

Job Satisfaction Level of Employees of Pangasinan State University, Philippines

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Abstract. Human resource is one of the most important assets in any organization. We may be in the era of advanced science and technology where a great part of work are done by machines and computers, but human intelligence and decision making ability is indispensable to any successful endeavor. As such, the success of an organization will depend to great extent , upon how well the administration handles its human resource: its employees. This paper determined the job satisfaction level of employees of the Pangasinan State University. It assessed the demographic, professional and employment profiles of the employees. It also considered the level of job satisfaction of the employees along the four indicators (health and safe work environment; involvement and commitment; communication system; and salary, fringe benefits and awards/recognition). Further, it tested the difference on the level of job satisfaction between the faculty members and non-teaching personnel. It finally examined the difference on the level of job satisfaction of the employees along the four indicators when grouped according to their demographic profile; and difference on the level of job satisfaction of the employees along the four indicators when grouped according to their professional and employment profile. The study used the descriptive correlation method of research. A questionnaire checklist was used to gather data. Salient findings of this study are as follows: the employees of Pangasinan State University are mostly relatively young married females, who possessed the minimum educational qualification; enjoy security of tenure, and receive reasonable salary and other fringe benefits. The employees' level of job satisfaction is Highly Satisfactory. In general, the level of job satisfaction among employees differs along the four indicators when employees are grouped according to their professional profile specifically highest educational attainment. The educational attainment of employees influences their level of job satisfaction. The level of job satisfaction among employees is comparable when they are grouped according to their employment profiles such as employment status, type of work, rank and salary.

Keywords: employees, job satisfaction, professional profile, employment profile

INTRODUCTION

Job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. It is the most frequently studied variable in organizational behavior research. It is a central variable in both research and theory of organizational phenomena ranging from job design to supervision. [1]. The author further pointed out the important reasons why we should be concerned with job satisfaction, First, the humanitarian perspective which considers that people deserve to be treated fairly and with respect. This includes a reflection of good treatment and used as an indicator of emotional well-being or psychological health. Second, the utilitarian perspective that can lead to behavior by employees that affects organizational functioning. Job satisfaction is of utmost importance for employees to remain happy and also deliver their level best. Satisfied employees are the ones who are extremely loyal towards their organization and stick to it even in the worst scenario. They do not work out of any compulsion but because they dream of taking their organization to a new level [2]. The assessment of job satisfaction is a common activity in many organizations where management feels that employee well-being is important. The motives can be for humanitarian and/or pragmatic reasons, but employee job satisfaction is an important goal [1].

The term job satisfaction figures prominently in any discussions on management of human resources. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self satisfaction, happiness or self-contentment but the satisfaction on the job [3]. The author further enumerated the three important dimensions to job satisfaction, namely: 1) Job-satisfaction refers to ones feeling towards ones job. It can only be inferred but not seen. 2) Job satisfaction is often determined by how well outcomes meet or exceed expectations. Satisfaction in ones job means increased commitment in the fulfillment of formal requirements. There is greater willingness to invest personal energy and time in job performance. and 3) The terms job-satisfaction and job attitudes are typically used interchangeably. Both refer to effective orientations on the part of individuals towards their work roles, which they are presently occupying. Another author defined Job satisfaction as the degree to which people like their jobs. In other words, it refers to a subjective evaluation that the worker makes of her own job, either in its entirety or with respect to its different attributes. It is related to the sociological concept of alienation and the economic concept of the (dis)utility derived from work: with respect to them, job satisfaction has a more positive connotation, is defined in a more subjective way, and has a stronger empirical orientation.[4]

A study [5] was conducted that clearly defined the outcomes of job satisfaction along productivity; employee turnover; absenteeism; union activities; safety and others. And found out that on a) Job Satisfaction and Productivity: concludes that there is not strong relationship between these two Moreover, research also indicates that job satisfaction may not necessarily lead to improvement of individual performance but it does lead to departmental and organizational level improvement; b) Job Satisfaction and Employee Turnover: research has concluded a moderate relationship between job satisfaction and turnover. The employees, thus, tries to keep the employees satisfied on their jobs to minimize the turnover. Though, high job satisfaction in itself cannot keep the turnover low, but considerable job dissatisfaction will definitely increase the employee turnover; c) Job Satisfaction and Absenteeism: proved that there is an inverse relationship between job satisfaction and absenteeism. When satisfaction is high,

absenteeism is low and when satisfaction is low, absenteeism is high. Less satisfied employees are more likely to be absent from work due to avoidable reasons. This is known as voluntary absenteeism as against unavoidable absenteeism which is due to illness or other emergency reasons; d) Job Satisfaction and Union Activities: has been proved that satisfied employees are generally not interested in unions and they do not perceive them as necessary. The level of union activities is related to the level of job dissatisfaction. Low level of dissatisfaction results in only grievances while higher levels of dissatisfaction will result in employee strikes; e) Job Satisfaction and Safety: When people are dissatisfied with their jobs, company and supervisors, they are more prone to experience accidents.. A satisfied worker will always be careful and attentive towards his job, and the chances of accidents will be less; and f) Other effects of Job Satisfaction: Highly satisfied employees tend to have better physical and mental health, learn the new job related tasks easily, have less job stress and unrest. Such employees will become more co-operative such as helping co-workers, helping customers etc. Such behavior will improve unit performance and organizational effectiveness. The study finally concluded that job satisfaction results from the employee's perception that the job content and context actually provide what an employee values in the work situation. Organizationally speaking high level of job satisfaction reflects a highly favorable organizational climate resulting in attracting and retaining better workers.

