Assessing Job Satisfaction Among Hawassa University Employees
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ABSTRACT
The Education sector especially universities play a vital role in sustaining the economic development of a country. For this reason employee should be satisfied with their job. This study attempts to evaluate job satisfaction of employees in Hawassa University. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. It also investigates the impacts of employee personal data on the attitudes toward job satisfaction. The target populations of the study were 3850 employees of Hawassa University. Out of 3850 employees, 200 were selected as sample through Proportionality-sampling technique. To collect all the pertinent information for the research only primary data sources was used. The method employed to gather primary data were well-designed and pretested Job Descriptive Index (JDI) questionnaire. For data analyzing, mean and standard deviation, Pearson Product Moment Correlation as well as multiple regression analysis were used. Overall job satisfaction level among Hawassa university employees is relatively low. Demographic characteristics of employees such as gender, marital status and age didn’t have relationship with overall job satisfaction. However, there is a considerable relationship between education level and tenure and overall job satisfaction. The five Job satisfaction dimensions i.e. pay, advancement, nature a job, supervision and coworkers, have a significant correlation with overall job satisfaction. However, among the five variables, pay is found to be the best predictor of overall job satisfaction, while job itself and advancement opportunities least predict overall job satisfaction. The job satisfaction dimensions explain about 33% of the variance in overall job satisfaction of the employees.

Keywords: Job Satisfaction, Job satisfactions dimensions, demographic factors

1. INTRODUCTION
Employees have attitudes or viewpoints about many aspects of their jobs, their careers, and their organizations. However, from the perspective of research and practice, the focal employee attitude is job satisfaction. Hoppock (1935) defined job satisfaction as “any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, „I am satisfied with my job” (p. 47). Employees may be satisfied with some aspects of their jobs, while being dissatisfied with others. It is assumed that employees are able to balance the specific satisfactions against the specific dissatisfactions and arrive at a composite satisfaction with the job as a whole (Hoppock, 1935). According to Poling (1990), the best predictor of job satisfaction is when the employees’ personal values match those of the organization. Robbins et al (2009) also stated that job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feeling about his/her job, while a dissatisfied person holds negative feelings.

In his well-known motivational model, Herzberg (1987) makes some basic distinctions between intrinsic and extrinsic factors. The differentiations are founded on needs related to prime human characteristics, the ability to achieve and through that achievement to experience psychological growth. The dual factors arise from alternate needs that spring from basic animal nature, a drive to avoid pain from the environment and all the learned drives that are built on those basic needs. For example, an extrinsic factor, the drive to earn a good salary, is built upon the basic need of hunger. However, intrinsic factors such as responsibility and the satisfaction with work itself arise from the human ability to personally advance and grow. In the educational setting, intrinsic factors involve a direct link between faculty and their day-to-day routine, the actual performance of the job itself. "Intrinsic to the job are: the work itself, responsibility, and growth or achievement (Herzberg, 1987). Herzberg's extrinsic or dissatisfaction-avoidance factors include organizational policy, status, pay, benefits, and overall work conditions. These factors comprise the background of one's work, the
environment setting. Extrinsic factors less immediately affect the day-to-day job but are always in the background.

Job satisfaction is an elusive, even mythical, concept that has been increasingly challenged and refined particularly since the Herzberg, Mauser and Snyderman study in 1959. The job satisfaction of an employee is a topic that has received considerable attention by researchers and managers alike (Gautam; Mandal and Dalal, 2006). The most important information to have regarding an employee in an organization is a validated measure of his/her level of job satisfaction (Roznowski and Hulin, 1992). Fortunately, in recent years, there has been a rise in publications pertaining job satisfaction amongst various occupational groups. Evidence attesting to this is the vast array of literature available related to antecedents and consequences of job satisfaction (Aamodt, 2004; Bagraim, 2003; Buitendach & de Witte, 2005). Job satisfaction has been found to both be inversely related to such withdrawal behaviors as tardiness, absenteeism and turnover (Yousef, 2000). Moreover, they have also been linked to increased productivity and organizational effectiveness (Buitendach & de Witte, 2005). This is furthermore postulated to have an influence on whether employees will have a propensity to remain with the organization and to perform at higher levels.

