

# Job satisfaction of academic professionals: A comparative study between the public and the private universities in Bangladesh

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**Abstract:** Job satisfaction has been widely researched in the field of human resource management and organizational behaviour. It is defined as an individual's general attitude regarding his or her job. The study aimed at exploring the difference between academic professional of public and private universities in Bangladesh with respect to overall job satisfaction. It is found that academic professional of the public universities in Bangladesh are more satisfied with their jobs than those of the private universities. The study also offered some policy implications for improving the job satisfaction of academic professionals and other employees of universities in Bangladesh and other similar countries

**Keywords:** Job satisfaction, Academic Professional, Public and Private Universities

## 1. Introduction

In today's dynamic and ever changing environment the job satisfaction has emerged as the key fact for motivating employees towards the organizational goals and objectives. This issue has also been identified as one of the most important issues in today's all sector (i.e, private and public sectors). In the development of information and communication technology (ICT), the fact of job

satisfaction is becoming more complex day by day. To cope with the changes and upcoming challenges, organisations must identify the factors, which have profound impact on organisational performance as well as job satisfaction. But, unfortunately, very insufficient number of studies has been conducted in this area context of Bangladesh and other developing countries. To augment the contemporary knowledge base of job satisfaction of developing country context, this study has been undertaken.

## 2. Job Satisfaction: Conceptual and Empirical Overview

Job satisfaction has been widely researched in the field of human resource management and organizational behaviour. It is defined as an individual's general attitude regarding his or her job (Robbins, 1999, p.142). The most referred definition of job satisfaction was offered by Locke (1976) who defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job (Haque & Taher, 2008). Mullins (1993) mentioned that motivation is closely related to job satisfaction. According to Robbins (1999), a satisfied workforce can increase organizational productivity through less distraction caused by absenteeism or turnover, few incidences of destructive behavior, and low medical costs.

Various factors such as an employee's needs and desires, social relationships, style and quality of management, job design, compensation, working conditions, perceived long range opportunities, and perceived opportunities elsewhere are considered to be the determinants job satisfaction (Byars & Rue, 1997, p.316; Moorhead & Griffin, 1999, p.69).

A study conducted in the jute and textile sectors among the mid level male industrial managers found that job satisfaction and job involvement are positively correlated and it identified salary as the most contaminating factor in this relationship (Haque, 1995). In another study effort was made to find out the effects of organisational climate on job involvement, job satisfaction and personality of mid level managers (Jahan & Haque, 1993). It found some significant influence of organisational environment on job satisfaction of managers. Khaleque & Rahman (1987)

found that the satisfaction variables are not unidirectional in their effects. Job facets can be sources of satisfaction as well as dissatisfaction. Overall satisfaction of industrial workers appears to be influenced by the satisfaction with job facets and personal life. The degree of satisfaction seems to depend upon the satisfaction with the number of job facets as well as their perceived importance.

Hence, the above literature shows that there have been several studies around the globe focusing on job satisfaction. However, studies portraying the comparative scenarios of the job satisfaction of academic professional of the public and private universities have not yet received proper attention.

## 3. Objectives

This study aimed at exploring the difference between academic professionals of the public and the private universities in Bangladesh with respect to overall jobsatisfaction. The study also offered some policy implications for improving the job satisfaction of academic professionals of the universities in Bangladesh.

## 4. Hypotheses

As per the objectives of the study, the following hypotheses were developed for testing.

*H<sub>1</sub>: There is a difference between the academic professional of the public and the private universities in Bangladesh with respect to overall job satisfaction.*

*H<sub>0</sub>: There is no difference between the academic professional of the public and the private universities in Bangladesh with respect to overall job satisfaction.*

## 5. Research Methodology

Research methodologies of the present study are outlined below.

### 5.1 Sample

A sampling frame of eleven public and private universities was prepared comprising of three public universities [Chittagong University (CU), Chittagong University of Engineering & Technology (CUET) and Chittagong Veterinary and Animal Sciences University (CVAS)] and eight private universities [Independent University of Bangladesh (IUB), Premier University (PU), Southern University (SU), International Islamic University of Chittagong (IIUC), East Delta University (EDU), BCG Trust University, University Science and Technology University (USTC), University of Information Technology Studies (UITS)] located in Chittagong, Bangladesh under the University Grants Commission of Bangladesh.

