

The Factors Affecting Private University Lecturers' Job Satisfaction: A Review

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Abstract

The culture of private universities, which is typically eclectic and varies depending on the circumstances and traits of each organisation, can foster a rise in lecturers' organisational commitment and the effectiveness of private universities. Students are educated and trained to become experts in a variety of subjects at universities. To produce exceptional performance for the institution, it is essential to understand academic job satisfaction. As a result, research on job satisfaction and performance is becoming common. Since it is believed to be a significant influence in shaping work behaviour, job satisfaction is a prominent topic in higher education. By considering the significance of job happiness and the major contributions made by professors at private universities to the growth of the educational sector and knowledge worker.

Keywords: Job satisfaction; Private universities; Lecturers; Malaysia

Introduction

In recent years, Malaysia's university enrollment has consistently expanded, demonstrating the nation's aim to develop as an educational hub for Asia (Nair & Munusami, 2020). Because it is a vital industry for societal progress and national development, the private higher education sector is fundamentally significant for developing intellectual capital for the improvement of nation (Hanushek & Woessmann, 2020). Universities are among the organisations that experience significant changes and transformation as a result of the higher education industry's explosive growth in order to improve their performance and skill to a level that is recognised globally. Universities are involved in changing working conditions and responding to new technological demands in addition to coping with the transition of the traditional academic role.

Therefore, universities must reconsideration, redraft, and reformat all their qualifications, syllabus, and modules in order to stay up with the recent condition of transition and globalisation (Mapasela & Hay, 2006). Since decades, one of the most talked-about topics has been job happiness. This is because an organization's performance depends on how satisfied employees are with their jobs. Therefore, it is crucial that management recognise the elements that contribute to the majority of its workers' contentment before finding the correct balance to enhance these elements. Employee happiness and turnover have historically been significant barriers for both those who graft in an organisation and those who research the connection among job satisfaction and structural obligation, according to Syptak et al. (1991). Munir et al. (2012) assert that while approximately employees are satisfied through certain aspects of their jobs, others are not. According to Nadi (1997), a person's response, attitude, or perspective towards their employment determines their level of job satisfaction.

Companies that wish to succeed in their operations understand how important work satisfaction is. Job satisfaction, according to Armstrong (2003), is the traits and emotions people have in connection with their employment. When employees are content with their jobs, they state

more effort to complete tasks and forward the company's goals. A company with highly pleased employees can maintain and hire employees with the appropriate expertise. According to Bavendum (2000), expanding job satisfaction is crucial for both its personal values and monetary advantages due to its influence on worker behaviour. He argues that workers who are content in their jobs are more dedicated to the company, have greater rates of retention, and are more productive. Their focus is largely on producing high-quality work.

Every organisation or business understands how important job satisfaction is to employees' productivity. Thomas (2009) asserts a connection between job satisfaction and performance. Previous research has shown a connection between employee performance at different professional levels and job satisfaction (Akhter, 2009; Judge, 2001). When workers are happy in their careers, they resolve unquestionably execute well. According to Heng (2009), it is also fascinating to observe whether there is a theoretical or empirical relationship between job performance and happiness.

High productivity is a result of job satisfaction. People that are happy in their jobs are typically more productive. Sergeant and Brown's (2007) findings that a happy workforce results in increased productivity due to fewer disruptions like absenteeism, good employees leaving, and instances of destructive behaviour reinforce this further. This demonstrates how crucial job pleasure is in fostering performance. Furthermore, a positive work atmosphere and attitude are fostered through job satisfaction. According to Ahmed et al. (2010), a person who is highly content with their job has an optimistic assertiveness towards their employment, whereas a person who is not satisfied with their job has a negative attitude. Job satisfaction is just as important for professors in higher education as it is for a business.

Due to the necessity to reform and transform the quality of their work, academicians, who make up a significant portion of the workforce in both public and private colleges, face significant problems. Due to this, academicians may experience additional difficulties in their role as lecturers while also feeling the pressure of the competitive market (Mohd Kamel, 2009). Universities can better arrange occupations, working circumstances, pay packages and human resource policies by understanding the work values of academics. This will improve academics' performance and satisfaction in universities.

