

JOB SATISFACTION FACTORS THAT INFLUENCE IT LECTURERS IN SRI LANKAN STATE UNIVERSITIES

Bavatharani Balasubramaniya Iyer

159112M

Master of Business Administration in Information Technology

Department of Computer Science and Engineering

University of Moratuwa

Sri Lanka

July 2017

JOB SATISFACTION FACTORS THAT INFLUENCE IT LECTURERS IN SRI LANKAN STATE UNIVERSITIES

Bavatharani Balasubramaniya Iyer

159112M

Thesis submitted in partial fulfillment of the requirements for the degree of Master of
Business Administration in Information Technology

Department of Computer Science and Engineering

University of Moratuwa

Sri Lanka

July 2017

DECLARATION

I declare that this is my own work and this thesis does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

Also, I hereby grant to University of Moratuwa the non-exclusive right to reproduce and distribute my thesis/dissertation, in whole or in part in print, electronic or other medium. I retain the right to use this content in whole or part in future work (such as articles or books).

Bavatharani Balasubramaniya Iyer

Date:

The above candidate has carried out research for the Masters thesis under my supervision.

Dr.Amal Shehan Perera.

Date:

ABSTRACT

The performance of the academic staff enormously impacts on students' learning and success. Therefore, motivation and satisfaction of the academic staff are crucial for the quality of higher education. Improving the effectiveness of the university education system will improve the growth of the country by producing highly educated and competent intellectuals. This research studies the job satisfaction factors of IT lecturers in Sri Lankan public universities with an intention of assisting policy formulation and implementation to strengthen the university education system.

Academic Job Satisfaction related literature sources were analyzed in formulating the conceptual framework. Six factors were identified as the most influential to the job satisfaction of IT Lecturers and were considered as independent variables. Job satisfaction was the dependent variable. Six hypotheses were formulated based on the six factors. Then an online survey was prepared and shared among IT lecturers in public universities. Thereafter collected data was statistically analyzed to validate the consistency and to test the hypothesis. Based on the analysis it was identified that Facility & Pay, Institution, and Opportunities had a positive correlation with job satisfaction. The outcome of the study reveals that 82.8% of IT lecturers are satisfied with their jobs.

However, lecturers are in the opinion that Opportunities and Facility & pay need to be improved while bringing down the present workload to a moderate level. Therefore it is recommended to formulate policies to ensure that IT lecturers are compensated in line with competitive remuneration packages and to develop a mechanism in recognizing their contributions. It is also recommended to consider in increasing the number of lecturers with the view of bringing down their present workload to a moderate level. These recommendations will ensure in having a group of IT lecturers with a high job satisfaction.

Keywords: Job Satisfaction (JS), IT Lecturers

ACKNOWLEDGEMENT

I am grateful for the encouragement and support given to me by most of the lecturers during my study which enabled me to complete this dissertation. I would like to express my heartfelt gratitude and appreciation to all of them.

I would like to express my thanks and gratitude to my supervisor, Dr. Amal Shehan Perera, MBA in IT Course Coordinator Dr. Dilum Bandara and lecturer Ms. Jeeva Padmini for their guidance and valuable suggestions in conducting my research study. I wish to convey my thanks to the IT lecturers who helped me by filling out the online questionnaire, even with their busy schedule.

Last but not least I wish to express my thanks to my caring family who bestowed me with love, inspiration, and support during my higher studies. Finally, I wish to express my thanks to all those who helped me in several ways whose names have not been mentioned above but were instrumental in making this study a success.

TABLE OF CONTENTS

DECLARATION	i
ABSTRACT	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS	iv
LIST OF FIGURES	vii
LIST OF TABLES	vii
LIST OF ABBREVIATIONS	ix
CHAPTER 1 – INTRODUCTION	1
1.1 Introduction and Motivation.....	1
1.2 Problem Definition	3
1.3 Research Objectives	4
1.4 Structure of the Thesis.....	5
CHAPTER 2 - LITERATURE REVIEW	6
2.1 Chapter overview	6
2.2 Job Satisfaction.....	9
2.3 Facility & Pay.....	12
2.4 Opportunities (Promotion & Scholarly Pursuits)	13
2.5 Attitude of supervisor	14
2.6 Institution (University & Administration).....	15
CHAPTER 3 – METHODOLOGY	16
3.1 Chapter overview	16
3.2 Research design.....	16
3.2.1 Research method.....	16
3.2.2 Variables	18
3.2.2 Conceptual framework.....	18
3.3 Survey Method	19
3.3.1 Literature survey (Secondary Data).....	19
3.3.2 Interview	19
3.3.3 Random online survey within the study population (Primary Data)	20
3.4 Research Instrument	20
3.4.1 Questionnaire Structure	20

