

NIDA FACULTY'S ATTITUDES TOWARD JOB

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Purposes

The National Institute of Development Administration (NIDA) was established in 1966 as a university to provide graduate studies in administration and development and to fulfill the educational goals of a national plan in developing higher education in Thailand. Since its establishment a number of competent faculty members of NIDA have resigned to take jobs in business, or have requested transfer to other government agencies. The purposes of this study, therefore, were to investigate and analyze job satisfaction of the remaining faculty members, and were also designed to determine the attitudes of NIDA faculty members toward their jobs.

Related Literatures

The terms "morale," "job attitudes," and "job satisfaction," are characterized by considerable confusion because of the various meanings attached to these words as used by many investigators. Some use these words interchangeably while other argue that the terms are not synonymous. This study used these words interchangeably because the terms referred to the effective orientation of the individuals toward the work roles they are occupying (Vroom, 1964; Guion, 1958).

Major studies about job satisfaction or job attitudes are conducted in business or industrial area. The theories of job satisfaction are also initiated from the studies in this sector. Typically, these studies examine large industries and their employees. The studies generally focused on the employee's attitudes toward working environment and the quality of work produced by the employees.

Many theories of motivation have been applied to the studies in the area of job satisfaction in order to determine the effects of an individual's attitudes toward his job. Maslow (1943) based his famous need hierarchy theory on the idea that an individual's needs develop in a sequence from "lower order" to "higher order" needs. According to Maslow, an individual would systematically be satisfied with his needs, starting from the most basic needs and moving hierarchically up to higher level needs. In addition to need-theory, Vroom (1964) proposed a valence-expectancy theory which took as its context the individual in the world of work. He suggested that job satisfaction was a reflection of how desirable an individual found his job. In support of need-theory approach, many studies found that self-

actualization and autonomy are felt to be most important and least fulfilled across most levels of management (Porter, 1962, 1963), tension level is related to the needs of an individual (Morse, 1953), the stronger the needs, the more job satisfaction will depend on their fulfillment (Schaffer, 1953).

Many studies about motivation relate to pay. Among these is the study by Schuster, Clark, and Rogers (1971). They found that where pay is viewed as a satisfier, individuals would try to perform more satisfactorily. Lawler (1971) found that consequent need for new pay practices, participation in pay decision, and individualization of compensation plans as the needs to accommodate the preferences of the new workers. Levoy (1972) recommended that measures beyond good wages and fringe benefits be the factors that keep worker's morale high and contribute most to job satisfaction. Herzberg, Mausner, and Snyderman (1959) attempted to examine job factors other than pay and studied their effect toward satisfaction. They proposed a famous and widely-used "two-factor" theory to study job satisfaction. They found that factors associated with job satisfaction (satisfier) were achievement, recognition, work itself, responsibility and advancement. Factors associated with job dissatisfaction (dissatisfier) were salary, possibility of growth, interpersonal relationships, status, supervision, company policy and administration, working conditions, personal life, and job security.

Demographic characteristics such as marital status, sex, and age of workers are also factors and correlates that affect job satisfaction. It was generally found that married workers were more satisfied with their jobs than single people (Rachman, 1964), job satisfaction among female workers was higher than their male counterparts (Shapiro and Stern, 1975; Beer, 1964; Miniter, 1976), older workers were generally more satisfied on their jobs (Form and Geschwender, 1962), and satisfaction increase with age until the preretirement period when it declines (Saleh and Otis, 1964).

Although the original studies of job attitudes or job satisfaction were conducted in business environment, many attempts have been made to adapt the concepts and methodologies for use in studies of the educational sector. The reasons behind this are that education has become a big business and educational institutions as very complex. Job satisfaction of educational personnel, thus, becomes a significant area to investigate.

There are many studies attempt to detect the factors relating to job satisfaction of faculty members in the institutions of higher education. Avakian (1971) and Jamann (1975) found that the most important factors of faculty's satisfaction were work itself, achievement, best use of abilities, security and challenging assignment. The factors related significantly to job dissatisfaction were found to be institutional policy and administration, salary, and interpersonal relations with administrators. Morris (1973) revealed from his study of factors influencing job satisfaction and

dissatisfaction of faculty members in private liberal arts colleges that the faculty members were satisfied with their work for reasons which were intrinsic to the work process. Another study in the same area was conducted by Benoit (1977). She found that factors contributing to feelings of satisfaction were moral values, social services and activity. Aspects supplying least job satisfaction were university policies and practices advancement and compensation. Another factors influencing job satisfaction of faculty members were the length of teaching experiences (Rada, 1975), age, salary level, marital status, and years in present position (Findley, 1976).

In the studies of professor turnover and mobility, Mariner (1975) found that open organizational climate was correlated with satisfaction with numerous job characteristics. Conversely, a close organization climate was correlated with dissatisfaction with these variables. The more generally satisfied a person is, the more likely that person is to remain with the institution (Brown, 1967).