Considering the importance of job satisfaction to employees' well being, several studies were conducted in higher education institutions around the globe. A study [6] conducted in Turkey explored the differences in satisfaction dimensions between the academic and administrative employees in a state university in Istanbul and found out that there are certain differences in factors such as "colleague relations satisfaction", "colleague competition level satisfaction", "other work group satisfaction", "professional satisfaction", "work environment satisfaction", and "salary satisfaction" with respect to the satisfaction of academic and administrative employees. A study [7] was conducted in Bangladesh which focused on evaluating the impact of demographic variables on the job satisfaction of private university teachers. Variables considered include gender, age, experience, designation and marital status. The study found out that the job satisfaction is positively influenced by the age and experience but others are not.

In Sri Lanka, a study [8] was conducted to assess the overall level of job satisfaction of academic faculty members of state universities in Sri Lanka and to examine whether social recognition of these academic members had an impact on their overall job satisfaction and found out that the academic members are generally satisfied with their jobs in the Sri Lankan context and found out that the factor "social recognition" was a highly significant positive factor affecting the overall faculty job satisfaction in Sri Lanka. A similar study [9] conducted by faculty members in Malaysia, uncovered the relationship between organizational commitment of academic and non-academic staff and higher education service quality, by investigating under which mechanism that organizational commitment effect service quality. The study concludes that, when employee commitment to their organization due to organization initiative to recognize the employees effort, and reward them and take care about their well-being, then the employees reciprocate that by organizational commitment and performed better service quality.

A conceptual study [10] concluded that the satisfaction is most important role aspects of any other profession. Therefore, the job satisfaction of academician in Higher Educational Sector is depends on their behaviors so that they can be perform their duties with full-fledged,

dedicative, sincere and diligence. In Indonesia, a study [11] was conducted to explain the relation between job satisfaction and lecturer performance. This research concludes that

leadership based on individual satisfaction particularly focuses on the aspect of salary is able to encourage the improvement of lecturer's performance in several Indonesia universities. In South Africa, a study [12] focused on the job and career satisfaction of a higher education institution. The findings of this research suggest that career advancement is one of the main reasons identified to lead to job and career dissatisfaction. Even though a high majority of the study participants agree that they have a clear set of goals and aims that enable them to do their job, only a marginal number agree that when they have done a good job it is acknowledged by their line manager. The findings furthermore indicate that employees are not satisfied with the training they receive. Other factors that lead to job and career dissatisfaction include poor organizational culture, disintegrated systems, lack of communication, poor facilities, poor registration processes, remuneration, unfair allocation of duties, work overload and division amongst departments.

In South Africa, another similar study [13] was conducted in National University of Lesotho that determined the factors that affect satisfactory level of performance by higher education institutions. There are six areas considered that include the working conditions, relationship with colleagues, access to resources, job security, recognition and advancement. The findings of the study pointed out to salary as a factor influencing job satisfaction. Further, insufficient financial resources to support teaching, learning and research at the NUL impacted job satisfaction. Over and above dissatisfaction with benefits, allowances, lack of equipment, as well as poor institutional management, there was collegiality with heads of departments, working as a team. This finding is contrary to the finding made by a study [14] in China which was conducted to analyze job satisfaction of teachers in university in Henan province. The results show that professional rank is the most important factor for teachers in university, which suggests it is titles that determine teachers' satisfaction other than creativity. Professional development scheme is secondary factors in job satisfaction. The salary is not decisive for teachers in university in China. The reputation and working circumstance are the last factors teachers consider.

In Malaysia, there were four factors considered in a study [15] used as determinants of job satisfaction in higher education sector. These are employee engagement; employee motivation; work environment; and organizational learning. Overall, the findings indicated that employee engagement has significant positive effect on job satisfaction. It was also found that employee motivation has significant positive effect on job satisfaction. Moreover, this study revealed that work environment and organizational learning have significant positive effects on job satisfaction. A similar study [16] was conducted in Thailand that focused on job satisfaction in various aspects: day – to – day activities, work environment, compensation, and communication. In addition, the study investigated the factors leading to potential problems such as absenteeism and turnover. The findings revealed that the overall job satisfaction of the academic staff was high. Day – to – day activities was ranked as the highest and compensation was ranked as the lowest., respectively. Additionally, the most influential factors that led to the problem at work belonged to work overload, lack of communication and lack of professional growth and development.

