



Determinants of Job Satisfaction of Non Academic Employees: With Special Reference to University of Ruhuna

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Abstract

The government introduced reforms in higher education sector enabling private and foreign entities to establish fully accredited universities in Sri Lanka in 2012. This has made education market in Sri Lanka highly competitive. Job satisfaction is essential to enhance organizational performance. This study aimed to examine determinants of job satisfaction of non academic staff. Job satisfaction is pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. The result of the pilot survey found less satisfaction level than 50%. Quantitative method was used as research method and Self-administered questionnaire was used as the research instrument. Job Satisfaction and determinants of Job Satisfaction were identified as indicators. The sample consisted of 354 respondents belong to three main non-academic staff categories named clerical staff, technical staff, and labourers. The result proved the positive and significant correlation of job satisfaction with 9 independent variables named Organizational development in career development, relationship with management, compensation and benefits, relationship with management, working climate, rewards and recognition, working conditions, policy and administration, work itself, autonomy. Compensation and benefits and Organizational commitment in career development were the least satisfied factors. Overall job satisfaction of selected population was below the average (8.91 out of 20). The clerical staff has the highest job satisfaction among three job categories (9.157 out of 20) and laborer staff had nearly equal satisfaction level (9.0 out of 20). The technical staff had the least satisfaction level among these three job categories (8.342 out of 20).

This study was limited to three non-academic staff categories in one national University in Sri Lanka. The findings of the research are mostly useful for the policy makers and policy implementation officers of the University system for achieving their targets.

Keywords: *job satisfaction, non academic staff, determinants of job satisfaction, university*

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