An Assessment of Job Satisfaction at Goa University among Academic and Non-Academic Staff at Goa University

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DECLARATION BY STUDENT

I hereby declare that the data presented in this Dissertation report entitled, "An assessment of Job satisfaction among Academic and Non-Academic staff in Goa University" is based on the results of investigations carried out by me in the Discipline of Commerce at the Goa Business School, Goa University under the Supervision of Asst Prof. Aakruthi Alarnkar and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will not be responsible for the correctness of observations / experimental or other findings given the dissertation. I hereby authorize the University authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.

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31-2022

Date: 30 April 2024

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COMPLETION CERTIFICATE

This is to certify that the dissertation report "An assessment of Job satisfaction among Academic and Non-Academic staff in Goa University" is a bonafide work carried out by Ms. Pearl Correia under my supervision in partial fulfilment of the requirements for the award of the degree of Master of Commerce in the Discipline of Commerce at the Goa Business School, Goa University.

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Date: 30/4/2024

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Pearl Correia

Abstract

Job satisfaction is a gauge in determining the success of an organization. If an organization can provide satisfaction to its employees, it does not only improve the image of the organization but it can also increase the motivation and productivity of all employees. The success of an organization or firm is not dependent on the number of employees but much depends on the quality of the staff. In this study to measure the job satisfaction of the Teaching and Non-Teaching staff at Goa University. A paper survey questionnaire was utilized. Structural Equation Modelling (SEM) based on Partial Least Squares (PLS) and Jamovi software was used.

1.1 INTRODUCTION

A positive work environment is said to be mostly dependent on job satisfaction, which can also tangentially improve commitment, loyalty, and devotion as well as boost motivation and output. An individual's unwavering dedication may stem from their high level of job satisfaction, which is a direct effect of their workplace satisfaction. (Rahman et al., 2012) job satisfaction can be a key indicator of how employees feel about their jobs and a predictor of work behaviours like organisational citizenship, absenteeism, and turnover, it is one of the organisational variables that is most frequently measured in both research and applied settings. Having a progressive or optimistic attitude towards one's work is a sign of job satisfaction. A contented worker will carry out their responsibilities effectively and efficiently and will be committed to both the company and their position. These days, it is important for the company to be aware of the degree of job satisfaction at work. The degree of contentment with the task or job that has been allocated is referred to as job satisfaction, and it serves as a driving factor behind employees' efforts. It is common knowledge that contented workers are beneficial to the company. Furthermore, a happy worker is one that is fulfilled in their position overall.(Devi & Bharatwal, 2020) . The overwhelming weight of empirical data, points to a positive linear association between facet and global job satisfaction as well as chronological age. This suggests that older people are generally happier in their jobs than younger workers. This conclusion is supported by research conducted on workers in a variety of organisational settings, including white-collar and blue-collar jobs, different genders, and varying educational levels.(Yucel & Bektas, 2012). According to Locke (1976), job satisfaction is an enjoyable or favourable emotional state brought on by an evaluation of one's work experiences. Job

satisfaction was defined by Dawis and Lofquist (1984) as the outcome of the employee's assessment of how well the work environment meets their needs, and by Porter, Lawler, and Hackman (1975) as the individual's response to their organisation or line of work.(Saner & Eyüpoğlu, 2012).

Three types of resources are available to any organisation, whether or not it is profit-oriented: people, money, and machinery. But without a doubt, an organization's human resource is its most vital and essential asset. These are the people who drive organisational development and transform inadequacy into efficiency.

One of the fundamental components of education, universities directly contribute to the advancement of society. Furthermore, it is necessary to take into account the influential elements that raise scientific standards and university outcomes. One of these essential elements that possesses these attributes is job satisfaction, which offers a suitable setting for enhancing university outcomes and generates sufficient environment for faculty and staff to be present at the university. Clearly defined, Job satisfaction is important for universities. It also has predictive power for staff performance and academic outcomes. The results of higher education are positively correlated with job satisfaction. In addition, a collection of data regarding the position, employees, and workplace is included in the university study of job satisfaction as an organisational aspect. These elements greatly aid in decision-making and lessen the challenges associated with social behaviour and educational organisation regulations. Undoubtedly, job Satisfaction is considered a well-recognised tool for categorising challenges and modifications that occur inside employees. (Mehrad, 2020)