### 5.2 Data Collection

Questionnaire survey method was used to gather data in the present study. Job satisfaction was measured by a eleven-item (i.e., content of the work; salary; promotion; peers relations; workplace; relationship with

chairman; suggestions; chairman's leadership styles; achievement; pride of the chairman and overall satisfaction) on seven-point Likert summated rating scale (where 1= strongly disagree to 7= strongly agree). The structured questionnaire was sent to the academic professional of all the public and private universities, Finally 202 useable questionnaire were obtained for the study (69 from public and 133 from private universities).

### 5.3 Reliability and Validity

Before applying statistical tools, testing of the reliability of the scale is very much important as it shows the extent to which a scale produces consistent result if measurements were made repeatedly. This is done by determining the association in between scores obtained from different administrations of the scales. If the association is high, the scale yields consistent result, thus is reliable. Cronbach's alpha is most widely used method. It may be mentioned that its value varies from 0 to 1 but satisfactory value is required to be more than 0.6 for the scale to be reliable (Malhotra, 2000; Cronbach, 1951). In the present study, we, therefore, used Cronbach's alpha scale as a measure of reliability.

*Table 1: Reliability value of the Scale*

Scale	Cronbach's Alpha ( $\alpha$ )	
	Public Universities	Private Universities
Job Satisfaction	0.867	0.878

*Source: Survey data*

From the table-1, it is seen that reliability value was estimated to be  $\alpha=0.867$  and 0.878 of public and private universities respectively, If we compare our reliability value with the standard value alpha of 0.6

advocated by Cronbach (1951), Nunnally & Bernstein (1994); and Bagozzi & Yi's (1988) we find that the scales used by us are highly reliable for data analysis. Validation procedures involved initial consultation of the

questionnaires. The experts also judged the face and content validity of the questionnaires as adequate. Hence, researchers satisfied content and construct validity.

#### 5.4 Analysis

To analyze the data, this study used descriptive (mean, standard deviation) and difference inferential statistics (t-test, F-test). All statistical calculations were carried out by statistical package for social science (SPSS) v. 13.0.

## 6. Findings and Analysis

$H_1$ : *There is a difference between the academic professional of the public and the private universities in Bangladesh with respect to overall job satisfaction.*

$H_0$ : *There is no difference between the academic professional of the public and the private universities in Bangladesh with respect to overall job satisfaction.*

*Table 1: Descriptive statistics of the overall job satisfaction*

	Type of Universities	N	Mean	Std.Deviation	Std.Error Mean
<b>Job Satisfaction</b>	Public	69	5.176	.887	.106
	Private	133	5.010	1.026	.092

*Source: Survey data*

*Table 2: Independent sample t-test for overall job satisfaction*

<b>Job Satisfaction</b>		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig(2-tailed)
	Equal variances assumed	2.770	0.098	.515	200	.000
	Equal variances not assumed			.545	160.529	.000

*Source: Survey data*

To test the above hypothesis, independent samples t-test was run with SPSS. Before t-test, Levene's test for equality of variances was carried out to be certain about the homogeneity of variances of the comparing groups.

This was deemed necessary to compare the public and private universities as two sectors had unequal sample size. From the Levene's test for equality of variances, it was found that 'equal variances

not assumed' should be used here ( $F=2.770$ ,  $p<.10$ ). Accordingly, independent samples test was run. It was evident that the difference between academic professional of the public and private universities with respect to overall job satisfaction was statistically significant ( $t=.515$ ,  $P<.01$ ).

Hence, the null hypothesis was rejected and it can be concluded that the overall job satisfaction of academic professional of public universities (Mean = 5.176) in Bangladesh is significantly better than that of academic professional of the private universities (Mean = 5.010).

## 7. Concluding Remarks and Policy Implications

It is found that academic professional of the public universities in Bangladesh are more satisfied with their jobs than those of the private universities. Therefore the private universities should take measures with respect to supervision, working conditions, and career development to improve the job satisfaction of the academic professionals.

Future studies may be conducted in context of the service and manufacturing enterprises. Case studies, focus groups, and longitudinal studies may also be undertaken.

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