When considering job satisfaction, demographic variables should be considered to thoroughly understand the possible factors that lead to job satisfaction and dissatisfaction. Herzberg, Mausner, Peterson, and Capwell (1957) identified several characteristics of satisfied/dissatisfied workers. They indicated that morale is high when people first start their jobs. Morale decreases during the next few years and remains at a relatively low level until workers are in their late twenties or early thirties. At this time, job satisfaction levels begin to rise and continue to raise through the remainder of the workers” careers. The same trend is found concerning a worker’s length of service. Workers begin with high morale, which drops during the first year and remains low for a number of years. Then as length of service increases, job satisfaction levels tend to rise. Concerning gender, there are no simple conclusions about the differences between males and females and their job satisfaction levels. Some studies reviewed by Herzberg et al. (1957) indicate that males are more satisfied with their jobs, while others indicate that females are more satisfied. Educational level is not clear either. Furthermore, studies showed that workers with more education have a higher job satisfaction level, while other studies indicate that workers with more education have a lower job satisfaction level. Other studies showed no relationship between the two. Herzberg et al. (1957) suggested that a clear conclusion could not be drawn concerning job satisfaction and its relationship to marital status, number of dependents, number of previous occupations, or ethnicity. In this current study also, the researcher tried to assess the job satisfaction level of Hawassa university employees and investigated the relationship between job satisfaction and job satisfaction dimensions and between job satisfaction and demographic factors.

2. RESEARCH OBJECTIVES

General Objective
The general objective of the study is to explore the job satisfaction level among of Hawassa university employees.

Specific Objectives
The specific objectives of the study are to:

- Determine the level of job satisfaction amongst employees in Hawassa University.
- Determine if there is significant relationships between the demographic characteristics and job satisfaction of employees in the university
- Find out if there are significant relationships between the job satisfaction variables and overall job satisfaction of employees in the university.
- Identify variables which best predict overall job satisfaction among Hawassa University employees.

3. METHODOLOGY OF THE STUDY

INTRODUCTION
This chapter provides an outline of the research methodology employed in the assessment of job satisfaction level among Hawassa university employees and in the investigation of the relationship between job satisfaction and different variables. The design of research, target population selection of
the sample, measuring instruments, procedure for data collection and the statistical techniques used relating to the research are delineated.

3.1 Research Design
Research design provides the basic direction for carrying out a research project to obtain answers to research questions (Cooper & Schindler, 2003). According to Hair, Babin, Money and Samouel (2003, p. 57), “the researcher should choose a design that will (1) provide relevant information on the research questions and (2) will do the job most efficiently.” For that reason, the present study used a correlative study as it provides the user with a snapshot of the relationship between job satisfaction and job satisfaction dimensions and demographic factors. This type of study seemed appropriate as data can be summarized statistically.

3.2 Target Population
The populations for this descriptive co relational study were employees found in all campus of the university. As of December 2011, there are approximately about 3850 employees in Hawassa University. Therefore, the total population of the study will be 3850.

3.3 Sampling Method
Due to limited time and resources, it would not possible to collect data from every individual population. However, maximum care is taken to ensure the representativeness of population as far as possible and to avoid any sort of irregularity thereby. Thus, the purpose of sampling in this research is to obtain the optimum results and the best possible estimates of the population parameters within the available time and resources. Accordingly, from the research population appropriate sample from the campuses were determined by using proportionality-sampling technique to give equal weights for each campuses of the university. Once the total sample size for each campus is determined, appropriate respondents from each campus are selected through convenience sampling technique to minimize cost and save time, because the technique is cost effective and less time consuming.

3.4 Sample Size
Regarding sample size determination, among different methods, the one, that has developed, by Carvalho (1984), as mentioned by TamratGetahun (2007) is used. The method is presented in table below.

<table>
<thead>
<tr>
<th>Population size</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>51-90</td>
<td>5</td>
<td>13</td>
<td>20</td>
</tr>
<tr>
<td>91-50</td>
<td>8</td>
<td>20</td>
<td>32</td>
</tr>
<tr>
<td>151-280</td>
<td>13</td>
<td>32</td>
<td>50</td>
</tr>
<tr>
<td>281-500</td>
<td>20</td>
<td>50</td>
<td>80</td>
</tr>
<tr>
<td>501-1200</td>
<td>32</td>
<td>80</td>
<td>125</td>
</tr>
<tr>
<td>1201-3200</td>
<td>50</td>
<td>125</td>
<td>200</td>
</tr>
<tr>
<td>3201-10000</td>
<td>80</td>
<td>200</td>
<td>315</td>
</tr>
<tr>
<td>10001-35000</td>
<td>125</td>
<td>315</td>
<td>500</td>
</tr>
<tr>
<td>35001-150000</td>
<td>200</td>
<td>500</td>
<td>800</td>
</tr>
</tbody>
</table>


As mentioned above the population size of the project is 3850, which ranges between 3201-10000 according to Carvalho sample size determination indicated in table 1.1. Thus, taking in to account a small population size variance and the cost of taking samples and time consuming for large sample size, medium sample size is applied in accordance with the given population size. Therefore, the sample size selected for the study under consideration is 200.