The importance of job satisfaction assessment in an organization cannot be overly emphasized. The need to meet the emotional and psychological well being of employees is to be considered if the organization remains functional. It was revealed in the previous studies that several variables and factors affect the satisfaction of employees in higher education institutions. In Bangladesh [7], age and experience positively affect employees satisfaction. Social recognition on the other hand affect most from Sri Lanka [8] while career advancement dissatisfy those from South Africa [12]. In Malaysia, all the four indicators : employees engagement, motivation, environment and organizational learning give employees satisfaction. While in China [14] they considered professional rank as the most important factor for teachers in the university. Interestingly it is the salary and compensation considered important factor that affect their satisfaction from those South Africa [13]and Indonesia[11].

The Pangasinan State University, for the last five years undergone several national and international accreditation evaluations in its quest for excellence. It has subjected itself and successfully passed evaluation by the following accrediting bodies: The AACCCUP, IIP, ISA and ISO. The success of any endeavor could be very well associated with the strong cooperation of all the employees in the organization. But to date, there is no certain research conducted to determine employees job satisfaction level, hence this study. It is the desire of this study to come up with a working data and information that will be of help to the human resource office in determining the kind of training and activities and any other mode of actions that could be implemented for the well-being of the university employees.

OBJECTIVES OF THE STUDY

This study determined the job satisfaction level of employees of the Pangasinan State University . Specifically, the study a) assessed the employees demographic, professional and employment profile b) determined their job satisfaction level (along the four areas: health and safe working condition; involvement and commitment; communication system; and salary, fringe benefits, awards and recognition) c) test significant difference on the level of job satisfaction between the faculty and non-teaching personnel and d) test differences on the employees' level of job satisfaction along the four indicators when grouped according to their demographic professional and employment profiles.

METHOD

The study made use of the descriptive correlation method. The descriptive component of the study focused on the demographic, professional and employment profile of the employees. The correlation component is centered on the difference between the level of job satisfaction between the faculty and non-teaching personnel; and the level of job satisfaction of the employees along the four indicators when grouped according to their profile variables.

The population comprised all the employees of the Pangasinan State University actively employed during the school year 2018-2019. A total sample respondents of 214 was arrived at using the Slovin Formula. A questionnaire checklist was used to gather data. It consists of two parts. First part elicited data on the employees' demographic, professional and employment

profile. The second part consists of questions that determined the employees' level of job satisfaction. The data on the employees profiles were interpreted base on frequency counts and their equivalent in percent. The data on employees 'job satisfaction level were quantified using a five-point Likert Scale as follows: 4.21-5.0 ; Very Highly Satisfactory (VHS); 3.41-4.20: Highly Satisfactory (HS); 2.61-3.40 :Satisfactory (S); 1.81-2.60: Fairly Unsatisfactory (FU); and 1.0-1.80 : Unsatisfactory (U) The responses to all items were analyzed using the Weighted Mean. To determine the difference on the level of job satisfaction between the faculty and non-teaching personnel; and the difference on the level of job satisfaction of the employees along the four (4) indicators when respondents are grouped according to their demographic, professional and employment profiles, Independent Sample T-test and One-Way Analysis of Variance were used.. All the data were interpreted with the use of SPSS.

RESULT AND DISCUSSION

Profile of the Employees

Table 1 Demographic Attributes in terms of civil status, sex and age

Variables	Categories	F	%
Civil Status	Single	88	41.1
	Married	117	54.7
	Widowed	6	2.8
	Separated	1	.5
	Single Parent	2	.9
Sex	Male	75	35.0
	Female	139	65.0
Age	20-35	104	48.6
	36-50	58	27.1
	51-65	52	24.3

Table 1 presents the profile of the employees in terms of demographic attributes that include civil status, sex and age. Data in Table 1 showed that out of the total respondent-employees of 214, there are 117 or 54.7 % married. There are 88 or 41.1 % single. A meager number are either widowed (6 or 2.8%); single parent (2 or .9%); and 1 or .5% separated. Data revealed that most of the employees are married. Table 1 also presents the profile of the employees in terms of sex. Data show that there are 139 or 65% female and 75 or 35% males. It shows that majority of the employees are females. Finding supports a recently research finding claiming that teaching profession is still found to be female- dominated profession [17]. It could also be gleaned from Table 1 the attribute of the employees in terms of their age. Data show that there are 104 or 48.6% whose age ranges from 20-35; 58 or 27.1% from 36-50; and 52

or 24.3% age range from 51-65. The data revealed that most of the employees are relatively young.