3.4.2 Likert scale question list	21
3.5 Population.....	23
3.6 Sample Size	24
3.7 Data Collection.....	24
CHAPTER 4 - DATA ANALYSIS	25
4.1 Chapter overview	25
4.2 Reliability analysis	26
4.2.1 Cronbach's Alpha analysis	26
4.2.2 Cronbach's Alpha if items deleted.....	27
Cronbach's Alpha if items deleted (Table 4.2.2 Continued).	28
4.3 Validating the data.....	28
4.3.1 Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity	28
4.3.2 Communalities	29
4.4 Correlation analysis	30
4.5 Frequency results (Demographic Information)	33
4.5.1 Gender.....	33
4.5.2 Academic rank	33
4.5.3 Academic rank Vs Gender Cross tabulation.....	34
4.5.4 Age.....	35
4.5.5 Age vs Gender	36
4.5.6 Experience	36
4.6 Job related factor analysis	37
4.6.1 Job Satisfaction.....	37
4.6.2 Job Satisfaction vs Age.....	38
4.6.3 Job Satisfaction vs Experience	38
4.7 Descriptive statistics.....	39
4.7.1 Job Satisfaction.....	39
4.7.2 Facilities & Pay.....	40
4.7.3 Attitude of supervisor	41
4.7.4 Opportunities	41
4.7.5 Institution.....	42
4.7.6 Quality of students	42
4.7.7 Workload & Life Balance.....	43

4.8 Statistics (Mean, Median and Mode).....	44
4.9 Some interesting facts from the survey results.....	45
CHAPTER 5 – DISCUSSION, RECOMANDATION AND CONCLUSION	48
5.1 Discussion	48
5.1.1 Facilities & Pay.....	48
5.1.2 Attitude of supervisor	51
5.1.3 Opportunities.....	52
5.1.4 Workload & Life Balance.....	53
5.1.5 Institution	54
5.1.6 Quality of students	54
5.2 Recommendations	55
5.2.1 Attitude of supervisor	56
5.2.2 Opportunities	57
5.2.3 Workload & Life Balance.....	58
5.2.4 Institution	58
5.2.5 Quality of students	59
5.3 Research Limitations	60
5.4 Future Research	60
5.5 Conclusion.....	62
REFERENCES.....	64
APPENDIX A: STATISTICS FROM THE DATA ANALYSIS.....	69
APPENDIX B: ANALYSIS OF VARIANCE (ANOVA)	71
APPENDIX C: SOME OF THE COMMENTS FROM THE LECTURERS THROUGH THE ONLINE SURVEY WITHOUT ANY ALTERATION.....	72
APPENDIX D: QUESTIONNAIRE.....	74

LIST OF FIGURES

Figure 2.1a: Maslow's hierarchy of needs.....	11
Figure 2.1b: Herzberg two factor theory.....	11
Figure 3.2.1: Research method	17
Figure 3.2.2: Conceptual framework	18
Figure 3.7: Response –Data collected.....	24
Figure 4.1 : Data Analysis flow	25
Figure 4.5.2: Academic rank.....	34
Figure 4.5.3: Academic rank vs Gender	35
Figure 4.5.4: Age of the population	35
Figure 4.5.5: Age vs Gender	36
Figure 4.5.6: Experience	37
Figure 4.6.1: Gender wise JS	37
Figure 4.6.2 Job Satisfaction vs Age.....	38
Figure 4.6.3 Job Satisfaction vs experience.....	39
Figure 4.9: Salary is fair compared with other establishments	45
Figure 4.10 Social status as an IT Lecturer.....	46
Figure 4.11: Time gap between promotions are long	46
Figure 4.12: Taking incomplete work home	47

LIST OF TABLES

Table 3.4.2: Likert scale question list	22
Table 4.2.1a: Reliability Statistics	26
Table 4.2.1b: Case Processing Summary	26
Table 4.2.2: Cronbach's alpha value, if a question was deleted	28
Table 4.3.1: KMO and Bartlett's Test	28
Table 4.3.2: Extraction Method: Principal Component Analysis.	29
Table 4.4: Guildford's rule of thumb correlation coefficient interpretation (Guildford, 1973)	30
Table 4.4.1: Pearson correlations.....	31
Table 4.4.1.a: Hypothesis confirmation	32
Table 4.5.1: Gender vice Job satisfaction	33
Table 4.7.1: Job Satisfaction	40
Table 4.7.2: Facilities and Pay.....	40
Table 4.7.3: Attitude of supervisor	41
Table 4.7.4: Opportunities	41
Table 4.7.5: Institution.....	42
Table 4.7.6: Quality of students.....	42
Table 4.8.7: Workload & Life Balance.....	43
Table 4.8: Descriptive Statistics.....	45
Table 5.1.1: Facilities and Pay & Gender cross tabulation	49

Table 5.1.1.b: Satisfied about the resources.....	50
Table 5.1.2: Supervisor Guidance.....	51
Table 5.1.4: Department has enough staff	53
Table A: Statistics of the factors	69
Table B: Response for the question “The student selection criteria need to be improved in government Universities”	69
Table C: Response for the question “I usually prefer classes with less students so that I don’t have to put extra effort on the program”	70
Table D: Response for the question “I have missed few personal, family occasions due to the tight schedules.”	70
Table E: One-way ANOVA (means of the factors and the JS).....	71
Table F: comments from the lecturers through the online survey	73

LIST OF ABBREVIATIONS

IT	-	Information Technology
JS	-	Job Satisfaction
SLASSCOM	-	Sri Lanka Association of Software and Service Companies
LMS	-	Learning Management Systems
HRM	-	Human Resource Management
OECD	-	Organization for Economic Co-operation and Development