3.5 Data Sources and Collection Method
To collect all the pertinent information for the research only primary data sources was used. The possible methods employed to gather primary data were well-designed and pretested questionnaires. Two hundred (200) questionnaires were administered, with 181 fully completed questionnaires being returned, thereby constituting a 90.5% return rate. This is higher than the 30% anticipated in most research (Sekaran, 2003). The Questionnaires are divided in to two parts, wherein the first section is a
demographic questionnaire. This questionnaire was aimed at soliciting information on respondents’ gender, race, age, income, tenure, and salary, length of service and education level.

The second part of the questionnaire deals with Job Descriptive Index (JDI), the most used method to measure job satisfaction (Smith, Kendall & Hulin, 1969). Job Descriptive Index (JDI) was used to measure five aspects of an employee’s satisfaction: the employees’ satisfaction in respect of satisfaction with work itself, satisfaction with pay, satisfaction with opportunities for promotion, satisfaction with supervision, and satisfaction with co-workers. The scale provides a faceted approach to the measurement of satisfaction in terms of specific identifiable characteristics related to the job (Luthans, 1998). The JDI consists of 72 items: 9 items each for the facets of promotions and pay; and 18 items each for work, supervision and co-workers (Smucker & Kent, 2004). According to McCormick and Ilgen (1985), the questionnaire has a series of statements for each of the categories, each one of which respondents are required to mark with a yes (Y), no (N) or cannot decide (?) as it relates to the person’s job. However, it is also possible to combine the five facet measures to obtain a global measure (Saal & Knight, 1988). For those facets that only contain nine items as compared to 18, the score is doubled to allow each facet to have the same possible range of scores. All of the facets are then summed separately which allows for comparison amongst the facets. The JDI provides a measure of facet satisfaction and allows for an understanding of five discreet parts of the job (Smucker & Kent, 2004).

3.6 Methods of Data Analysis and Interpretation

Data analyzing were performed by using Statistical Package for the Social Sciences (SPSS). Two major statistical techniques (Descriptive statistics and inferential statistics) were used to analyze data. Descriptive statistics explain the phenomena of interest (Sekaran, 2003) and is used to analyze data for classifying and summarizing numerical data. It includes the analysis of data using frequencies, dispersions of dependent, independent variables, and measures of central tendency and variability and to obtain a feel for the data (Sekaran, 2003). The mean and standard deviation were used to describe the data obtained from the JDI. The results of the biographical questionnaire were based on the frequencies and percentages obtained based on the sample characteristics.

Inferential statistics allow the researcher to present the data obtained in research in statistical format to facilitate the identification of important patterns and to make data analysis more meaningful. According to Sekaran (2003), inferential statistics is employed when generalizations from a sample to population are made. The statistical methods used in this research include the Pearson Product Moment Correlation as well as multiple regression analysis. For the purposes of determining whether a statistically significant relationship exists between job satisfaction and different variables, the Pearson Product Moment Correlation Coefficient was used. It provides an index of the strength, magnitude and direction of the relationship between job satisfaction and the variables. Multiple regressions are a multivariate statistical technique that is used for studying the relationship between a single dependent variable and several independent variables. It provides a method to predict the changes in the dependent variable in response to changes in more than one independent variable. Hence, it allows the researcher to determine the relative importance of each predictor as well as to ascertain the collective contribution of the independent variables (Sekaran, 2003). In determining the extent to which the biographical variables explain the variance in job satisfaction, multiple regression analysis was employed.

4. RESULTS AND DISCUSSIONS

Introduction

In this section, the results of the empirical analysis are reported and presented. The presentation proceeds with an analysis of the descriptive statistics on the variables under consideration.