1.3 Scope of the study

The idea of job Satisfaction and associated concerns are receiving a lot of attention these days from all areas of the company, organisations and institutions. The degree of job satisfaction among employees has become crucial for employers to monitor, as it greatly impacts the overall performance of the company. For any type of organisation, figuring out how satisfied workers are with their jobs is vital. Nevertheless, it was discovered during a study of the literature that very little research had been done on evaluating the degree of job satisfaction among academics and non-academic members in developing nations. Nonetheless, several studies were carried out within the framework of developed, western nations. This was initially the rationale behind

the selection of this subject for the current investigation. In addition, to answer a number of queries like: How satisfied are Goa University's academic and non-Academic staff with elements related to motivators and hygiene factors? What is the impact of demographic characteristics on the job satisfaction levels of university employees, both faculty and non-faculty members? As a result, it also becomes necessary to carry out the current study in order to provide answers.

1.4 Research Objectives

I. To Assess the university academic and non-academic staff's level of satisfaction with the job motivator factors (Intrinsic) and Job Hygiene factors (Extrinsic).

II. To assess how influential are Years of Experience on Job Satisfaction.

III. To evaluate which factors provides the most and least satisfaction to its employees.

Research Questions

RQ1: What is the level of Job Satisfaction among Academic and Non-Academic staff at Goa University?

Research Hypothesis

H1 There is a significant positive impact of Effective senior management on Job satisfaction

H2 There is a significant positive impact of good feelings about the organisation on Job satisfaction

H3 There is a significant positive impact of Opportunities for Advancement on Job Satisfaction

H4 There is a significant positive impact of Recognition on Job Satisfaction

H5 There is a significant positive impact of Satisfaction with salary and Benefits on Job satisfaction

H6 There is a significant and positive impact of Effective senior management on years of experience

H7 There is a significant and positive impact of Good Feelings about the organisation on years of experience

H8 There is a significant and positive impact of Opportunities for advancement on years of experience

H9 There is a significant and positive impact of Recognition on years of experience

CHAPTER 2
LITERATURE REVIEW

2.1 Introduction

job satisfaction is "the extent to which people enjoy their jobs." Two significant sets of evidence support the need to research job happiness. First, higher levels of job satisfaction are linked to lower levels of absenteeism and turnover, higher levels of productivity and organisational commitment, and ultimately higher levels of organisational effectiveness. (Abdulla et al., 2011). An organization's ability to maintain employee happiness is critical. Employee satisfaction is the primary factor that determines the organization's performance and efficiency. Contented workers are more likely to be inventive and creative, leading to the invention of breakthroughs that propel the business forward and generate profits. Within the company, job happiness is thought to be a critical concern. It is widely acknowledged that job satisfaction can be divided into two categories: general or unidimensional, and based on the dimensions of the task. The benefit of focusing more on components of the work that could cause satisfaction or unhappiness is that job satisfaction dimensions can be determined. .(Zhao et al., 2016)

In the past, "a positive emotional state resulting from the appraisal of that job or the job experiences" was the definition of employee satisfaction. (Alias, 2017)" Since employee satisfaction ultimately determines a company's success or failure, it is critical to organisations. The consumer is the first to notice when workers are content with their pay and benefits package as well as their working environment in an organisation. The responsibility is entirely on the employer to make sure that the new rival on the block doesn't steal their best employees. It is now crucial for the employer to recognise and comprehend the cues that their staff members give off.

Before it's too late and the worker decides to depart, management ought to make an attempt to redress the rightful requests of the workers. Employers benefit from this knowledge since it offers them an advantage and extra time to make the necessary corrections to avoid losing talent. The worker might not be content with his workplace or be having problems in his relationships with supervisors or other employees. Before things get out of control, these

problems must be resolved. While it is true that employees are paid for their job, emotional rewards have a greater influence on employee satisfaction since they help maintain a positive working relationship between employers and employees. An organization's HR function needs to give top importance to tracking down and raising this satisfaction level. A happier workforce can result in more motivated and devoted workers, which improves organisational output in the form of better goods and services and advances an organization's overall performance. Being an employer of choice is mostly dependent on having devoted and faithful workers. In this sense, the organisation and businesses confront tremendous obstacles in creating motivated and engaged workforces. (Haq & Chandio, 2014)