Table 2 Professional attributes in terms of highest educational attainment, employment status, type of work, rank and salary

Variables	Categories	F	%
Highest Educational Attainment	BS	79	36.9
	BS wd Master units	16	7.5
	Master	90	42.1
	Master wd Doctoral units	3	1.4
	Doctoral	26	12.1
Employment Status	Permanent	116	54.2
	Temporary	57	26.6
	Contractual	23	10.7
	Part time	1	0.5
	Casual	14	6.5
Type of Work	Teaching	95	44.4
	Teaching with Administrative work	87	40.7
	Non-Teaching	32	15.0
Rank	Instructor	139	65.0
	Asst Prof	26	12.1
	Asso Prof	16	7.5
	Prof	1	.5
Salary	15000-24999	155	72.4
	25000-35999	22	10.3
	35000-44999	19	8.9
	45000 and above	18	8.4

Table 2 shows the data professional attributes of the employees in terms of their highest educational attainment, employment status, type of work, rank and salary. Data showed that 90 or 42.1 % of the employees are master degree holders; 79 or 36.9% finished bachelors degree; 26 or 12.1% completed doctoral degree; 16 or 7.5% are bachelor degree holder with master units; and 3 or 1.4 % are master degree holders with doctoral units. Data revealed that most of the employees are master degree holders .It is noted that most of the employees continue to pursue post graduate studies to enhance their knowledge and teaching competencies and to qualify for a permanent position in the university. This in compliance with the University policy that requires employees to finish master degree as a basic qualification to be granted permanent position.

It could also be gleaned from Table 2 the data on the employment status of the employees. There are 116 or 54.2% who are permanent; 57 or 26.6% temporary; 23 or 10.7% contractual and 14 or 6.5 casual and 1 or 0.5% part time. Data revealed that most of the employees are permanent but still a great number are either temporary or contractual. This is indicative of the findings that a great number of employees are relatively young and still pursuing master degree courses to qualify for permanency in the university. A policy of the university requiring faculty members to finish master degree for permanency position in the university.

Table 2 further presents data on the professional attributes of the employees in terms of type of work. It shows that there are 95 or 44.4% who are into teaching; 87 or 40.7% are into teaching with administrative work; and 32 or 15% are non-teaching. Data revealed that most of the employees' type of work is teaching. A great number is also into teaching while doing administrative work. Table 2 also presents the data on the rank of the employees. There are 139 or 65% instructors, 26 or 12.1% assistant professor; 16 or 7.5% associate professor and only 1 or .5% professor. Data revealed that majority of the employees-respondents are instructors. Table 2 finally showed the data on the monthly salary of the employees. There are 155 or 72.4% whose salary ranges from 15,000 to 24,999; 22 or 10.3% receive salary of 25,000 to 35,999; 19 or 8.9% with 35,000 to 44,999; and 18 or 8.4% receive a salary of 45,000 and above. This is so because most of the employee-respondents are occupying instructors position.

JOB SATISFACTION LEVEL OF THE EMPLOYEES

Table 3 Job satisfaction level of the employees along health and safe work environment

A. Health and Safe Work Environment	Weighted Mean	Descriptive Rating	Rank
1. There are security personnel who regularly manned the gates of the campus	4.11	HS	1
2. There are a regular medical personnel in the campus	3.98	HS	2
3. My classroom/laboratory room is free from any electrical hazards	3.73	HS	3
4. My Classroom/laboratory room is well ventilated	3.69	HS	4.5
5. There are security measures being practiced to avoid unwanted person/event in the vicinity	3.69	HS	4.5
6. The library and library resources are adequate for faculty and students	3.64	HS	6
7. The disaster and risk management team is well established in the campus	3.61	HS	7
8. My classroom/ laboratory is wide enough to accommodate students	3.51	HS	8.5
9 My classroom/laboratory room could withstand natural calamities like typhoon, earthquake, flood and other disaster	3.51	HS	8.5

10. There is a clean and wide canteen that provides meals for the faculty and students	3.40	HS	10
11. There is a strong support from the LGU in case of emergency	3.38	S	11
12. There are sports facilities for use	3.31	S	12
13. There are clean comfort rooms for everyone	3.15	S	13
14. There is an internet connection for easy communication inside and outside the campus	2.99	S	14
15. There are well ventilated housing units/dormitories for faculty and students	2.71	S	15
Overall Weighted Mean	3.50	HS	

Legend: 1-1.8=Unsatisfactory (U); 1.81-2.6=Fairly Satisfactory (FS); 2.61-3.4=Satisfactory (S); 3.41-4.2= Highly Satisfactory (HS); 4.21-5= Very Highly Satisfactory (VHS)

Table 3 presents data on the level of job satisfaction of the employees along health and safe work environment. Data show that the item number 1 (*There are security personnel who regularly manned the gates of the campus*) was rated the highest with Weighted Mean of 4.11 with a Descriptive Rating of Highly Satisfactory and ranked number 1. This is followed by item number 2 (*There are regular medical personnel in the campus*) with a Weighted Mean of 3.98 described as Highly Satisfactory.; and item number 3 (*My classroom/laboratory is free from electrical hazards*) with a Weighted Mean of 3.73 also described as Highly Satisfactory. Rated lowest rank is item number 15 (*There are well ventilated housing units/dormitories for faculty and students*) with a Weighted Mean of 2.71 and described as Satisfactory. It is sad to note that other items are also rated low such as item numbers 11 (*There is a strong support from the LGU in case of emergency*); item number 12 (*There are sports facilities for use*; item number 13 (*There are clean comfort rooms for everyone*); and item 14 (*There is an internet connection for easy communication inside and outside the campus*) . The Overall Weighted Mean of 3.50 described a High level of Job satisfaction of the employees along health and safe work environment.