The statistical programed used for the analyses and presentation of data in this research is the Statistical Package for the Social Sciences (SPSS) version 16. The current chapter outlines the results obtained in the study and provides a comprehensive discussion of these results. The descriptive statistics computed for the study are presented first in an outline of the characteristics of the sample about the variables included in the study. Thereafter, the analyses of the constructs relevant to the
study, that is, job satisfaction is presented with the aid of inferential statistical procedures. Conclusions are then drawn based on the obtained results. The information provided and discussed in the previous chapters will serve as a background against which the contents of this chapter will be presented and interpreted.

**Analysis of Job Description Index (JDI)**

Descriptive statistics in the form of arithmetic means and standard deviations are computed for the various dimensions assessed by the Job Descriptive Index (JDI). The results are presented in the following table.

**Table 4.1 Descriptive Statistics for Dimensions of Job Satisfaction**

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Job Satisfaction</td>
<td>123.3148</td>
<td>12.22740</td>
</tr>
<tr>
<td>Coworkers</td>
<td>29.6519</td>
<td>7.49854</td>
</tr>
<tr>
<td>Job itself</td>
<td>26.8066</td>
<td>4.78205</td>
</tr>
<tr>
<td>Pays</td>
<td>32.9834</td>
<td>6.77124</td>
</tr>
<tr>
<td>Advancement</td>
<td>32.4420</td>
<td>7.87000</td>
</tr>
<tr>
<td>Supervision</td>
<td>31.2541</td>
<td>6.92753</td>
</tr>
</tbody>
</table>

The level of job satisfaction amongst the sample of 181 employees in the Hawassa University is depicted in table 4.1. The results indicate the mean for the total job satisfaction of the sample is 123.3148 with a standard deviation of 12.22.

In terms of the JDI, approximately 144 indicate an average level of job satisfaction. Hence, it may be concluded that the overall job satisfaction of the sample is relatively low. The standard deviation for the overall level of job satisfaction is also not high, indicating that most employees experience low levels of satisfaction. Table 4.1 also point outs the means and standard deviations for the dimensions of job satisfaction as evaluated by the JDI. The arithmetic means for the pays and advancement are higher than for supervision, coworkers and nature the job dimensions. Because a mean of approximately 36 is indicative of an average level of satisfaction on these scales, the mean values obtained indicated that most employees experienced below average satisfaction with all of the five fates of job satisfaction.

However relatively employees of the university are more satisfied with compensation they received and advancement opportunities (Mean=32.98, SD=6.77 and Mean=32.44, SD=7.87 respectively) as compared to other dimensions. Thus, different benefit packages provided and advancement opportunities established in the university are variables that more satisfying than any other job satisfaction factors.

On the other hand, employees are least satisfied with their job (mean=26.80, SD=4.78). This implies employees jobs are not interesting, enjoyable, challenger, attractive etc. The standard deviations for all the dimensions of the JDI are relatively low, indicating similarity in responses obtained on the JDI from the sample.

**4.2 Relationship between Job Satisfaction and Job Satisfaction Dimensions**

Pearson correlation coefficient was computed for the various job satisfaction dimensions assessed by the Job Descriptive Index (JDI) in order to identify the relationship between overall job satisfaction and the dimensions. The results are presented in the following table.

**Table 4.2 Pearson Correlation Matrix for the Dimensions of Job Satisfaction**

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coworkers</td>
<td>.165</td>
<td>.027*</td>
</tr>
<tr>
<td>Job itself</td>
<td>.219</td>
<td>.003**</td>
</tr>
<tr>
<td>Pay</td>
<td>.565</td>
<td>.000**</td>
</tr>
<tr>
<td>Advancement</td>
<td>.259</td>
<td>.000**</td>
</tr>
<tr>
<td>Supervision</td>
<td>.183</td>
<td>.014*</td>
</tr>
</tbody>
</table>

Table 4.2 illustrates the relationship between job satisfaction and the dimensions of the JDI. The results indicate that there are significant correlations between pay and job satisfaction (r = 0.565, p < 0.01), advancement and job satisfaction (r = .259, p < 0.01), between nature of a job an employee
perform and job satisfaction \((r = .219, p < 0.01)\), between supervision and job satisfaction \((r = .183, p < 0.05)\) and between coworkers and job satisfaction \((r = .165, p < 0.05)\).