For many years, studies on job satisfaction have sought to understand how it relates to employee productivity and organisational efficacy. According to Shann (1998), teacher job satisfaction is regarded as a complex concept in education that is essential to teachers' commitment and retention and, as such, may have an impact on schools' ability to function effectively. Despite the fact that Herzberg, Mausner, and Snyderman's (1959) work did not define job satisfaction, it has had a significant impact on research on the topic (Evans 1998). Job satisfaction and discontent are independent of one another and are influenced by distinct workplace conditions, according to Herzberg's dual-factor theory. Two different categories of factors are found: extrinsic aspects of the job, like the calibre of working conditions, are referred to as hygiene factors, while intrinsic factors, like achievement, are included in the first category (motivators) and are thought to positively impact job satisfaction. If the latter is there, it won't make people happier; if it isn't, it will lead to discontent (e.g., bad working conditions). The literature has a number of criticisms of Herzberg's model (see, for example, Locke 1976). Hinton (1968) highlighted problems with bias in the creation of study instruments and critiqued Herzberg's research technique. The fundamental assumption of the two-factor theory, according to which hygiene elements and motivators are independent of one another, has also come under fire, with some data suggesting that hygiene factors have a strong motivating influence. (Menon & Athanasoula-reppa, 2011).Empirical research indicates that employees' total job happiness and various job satisfaction variables are influenced by their marital status as a demographic variable. Azim (32) states that research indicates married workers are happier than single workers. This difference in satisfaction may be due to the fact that married workers have greater obligations and value their jobs more. In her investigation on the relationship between teachers' marital status and workplace satisfaction, Mwamwenda [39] found that married workers had higher job satisfaction than single workers. They clarified that this could

be the outcome of the fact that marriage serves as a mechanism for achieving life pleasure, mental wellness, and physical health. Employees who are married and whose partners assist them in their employment may discuss workrelated experiences with one other. Unmarried employees may not benefit in these ways. Gazioglu and Tansel [40] examined the impact of marital status on job satisfaction among employees. Their research findings indicate a lower satisfaction level for married employees than unmarried employees. This implied marital difference exists in their study. In a survey study, Fitzmaurice [41] evaluated the relationship between employees' job satisfaction levels and marital status. The study's conclusions demonstrate that single workers had higher job satisfaction than married workers. The results imply that there are variations in job satisfaction between marriages. Anyango, Ojera, and Ochieng [37] investigated the relationship between employees' job satisfaction and marital status. Their research indicates that there were no variations in job satisfaction between married and single employees, indicating that marital status did not affect job satisfaction in their study. Azim and companions. examined the relationship between employees' marital status and job happiness and found that, while married and single employees had similar levels of job satisfaction, marital status did not significantly influence job satisfaction in their study. Saner and Eyüpoğlu looked into the relationship between employees' marital status and job satisfaction and found that married workers are happier than single workers, indicating that there are disparities in job satisfaction between marriages. Mocheche et al.'s study [38] looked into the connection between marital status and work satisfaction. The results of their study showed that married employees are happier at work than single employees, suggesting that there are notable disparities in job satisfaction between married and single employees. The review shows that there are differences in how employees perceive some aspects of job satisfaction. Because the employees in the examined research evaluated the variables differently, the results are similarly inconsistent when it comes to ranks. (Francis Duah & Kyeremeh Kofi, 2022).Research on librarians' job happiness have been conducted since the late 1970s, with varying degrees of success. Working with users increases a librarian's job satisfaction compared to not working with them. Job satisfaction among librarians is positively connected with the meaning they derive from their work, as well as with their salary and prospects for advancement. Higher levels of job satisfaction were reported by librarians who worked in smaller libraries, got along well with their coworkers, had excellent managers, and had a high degree of employment variety and autonomy. It was also discovered that the number of years of professional experience had an impact on librarians' job happiness; the more