Professors' jobs in institutes of higher learning are different from those of other employees in for-profit businesses. Academics are expected to conduct research, write and publish articles, and some even have administrative responsibilities. Academics' eligibility for career advancement and wage rises will depend on their capacity to complete the work that has been assigned to them. Several studies have been done to examine the aspects that affect academic gratification. According to research done at public universities in Kelantan, Malaysia, academics' job satisfaction is influenced by financial compensation (Mustafa, 2013). A study by Ismail and Ali (2015) that was done at UniKL among academics came to a similar conclusion. According to Mehrad (2015)'s research, income has a favourable correlation with career enjoyment. Therefore, it is hypothesised that academic job satisfaction in private higher education institutions is significantly influenced by salary.

Academicians in private institutions in Malaysia will be the subject of this study because these sectors are essential for advancing national growth, encouraging the construction of information centres, and generating inventive and morally upright individuals. The main goal of these studies is to pinpoint the variables that influence job satisfaction. This will assist managers, administrators, and instructors in promoting job happiness in their organisations.

Age, gender, education level, hours worked, and income level were shown to be important factors in determining job satisfaction of university professors, according to Oshagbemi (1999).

Job Satisfaction

According to Locke and Latham (2000), management and organisational experts have long recognised the significance of work satisfaction. This is due to the significant link between organisational traits including leadership, morale, motivation, and performance and job happiness. Pay, work, advancement, supervision, environment, and coworkers are among the factors that the researchers identified as predictors of job satisfaction (Sokoya, 2000). Job satisfaction is substantially inclined by how employees perceive the balance of their workload (Inegbedion et al., 2020). According to Perera and John (2020), achieving work goals, performance targets, and welfare are all important factors in determining job satisfaction. According to expectation theory, the degree of job satisfaction is correlated with the degree to which one's goals are met and one's overall well-being. To comply with organisational policies and uphold increasing standards of optimal working circumstances, it is crucial to define job satisfaction widely. Extrinsic job satisfaction and intrinsic job satisfaction, which motivate people's actions, are the two aspects Ma (2022) cites as determining job satisfaction. According to Diana et al. (2022), job satisfaction is the feeling of positive emotional attachment a worker has to their job and their working environment. Overall, determining work priorities and accomplishing organisational objectives depend greatly on job satisfaction.

Job satisfaction for academic staff is essential since it gives them the drive to keep working towards completing the tasks required to be a great instructor. Academic staff is required to write lecture notes, make a daily lesson plan, grade assignments, and monitor students' performance and development, among other duties. In addition to performing all these duties, academic staff will also need to stay current with new discoveries in knowledge and education. Academic staff members are probably going to act as a student's mentor and counsellor. Therefore, academic staff members' ability to develop, grow, and mould future leaders will be enhanced if they are happy in their jobs. With respect to understand the reasons of career enjoyment among employees of any business, a review of existing research has been conducted to pinpoint the specific factors impacting job satisfaction. The degree of enjoyment varies between people, according to Priarso et al. (2019). Enjoyment rises when activities fit each person's tastes. Employee satisfaction increases the likelihood that they will effectively support the objectives of their company (de Cruz Carvalho, 2020). Job satisfaction is frequently viewed as an attitude that develops through time as a result of interactions and practices at work (Robertson & Kee, 2017). By increasing employees' engagement with their work, job satisfaction raises employee performance (Fidyah & Setiawati, 2020).

Pay and benefits

The two sorts of financial incentives that are routinely used in organisations to motivate employees are pay and perks (Tessema et al., 2013). Benefits and salary are both essential components for raising employee productivity and performance. According to the research, there is a big connection between compensation, perks, and job happiness.

Work environment

Individuals can have control over their behaviours and decisions when they have flexibility or autonomy in their academic work (Ryan & Connell, 1989). Having the freedom to choose their own teaching strategies and research topics affords lecturers in many nations the privacy they need to innovate in their fields of networking, teaching, and research. Academics may feel professional and mental stress due to the complexity of their work, which extends beyond teaching and administrative responsibilities. University lecturers who lack task autonomy may experience emotional distress, frustration, and a decline in their ability to contribute knowledge and provide high-quality instruction. Flexibility was recognised by Da Wan et al. (2015) as an important driver of lecturer satisfaction, along with teaching and research activities.