Table 4 Job satisfaction level of the employees along involvement and commitment

Involvement and Commitment	Weighted Mean	Descriptive Rating	Rank
1. I support the new university vision and mission	4.59	VHS	1
2. I come and leave the campus on time	4.39	VHS	3
3. I contribute working for the good image of the campus	4.39	VHS	3
4 . I am willing to work beyond the office hours/or call of duty	4.39	VHS	3
5. I support academic initiatives like departmentalized test and use of course books by the students	4.26	VHS	5
6 .I am contented with my teaching load/Job assignment	4.20	HS	6

7 . I initiate activity to ensure proper use of campus facilities	4.13	HS	7
8 .I am contented with my designation/ extra tasks	4.07	HS	8
6		HS	
9 .I attend meetings, conferences, convention on personal fund	4.02		9.5
10 .I am willing to serve an extra teaching load without pay	4.02	HS	9.5
11 There is a consultative meeting between the administration and faculty in all matters affecting the later.	4.01	HS	11
12 . I support income-generating projects initiated by the administration	3.93	HS	12
13 . I join civic /service organizations, associations and community improvement groups	3.87	HS	13
14 I contribute to the income generated from projects undertaken in the campus	3.76	HS	14
15. I spearhead co-curricular activities among students	3.72	HS	15
Overall Weighted Mean	4.12	HS	

Legend: 1-1.8=Unsatisfactory (U); 1.81-2.6=Fairly Satisfactory (FS); 2.61-3.4=Satisfactory (S); 3.41-4.2= Highly Satisfactory (HS); 4.21-5= Very Highly Satisfactory (VHS)

Table 4. presents data on the level of job satisfaction of the employees along involvement and commitment. It could be gleaned that item number 1 (*I support the new university vision and mission*) was rated the highest Weighted Mean of 4.59 with a Descriptive Rating of Very Highly Satisfactory. This is followed by items number 2 (*I come and leave the campus on time*), item number 3(*I contribute to the good image of the campus*) and item number 4 (*I am willing to work beyond the office hours/or call of duty*) which were all rated equally with Weighted Mean of 4.39 described as Very Highly Satisfactory. Rated lowest is the item number 15 (*I spearhead co curricular activities among students*) with a Weighted Mean of 3.72 described as Highly Satisfactory. Among the lowest items rated low are item number 13 (*I join civic /service organizations, associations and community improvement groups*)and item number 14 (*I contribute to the income generated from projects undertaken in the campus*).

The Overall Weighted Mean of 4.12 described as Highly Satisfactory, indicates a High level of Job satisfaction among employees along involvement and commitment.

Table 5 Job satisfaction level of the employees along communication system in the organization

Communication System in the organization	Weighted Mean	Descriptive Rating	Rank
1. There is a clear flow of communication in the campus	4.59	VHS	1
2. There is an open communication between the faculty and students	4.27	VHS	2
3. There is an upward communication between the faculty to the Campus Executive Director	4.24	VHS	3
4. There is an open communication between and among the faculty	4.23	VHS	4
5. There is an open communication system from the Campus Executive Director down to the campus personnel	4.21	VHS	6
6. There is a regular meeting for faculty and personnel	4.21	VHS	6
7. There is a clear and defined organizational set-up in the campus	4.21	VHS	6
8. There is transparency in all transactions with any entity	4.18	HS	8
9. Employees are well- informed and updated through campus memos and advisories	4.16	HS	9
10. There is an open communication from the University President down to the campus personnel	4.13	HS	10.5
11. Employees are well informed of the university administration's new policies, strategies and implementation of programs and projects through fast and actual dissemination in the campus	4.13	HS	10.5
12. There is a harmonious relations with local officials and community people	4.10	HS	12
13. There is an upward communication between the faculty to the University President	4.05	HS	13
14. There is a clear and defined organizational set-up in the university	4.04	HS	14
15. There is a clear flow of communication in the university	4.00	HS	15.5
16. Problems are resolved in through consultation and congenial way	4.00	HS	15.5
17. Students and other clientele have direct access to higher authorities if need arises.	3.99	HS	17
Overall Weighted Mean	4.16	HS	

Legend: 1-1.8=Unsatisfactory (U); 1.81-2.6=Fairly Satisfactory (FS); 2.61-3.4=Satisfactory (S); 3.41-4.2= Highly Satisfactory (HS); 4.21-5= Very Highly Satisfactory (VHS)

Table 5 shows the data on the level of job satisfaction of employees along communication system in the organization. It is reflected on the table that item number 1 (There is a clear flow of communication in the campus) was rated the highest with Weighted Mean of 4.59 with Descriptive Rating of Very Highly Satisfactory. This is followed by item number 2 (There is an open communication between the faculty and students) and item number 3 (There is an upward communication between the faculty to the Campus Executive Director) with Weighted Mean of 4.27 and 4.24 respectively both described as Very Highly Satisfactory. It is noted that the item rated lowest is number 17 (Students and other clienteles have direct access to higher authorities if need arises) with a Weighted Mean of 3.99 described as Highly Satisfactory. Amongst the lowest items rated with it as low are items number 15 (There is a clear flow of communication in the university) and item number 16 (.Problems are resolved in through consultation and congenial way) which were equally rated with a Weighted Mean of 4.0

The Overall Weighted Mean of 4.16 indicates a High level of job satisfaction among the employees along the communication system in the organization.