Besides this study, previous research (Voydanoff, 1980) has shown that monetary compensation is one of the most significant variables in explaining job satisfaction. Inadequate pay in relation to other occupations is one of the most important factors related to job satisfaction among employees. From the study, probably we can say, if an employee is paid a fairly and reasonably provided schemes like medical aid, pension, paid leave and travel allowances and if they perceive their pay level is competitive they would be satisfied with their job.

Similarly, many researches (Landy, 1989; Larwood, 1984; Moorhead & Griffen, 1992; Vecchio, 1988 and Robbins, 1998) support this study indicating there is a significant relationship between advancement opportunity and job satisfaction. Starting from this we can say that, if there is enough opportunity for better job, professional growth, promotion, different trainings and etc an employee become more satisfied with his/her job. As indicated in this study and most of researches (Landy, 1989; Larwood, 1984; Luthans, 1992; Moorhead & Griffen, 1992) the nature of work itself has an impact on their level of job satisfaction. This means if employees job is enjoyable, interesting and attractive; incorporate adequate variety, responsibilities and challenge; enable employees to use their own abilities and skills; they could hope fully satisfied with their job. As far as relationship with coworkers is taken to account, in supporting this study there is experimental evidence that co-worker relations are an antecedent of job satisfaction (Morrison, 2004). Research (Mowday & Sutton, 1993) suggests that job satisfaction is related to employees’ opportunities for interaction with others on the job. That means if there is a co-operation, mutual understanding, pleasure, trust and positive interactions between employees there is always job satisfaction.

Finally, supervision also contributes much to job satisfaction. In addition to this study, other researches indicates that the quality of the supervisor-subordinate relationship will have a significant, positive influence on the employee’s overall level of job satisfaction (Aamodt, 1999; Kinicki & Vecchio, 1994; Luthans, 1992; Moorhead & Griffen, 1992; Robbins, 1998). Therefore, when supervisors support their employees, create good relations and communicate with them openly and honestly, without any doubt the employees’ job satisfaction would be enhanced.

### 4.3. Relationship between Job Satisfaction and Biographical Variables

Pearson correlation coefficient was computed for the various five demographical variables to see the relationship between overall job satisfaction and biographical variables. The results are presented in the following table.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td>.036</td>
<td>.629</td>
</tr>
<tr>
<td>Age</td>
<td>.114</td>
<td>.127</td>
</tr>
<tr>
<td>Marital status</td>
<td>.127</td>
<td>.088</td>
</tr>
<tr>
<td>Level of education</td>
<td>.213</td>
<td>.004**</td>
</tr>
<tr>
<td>Tenure</td>
<td>.416</td>
<td>.000**</td>
</tr>
</tbody>
</table>

Table 4.3 indicates the relationship between the respondents’ biographical characteristics and job satisfaction. The results indicate that was a significance relationship between level education and job satisfaction \((r = .213, p < 0.01)\) and between tenure and job satisfaction \((r = .416, p < 0.01)\). These imply as education level and tenure of an employee changes, his/her level of job satisfaction can change considerably.

In contrast, this study found that there is no considerable relationship between sex and job satisfaction \((r = .03, p > 0.05)\), between age and job satisfaction \((.114, p > 0.05)\) and between marital status and job satisfaction \((r = .034, p > 0.05)\). Therefore, according to the study, change in the employees age and his marital status have no any impact on his level job satisfaction.

### 4.4 The Effect of Job Satisfaction Dimensions on the Variability of Overall Job Satisfaction

Multiple Regression Analysis (MRA) was computed to examine the independent and the combined effects of the five independent variables (satisfaction with the work itself, payment, and promotional
opportunities, coworkers and supervision) on the variance of the predicted variable (overall job satisfaction). The coefficient of multiple determination between the five independent variables was computed to investigate how much of the variability of job satisfaction was explained by the five independent variables. Moreover, from a linear multiple regression equation, the standardized regression coefficient (beta weight) was determined to compare the effect of each independent variable had on the variability of overall job satisfaction.

