indeed proud to mention that focused employees were not reluctantly exhibited their ideas as well.

According to the statistical analysis, it is clear that the employees have a satisfaction even though there were appointed as temporary academic staff members. 28% percentage of dissatisfaction had originated due to some special personal matters and reasons. But most of the employees said that only they have nervous of the impermanence of this job but they felt happy while comparing with other friends who were graduated with them. Majority of temporary academic staff members had graduated in this faculty and University; they have huge respect to their university. Therefore their dissatisfaction had been rapidly decreased.

They are some special other reasons for having dissatisfaction. Most of the employees have reached Colombo from remote villages along way from capital city. They are facing some hindrances at their accommodations.

But the salary for temporary academic staff members had been recently increased. They will obtain an amount in the termination which was deducted as UPF (University Provident Fund). Most of the employees could manage their post graduate expenses through their salaries and UPF earnings.

This job is a temporary Position but a person will be rarely appointed to this position and also they can move forward until they find a permanent cadre regarding their exquisite and unique performances. Satisfaction is common phenomenon for all human beings. It is reliable to understand all lives are impermanent such as jobs in the market.

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