Table 6 Job satisfaction level of the employees along salary, fringe benefits, incentives and awards

Salary, Fringe Benefits, Incentives and Awards	Weighted Mean	Descriptive Rating	Rank
1 I am being paid in accordance with my qualification	4.12	HS	1
2 I could always avail of sick leave when needed	3.90	HS	2
3. My daily achievements are recognized by my immediate supervisor	3.88	HS	3
4. I am happy and contented with the University Award System	3.84	HS	4
5. I am inspired and motivated by the award I received	3.73	HS	5
6 . I am allowed to use my vacation leave on yearly basis	3.71	HS	6
7. I could always avail of special leave when applicable	3.67	HS	7
8. There is monetary incentive for research outputs/ accomplishments	3.64	HS	8
9. . The salary I receive provides comfortable living for me and my family	3.63	HS	9.5
10. I need more awards/and recognition in my job	3.63	HS	9.5
11. .I am allowed to convert accumulated leave credits to monetization	3.55	HS	11
12. The salary I receive is adequate for my own professional development and that of the schooling of my children/households	3.49	HS	12
13. I save a part of my monthly salary	3.47	HS	13
14. .Unpaid services are converted to leave credits	3.33	HS	14

15. There are other sources of income aside from my salary to sustain my needs	3.07	S	15
Overall Weighted Mean	3.63	HS	

Legend: 1-1.8=Unsatisfactory (U); 1.81-2.6=Fairly Satisfactory (FS); 2.61-3.4=Satisfactory (S); 3.41-4.2= Highly Satisfactory (HS); 4.21-5= Very Highly Satisfactory (VHS)

Table 6 presents data on the job satisfaction level of the employees along salary, fringe benefits, incentives and awards. As shown in the table, item number 1 (I am being paid in accordance with my qualification) was rated the highest Weighted Mean of 4.12 with a Descriptive Rating of Highly Satisfactory. This is followed by items number 2 (I could always avail of sick leave when needed) with a Weighted Mean of 3.90 and item number 3 (My daily achievements are recognized by my immediate supervisor) with Weighted Mean of 3.88 both described as Highly Satisfactory. The item rated the lowest is number 15 (There are other sources of income aside from my salary to sustain my needs) with Weighted Mean of 3.07 described as Satisfactory. Amongst the lowest items rated lowest with it are items number 13. (I save a part of my monthly salary) with a Weighted Mean of 3.47 and item number 14 (.Unpaid services are converted to leave credits) with a Weighted Mean of 3.33, both are described as Highly Satisfactory. The Overall Weighted Mean of 3.63 indicates a High level of job satisfaction of employees along salary, fringe benefits, incentives and awards.

Table 7 Summary on the Job Satisfaction level of the employees

Indicators	AWM	Descriptive Rating
Health and Safe Working Environment	3.50	HS
Involvement and Commitment	4.12	HS
Communication System	4.16	HS
Salary ,Fringe Benefits, Incentives and Awards	3.63	H S
Overall AWM	3.85	HS

The Overall Average Weighted Mean of 3.85 indicated a High level of job Satisfaction among the employees. It is noted however that the two indicators were rated numerically lower than the two though all four were described as Highly Satisfactory. There is much more room for improvement especially along health and safe working environment; and salary, fringe benefits, incentives and awards.

Table 8 Difference on the level of job satisfaction between the faculty and non-teaching personnel

Areas /Indicators	Group	Mean	tc	Sig.
Healthy and Safe Work Environment	Faculty	3.47	-1.285 ^{ns}	0.200
	Non-Teaching	3.62		

Involvement and commitment of all employees	Faculty	4.10	-0.038 ^{ns}	0.970
	Non-Teaching	4.10		
Effective communication system in the organization. And	Faculty	4.15	-0.617 ^{ns}	0.538
	Non-Teaching	4.23		
Salary, fringe benefits , awards and recognition	Faculty	3.59	-2.023 ^{ns}	0.057
	Non-Teaching	3.87		

Table 8 presents the data on the test of difference on the level of job satisfaction between the faculty and non-teaching personnel along the four areas. . The t-computed values of -1.285^{ns}, -0.038^{ns}-0.617^{ns}-2.023^{ns} which are lower than the level of significance (.05) revealed that there is no significant difference in the level of job satisfaction along the four areas between the faculty and non-teaching personnel. The level of satisfaction between the faculty and non teaching personnel along the four areas namely Healthy and Safe Work Environment; Involvement and commitment of all employees; Effective communication system in the organization. And Salary, fringe benefits , awards and recognition is comparable.