Table 4.5 Multiple Regression: Job Satisfaction Variables and Job Satisfaction

<table>
<thead>
<tr>
<th>Variables</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job itself</td>
<td>.070</td>
<td>1.013</td>
<td>.313</td>
</tr>
<tr>
<td>Coworkers</td>
<td>.112</td>
<td>1.735</td>
<td>.085</td>
</tr>
<tr>
<td>Pays</td>
<td>.510</td>
<td>7.713</td>
<td>.000**</td>
</tr>
<tr>
<td>Supervision</td>
<td>.036</td>
<td>.534</td>
<td>.594</td>
</tr>
<tr>
<td>Advancement</td>
<td>.085</td>
<td>1.308</td>
<td>.192</td>
</tr>
</tbody>
</table>

Table 4.5 presents the results of the regression analysis, regressing the job satisfaction dimensions against overall job satisfaction. Results indicate that the multiple R-value is .592a, as indicated by Multiple R. The R-Squared value of .332 indicates that approximately 33% of the variance in job satisfaction can be accounted for these five job satisfaction factors. On the other hand, the F-statistic of 18.866 is statistically significant at the 0.01 level. Hence, it may be concluded that the five-job satisfaction dimensions i.e. job, coworkers” relationship, pays, supervision and advancement opportunity significantly explain 33% of the variance in job satisfaction. With a Beta-value of .510, pays reach statistical significance at the 0.01 level, and is the best predictor of job satisfaction. Besides, even though job itself and advancement opportunity have a significant relation with job satisfaction they cannot considerably predict job satisfaction. The positive Beta weight associated with pays, suggest that employees paid higher demonstrate higher job satisfaction.

4.5 The Effect of Job Satisfaction Dimensions on the Variability of Overall Job Satisfaction

Multiple Regression Analysis was computed to examine the independent and the combined effects of the five demographic variables (sex, age, marital status, education level and tenure) on the variance of the predicted variable (overall job satisfaction). The coefficient of multiple determination between the five demographic variables was computed to investigate how much of the variability of job satisfaction was explained by the five demographic variables. Moreover, from a linear multiple regression equation, the standardized regression coefficient (beta weight) was determined to compare the effect of each independent variable had on the variability of overall job satisfaction.

Table 4.6 Multiple Regression: Job Satisfaction Variables and overall Job Satisfaction

<table>
<thead>
<tr>
<th>Variable</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td>-.014</td>
<td>-.200</td>
<td>.842</td>
</tr>
<tr>
<td>Age</td>
<td>-.049</td>
<td>-.579</td>
<td>.564</td>
</tr>
<tr>
<td>Marital status</td>
<td>.080</td>
<td>.978</td>
<td>.329</td>
</tr>
<tr>
<td>Education level</td>
<td>.140</td>
<td>1.845</td>
<td>.067</td>
</tr>
<tr>
<td>Tenure</td>
<td>.364</td>
<td>4.805</td>
<td>.000**</td>
</tr>
</tbody>
</table>
Table 4.6 presents the results of the regression analysis, regressing the biographical variables against job satisfaction. Results indicate that the multiple R-value is .457a, as indicated by Multiple R. The R-Squared value of .209 indicates that approximately 21% of the variance in job satisfaction can be accounted for by these five demographic variables. The F-statistic of 6.536 is statistically significant at the 0.01 level. Hence, it may be concluded that the five demographic variables of age, gender, level of education, job level, employment status, marital status, income and tenure significantly explain 21% of the variance in job satisfaction. With a Beta-value of .364, tenure reaches statistical significance at the 0.01 level, and is the best predictor of job satisfaction. The positive Beta weight associated with job tenure, suggest that employees occupying for many years in the university get higher job satisfaction. I.e. as employees, service year increases their level of job satisfaction increases accordingly.

6. Conclusions

- Overall job satisfaction level among Hawassa university employees is relatively low. According to data obtained, most employees experienced below average satisfaction with all of the five fates of job satisfaction. I.e. nature of a job, pay, Coworkers, supervision and advancement opportunity. However, relatively employees of the university are more satisfied with compensation they received and advancement opportunities as compared to other dimensions.
- Demographic characteristics of employees of Hawassa university employees such as gender, marital status and age didn’t have relationship with overall job satisfaction. However, there is a considerable relationship between education level and tenure and overall job satisfaction.
- The five Job satisfaction dimensions i.e. pay, advancement, nature a job, supervision and coworkers, have a significant correlation with overall job satisfaction. However, among the five variables, pay/compensation is found to be the best predictor of overall job satisfaction, while job itself and advancement opportunities least predict overall job satisfaction.
- The five demographic variables of age, gender, level of education, job level, employment status, marital status, income and tenure significantly explain 21% of the variance in job satisfaction. While these dimensions explain about 33% of the variance in overall job satisfaction of the employees.

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