The above literature and research were mostly conducted in the United States. In Thailand there has been no study ever conducted in the area of job satisfaction in a university. It is expected that this study will provide a first attempt of the study in the area. It is also hoped that it will serve as a basis for future studies in other institutions in Thailand.

Procedures

The subjects of this study consisted of 120 full-time faculty members of NIDA who had been working at NIDA at least six months before November 1, 1977. The subjects included the faculty members who were studying or training abroad at the time the study was conducted. There was a high rate of questionnaire returns from both faculty members in Thailand and abroad. Questionnaires were returned by 88.9 percent by faculty members in Thailand, and by 76.2 percent by faculty members abroad. A total of 104 questionnaires or 86.7 percent were returned from the 120 which were distributed to all faculty members.

The instrument used in this study was adapted from Brayfield and Rothe's index of job satisfaction (1951) and developed by the investigator. The instrument was designed to obtain the demographic data of the respondents and their attitudes toward overall job satisfaction as well as toward specific aspects of job satisfaction. The Likert scale system consisting of a five category continuum of agreement-disagreement was used in this study.

A one way analysis of variance was employed to test the significance of differences between faculty members' job satisfaction scores and their sexes, ages, marital status, educational backgrounds, positions, years of working at NIDA, and distance travel to work. The Pearson product-moment correlation was used to test the significance of the correlations between job satisfaction scores and the

scores in the aspects related to job satisfaction : advancement, institutional policy and administration, interpersonal relationships, responsibility, salary, status, supervision, welfare, working conditions, and work itself, and to test the significance of the correlations among the categories of these aspects. The null hypothesis was tested at the .05 level of significance.

Findings and Conclusions

The reactions of 104 faculty members showed that a mean of overall satisfaction scores of 3.63 was obtained, therefore it was concluded that faculty members who were employed by NIDA were moderately satisfied with their jobs since the scores above 3.00 indicated a positive degree of satisfaction. It was also concluded that most faculty members perceived their jobs as meaningful and interesting.

Among the scores of the ten specific aspects of job satisfaction : advancement; institutional policy and administration; interpersonal relationships; responsibility; salary; supervision, welfare; working conditions; and work itself, the scores recorded for the aspect of status was the highest score of all aspect. Therefore, it was concluded that the faculty members were most satisfied with the status of their professions as compared to all others aspects studied. The score recorded for the salary and welfare aspects were lower than any of the other eight scores. Therefore, it was concluded that it was in the salary and welfare aspects that there was the least degree of satisfaction by the respondents. It might be concluded that the faculty members were better satisfied with the institutional policy and administration, interpersonal relationships, responsibility, working conditions, and work itself aspects of job satisfaction than the salary and welfare aspects.

The top five factors of job satisfaction of NIDA faculty members were the convenience and comfort of the office, high status of the profession, opportunity to develop professionally, opportunity to do research, and freedom of thought and expression. The top five factors related to job dissatisfaction were low salary and the feeling individuals were underpaid, too much bureaucracy and red-tape, outdated rules and regulations, poor administration, and lack of seriousness about their work on the part of some faculty members. It was concluded that the faculty members seem to be pleased with their careers as professional staff more than their careers as government officials.

It was hypothesized that there were no significant differences between job satisfaction scores of NIDA faculty members and their demographic data. The results revealed that the highest degree held by faculty members was the only demographic variable which produced a significant difference. Thus it was concluded that there was an effect on job satisfaction scores that could be attributed to the level of education of the faculty members.

Sex, age, or marital status of NIDA faculty members does not appear to be a factor affecting their level of job satisfaction. This finding contradicts many studies found in the literature indicating that sex, age, or marital status of the respondents had a relationship to their level of job satisfaction.

It was hypothesized that there were no significant correlations between job satisfaction scores and the scores in the aspects of advancement, institutional policy and administration, interpersonal relationships, responsibility, salary, status, supervision, welfare, working conditions, and work itself. The data indicated that there was no significant correlation between job satisfaction scores and the scores in the aspect of working conditions. All of the other aspects were found to be significantly correlated to job satisfaction scores. It was concluded that among the ten aspects of job satisfaction, working conditions of the faculty members was the only aspect which did not affect their level of job satisfaction. Perhaps because working conditions represented such a general aspect, no significant results were obtained.

It was hypothesized that there were no significant correlations among the scores in the ten aspects of job satisfaction. The data revealed that there were no significant correlations between (1) salary and interpersonal relationships, (2) salary and responsibility, (3) salary and supervision, (4) salary and working conditions, (5) salary and work itself, (6) working conditions and advancement, (7) working conditions and institutional policy and administration, (8) working conditions and interpersonal relationships, (9) working conditions and responsibility, (10) working conditions and supervision, (11) work itself and institutional policy and administration, and (12) work itself and supervision. The other pairs of the aspects of job satisfaction were correlated significantly.

The findings of this study were derived from a single study, done in a specific area, and on data collected within a limited of time. Attitudes of the respondents toward job might be markedly different from one period of time to another. Likewise, a different questionnaire might yield somewhat different results.

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