Table 9 Difference on the Level of Job Satisfaction of the Employees along the four indicators when Grouped According to their Demographic Profile.

Over - all	Wilk's Λ	Sig.	Between Subjects	Group	Mean	Fc	Sig.
	0.957 ^{ns}	0.351		Age			
			Healthy and Safe Work Environment	20-35	3.51	0.600 ^{ns}	0.550
				36-50	3.56		
				51-65	3.41		
			Involvement and commitment of all employees	20-35	4.15	0.716 ^{ns}	0.490
				36-50	4.06		
				51-65	4.05		
			Effective communication system in the organization	20-35	4.25	0.850 ^{ns}	0.429
				36-50	4.07		
				51-65	4.09		
			Salary, fringe benefits , awards and recognition	20-35	3.60	0.471 ^{ns}	0.625
				36-50	3.71		
51-65	3.63						
				Sex			
	0.984 ^{ns}	.508	Healthy and Safe Work Environment	Male	3.60	1.920 ^{ns}	0.167
				Female	3.44		
			Involvement & commitment of all employees	Male	4.21	1.870 ^{ns}	0.173
				Female	4.04		
			Effective communication system in the organization	Male	4.28	1.713 ^{ns}	0.192
				Female	4.10		
			Salary, fringe benefits , awards and recognition	Male	3.78	2.981 ^{ns}	0.086
				Female	3.56		
				Civil			

				Status			
0.957^{ns}	.912	Healthy and Safe Work Environment	Single	3.55	0.659 ^{ns}	0.621	
			Married	3.46			
			Widowed	3.48			
			Separated	4.07			
Involvement & commitment of all employees	Single	4.12	0.844 ^{ns}	0.499			
	Married	4.10					
	Widowed	3.90					
	Separated	4.47					
Effective communication system in the organization	Single	4.23	0.462 ^{ns}	0.764			
	Married	4.13					
	Widowed	3.89					
	Separated	4.06					
Salary, fringe benefits , awards and recognition	Single	3.65	0.445 ^{ns}	0.776			
	Married	3.64					
	Widowed	3.51					
	Separated	4.27					
		Single	2.90				
		Parent					

Table 9 presents data on the test of difference on the level of job satisfaction of the employees along the four indicators when grouped according to their demographic profile. The values of the multivariate Wilk $\Lambda = .957, .984$ and $.987$ with corresponding significance values of .351, .508, and .912, respectively which are all higher than the level of significance (.05) revealed there is no significant difference on the level of job satisfaction of the employees along the four indicators when grouped according to their demographic profile. The level of job satisfaction of the employees along the four indicators when grouped according to their demographic profile such as age, sex, and civil status is comparable.

Table 10 Difference on the Level of Job Satisfaction of the Employees along the four indicators when Grouped According to their Professional, and Employment Profile.

Ove r- all	Wilk's Λ	Sig.	Between Subjects	Group	Mean	Fc	Sig.
				Highest Educ. Attainment			
			Healthy and Safe Work Environment	BS	3.51	1.524ns	0.197
		BS		3.07			
		w/Masteral		3.56			
		Masteral		2.77			

	0.839[*]	.017		Masteral w/doc. Doctoral	3.41		
			Involvement and commitment of all employees	BS BS w/ Masteral Masteral Masteral w/doc. Doctoral	4.00 3.98 4.20 4.04 4.26	0.670ns	0.614
			Effective communication system in the organization	BS BS w/ Masteral Masteral Masteral w/doc. Doctoral	4.10 4.05 4.30 4.10 4.03	0.725ns	0.576
			Salary, fringe benefits , awards and recognition	BS BS w/ Masteral Masteral Masteral w/doc. Doctoral	3.54 3.02 3.76 3.83 3.70	2.799*	0.028
				Employment Status			
	0.957^{ns}	.959	Healthy and Safe Work Environment	Permanent Temporary Contractual Casual	3.52 3.39 3.48 3.64	0.397ns	0.811
			Involvement & commitment of all employees	Permanent Temporary Contractual Casual	4.13 4.13 4.10 3.94	0.458ns	0.767
			Effective communication system in the organization	Permanent Temporary Contractual Casual	4.14 4.26 4.14 4.06	0.228ns	0.922
			Salary, fringe benefits , awards and recognition	Permanent Temporary Contractual Casual	3.73 3.57 3.57 3.32	0.166ns	0.955
				Type of Work			
			Healthy and Safe Work Environment	Teaching Teaching	3.59 3.34	1.513ns	0.223