Perceived Organizational Support

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Leadership in educational institutions, according to Liu and Werblow (2019), includes not only senior leaders but also the management team. This bigger leadership role influences educators' job satisfaction and their dedication to the company. Possible leadership duties include managing budgets, expert growth, and informative strategies. In a mixed-method study, Tai et al. (2020) investigated the connection among lecturers' organisational commitment, organisational trust, and leadership. They found that leadership had a greater impact on organisational belief than they had previously thought, and that trust in turn had a considerable impact on lecturers' organisational commitment. Since trust between lecturers and their leaders is essential, they search for leaders who genuinely care about them, communicate with them frequently, and recognise their work (Alonderiene & Majauskaite, 2016).

Job security

The concept of "job security" refers to how a person feels about their current workplace and their expectations for the future at their current job. The term "job security" rather than "job insecurity" is used by certain experts and nations to emphasise a more optimistic viewpoint. The researchers in this study look at job security from both objective and subjective perspectives. The subjective dimension deals with the worker's impression and sentiments about their job security, whereas the objective dimension deals with the real conditions and stability of the employment. This study seeks to offer a thorough understanding of job security among employees by considering both objective and subjective factors.

The objective criteria for job security cover particular employee employment conditions. These characteristics include being employed on an ongoing basis, putting in full-time hours, and receiving pay for both paid and unpaid overtime. These elements help people feel secure and confident about their financial situation and job security. Examining these objective criteria makes it easier to evaluate the specific issues of job security that employees encounter in the workplace.

The perception and emotions of employees regarding their job security are the focus of the subjective aspect of job security. It addresses issues relating to job insecurity, such as the notion that workers should feel secure against contract termination and certain that their employment will remain stable for as long as they desire to remain. The subjective component also includes workers' assurance in the stability of their current position. In other words, it has to do with how employees subjectively assess their own job security, which cannot always line up with the actual terms of their employment. Understanding the psychological and emotional components of job security requires this subjective viewpoint. As Zeytinoglu et al. (2012) suggests, the subjective dimension of job security involves employees feeling confident and secure in their current job.

Workload

Workload, which is describe as the quantity and difficulty of duties assigned, is a key factor in academic staff members' job satisfaction. Academic staff members are less content with their positions as a result of their heavy administrative workloads and large administrative responsibilities, according to research (Lam et al., 2011). On the other hand, research (Anghelache, V., 2014) indicates that a reduced workload increases job satisfaction in this group. Furthermore, study (You et al., 2017) emphasises that lower workloads are related with higher job satisfaction and contends that a heavy workload among academic staff negatively impacts both performance and job satisfaction. As a result, reducing the workload is likely to improve productivity and job satisfaction, whereas increasing the workload may lead to diminished productivity and job unhappiness. Overall, there is a positive relationship between workload and job enjoyment for academic staff, with heavier workloads having a negative effect and lighter workloads having a positive effect.

Conclusion

Enhancing academic staff job happiness is essential for raising productivity in universities. Three factors pay and benefits, work environment, perceived organisational support, job security, and workload, were found to have a positive and important impact on job satisfaction, according to a study. These results are in line with those of earlier investigations, which likewise support the same conclusions. The element with the greatest impact on job happiness has been found as employment security. To foster more commitment and loyalty among their workers, universities should concentrate on instilling a sense of security. It is crucial to fully implement organisational commitment if academics are to experience job happiness and perform well. To enable instructors to demonstrate their abilities and potential, this entails consistently focusing on and improving their capabilities. Strong commitment fosters enjoyment, emotional attachment, a sense of belonging, loyalty, and a pleasant working environment for lecturers. Employee competency must be consistently improved through knowledge, skills, experience, and professionalism. Lecturers can find job pleasure and boost their performance by continually strengthening organisational commitment. Employee

reliability and professionalism are ensured through maintaining and enhancing their abilities, which eventually results in higher job satisfaction and better performance.

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