	0.921^{ns}	.080		w/Admin. work Non- Teaching	3.63		
			Involvement & commitment of all employees	Teaching Teaching w/ Admin. work Non- Teaching	4.17 4.06 4.10	1.256ns	0.288
			Effective communication system in the organization	Teaching Teaching w/ Admin. work Non- Teaching	4.24 4.06 4.23	2.989ns	0.053
			Salary, fringe benefits , awards and recognition	Teaching Teaching w/ Admin. work Non- Teaching	3.58 3.61 3.87	0.711ns	0.493
				Rank			
	0.957^{ns}	.912	Healthy and Safe Work Environment	Instructor Asst Prof Asso Prof Prof	3.49 3.33 3.58 2.53	1.165ns	0.325
			Involvement & commitment of all employees	Instructor Asst Prof Asso Prof Prof	4.12 4.04 4.19 4.40	0.172ns	0.915
			Effective communication system in the organization	Instructor Asst Prof Asso Prof Prof	4.18 4.05 4.30 4.00	0.943ns	0.421
			Salary, fringe benefits , awards and recognition	Instructor Asst Prof Asso Prof Prof	3.56 3.72 3.94 4.93	0.619ns	0.604
				Salary			
	0.918^{ns}	.266	Healthy and Safe Work Environment	15000-24999 25000-35999 35000-44999 45000 &above	3.52 3.26 3.51 3.53	0.236ns	0.871
			Involvement & commitment of all employees	15000-24999 25000-35999 35000-44999 45000 &	4.14 3.79 4.16 4.26	1.374ns	0.252

				above			
			Effective communication system in the organization	15000-24999	4.20	1.636ns	0.183
				25000-35999	3.84		
				35000-44999	4.11		
				45000 & above	4.34		
			Salary, fringe benefits , awards and recognition	15000-24999	3.59	1.544ns	0.205
				25000-35999	3.38		
				35000-44999	3.88		
				45000 & above	4.11		

*Significant at 5% level

Table 10 shows data on the test of difference on the level of job satisfaction of the employees along the four indicators when grouped according to their professional, and employment profiles. The value of the multivariate Wilk $\Lambda = .839$ along the profile highest educational attainment with corresponding significance value of .017 which is lower than the level of significance (.05), shows that there is a significant difference on the level of job satisfaction of the employees along the four indicators when grouped according to their professional profile specifically highest educational attainment.

The result of this study is contrary to the finding made by the study [7] conducted in Bangladesh wherein among the profile variables considered, age and experience found to influence job satisfaction of the respondents. The present study revealed that the profile highest educational attainment affect the job satisfaction of the employees.

As to the significant difference on the level of job satisfaction of the employees along the four indicators when grouped according to their employment profile, based on the values of the multivariate Wilk $\Lambda = .957, .921, .912$ and $.918$ with corresponding significance values of .959, .080, .912, and .266, respectively, which are all higher than the level of significance (.05), it shows that there is no significant difference on the level of job satisfaction of the employees along the four indicators when grouped according to their employment profile. Employees job satisfaction level is comparable when they are grouped according to their employment profile.

CONCLUSION AND RECOMMENDATION

Salient findings of this study are as follows: the employees of Pangasinan State University are mostly relatively young married females, who possessed the minimum educational qualification; enjoy security of tenure, and receive reasonable salary and other fringe benefits. Their level of job satisfaction is Highly Satisfactory. In general, the level of job satisfaction among employees differs along the four indicators when employees are grouped according to their highest educational attainment. The educational attainment of employees

influences their level of job satisfaction. Employees job satisfaction level is comparable when they are grouped according to their employment profiles. Recommendations forwarded include the following: (a) Although the faculty members and non teaching personnel of the Pangasinan State University rated their job level as Highly Satisfactory, there is a need to consider the items rated as lowest from among the indicators in order to fully address their needs. These are enumerated as follows: 1) There are well ventilated housing units/dormitories for faculty members (under health and safe work environment); 2) I spearhead co-curricular activities among students (under Involvement and commitment); 3) Students and other clients have direct access to higher authorities if need arises (under communication system in the organization); and 4) There are other sources of income aside from my salary to sustain my needs (under salary, fringe benefits, incentives and awards). The PSU Administration should be more intentional in providing housing units for its employees; provide opportunity for all to conduct co-curricular activities for the students; improve direct access and communication to higher authorities; and involve more faculty members and non teaching personnel in the income generating activities to sustain their financial needs. b) Since the educational attainment of employees influences their level of job satisfaction, the administration should continue with its active support to faculty members and non teaching personnel in the pursuit of post graduate education in their respective career path. c) The study is limited to a teacher-made assessment tool that includes only four (4) indicators that determined job satisfaction level among employees in the university. It is recommended that future study should consider using other assessment tool with more number of indicators , one is the Job Satisfaction Survey, JSS by Paul Spector [18] that considered the nine facets enumerated as pay, promotion, supervision, fringe benefits, contingent rewards (performance based rewards), operating procedures (required rules and procedures), coworkers, nature of work, and communication. d) It is highly recommended that a similar study be conducted among other state universities and colleges in the Region so as to come up with a more conclusive results as to the job satisfaction status of the government employees in the academe.

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