experience a librarian had, the more content they were with their jobs. According to one survey, librarians' work satisfaction is lower than the country as a whole (van Reenan, 1998). A 2019 study discovered that women were happier in their library work than males, contrary to a 2016 study (Galbraith et al., 2016) that revealed no difference in satisfaction between men and women (Morgan, 2014). According to a recent survey (Neville & Henry, 2017), academic librarians are generally content with their professions, scoring a 7 out of 10. However, multiple earlier studies indicated that academic librarians are not as satisfied as librarians in other types of libraries. "Craft" and professional performance were found to have the most influence on job satisfaction among 1,833 graduates of an MLS programme in North Carolina between 1964 and 2009, with relationships with coworkers coming in second. Remarkably, there was no discernible relationship between salary and job satisfaction (Morgan, 2014). Relevant to job happiness are two recent studies on workplace engagement and workplace burnout in libraries. Compared to other respondents, women, academic librarians, and librarians between the ages of 25 and 34 reported substantially greater rates of burnout (Holm, Guimaraes, Wood, & Brooks, 2019). School librarians, administrators, librarians who work directly with patrons, and women reported statistically significantly greater levels of workplace engagement than other respondents in another study on the topic. Moreover, the study participants' workplace involvement was most influenced by culture, work environment, and library leadership.(Martin, 2020) .

CHAPTER 3

Research Methodology

3.1 Data collection and sample

To measure the job satisfaction of the academics and Non academics at Goa University. A paper survey questionnaire was utilized. The questionnaire included 5 items and featured quantitative questions. The questionnaire focused on four Parts. The first part of the research questionnaire contained the demographic profile of respondents: Respondents Hygiene, motivational level and job satisfaction were respectively determined in the second and third parts of the questionnaire namely intrinsic satisfaction, extrinsic satisfaction, and overall job satisfaction. Intrinsic satisfaction refers to occupational conditions (how people feel about the nature of the job's tasks), and extrinsic satisfaction refers to environmental conditions (how people feel about features of the job that are external to the work). Respondent academics and non-academics were asked to express the extent of their satisfaction a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree).

The population for this study comprised of academics and non-academics from the entire university taken from different departments; professor, Asst professors, librarians, Councillor, laboratory technicians, administration, helpers, security guard with 382 respondents agreeing to take part in the study. Respondents were explained and then briefed about the research paper to motivate them and show how to fill the questionnaire. The questionnaires were administered in a paper survey format. Though time consuming, this method was utilized so as to ensure as high a response rate as possible.

Microsoft Excel Spreadsheet was used to analyse the data collected smart pls software and Jamovi software was used to analyse the data and understand the relationship between job satisfaction and Years of Experience.

3.2 The measurement Scales

The questionnaire was pre-tested by sending it randomly to Academic and Non-Academic staff Based on the feedback, the questionnaire was further modified. The instrument is grounded in Herzberg's et al. (1959) work of two factor theory. This was divided into three parts, as follows: demographics, job satisfaction survey and job effects. The first part (demographics) sought information pertaining to Name (however it wasn't made mandatory after the pre-test),

Management Position (i.e. Academic and Non -Academic), age group, Marital Status, years of Experience, Level of Education, Types of Service. whereas the second part was the job satisfaction survey. The questionnaire used in this part was designed to measure job satisfaction of Academic and Non-Academic staff.

3.3 Data analysis

To study the job satisfaction of university Members, Structural Equation Modelling (SEM) based on Partial Least Squares (PLS) and Jamovi software was used. SEM was employed in this study to provide accurate measurements of the variables and questionnaire items since it could evaluate the correlations between the variables and directly approximate random errors in observed constructs. (Teo, 2019) In the social sciences, the PLS technique is commonly employed since it is effective and suitable for complex models. Moreover, neither a big sample size nor the presumption that the data is normally distributed are required by PLS. PLS-SEM was selected for this study because to its appropriateness and capacity. (Hair et al., 2014).

Chapter 4 Analysis and results

This section presents the results of descriptive statistics, measurement model, and structural equation model.

4.1 Descriptive statistics

Demographic profile

Table 1: Frequencies of Gender

Gender	Counts	% of Total	Cumulative %
1	117	30.6 %	30.6 %
2	265	69.4 %	100.0 %

Source: Compiled by Author

Table 2: Frequencies of Management position

Management position	Counts	% of Total	Cumulative %
1	138	36.1 %	36.1 %
2	244	63.9 %	100.0 %

Source: Compiled by Author

Table 3: Frequencies of Age group

Age group	Counts	% Total	Cumulative %
1	105	27.5 %	27.5 %
2	112	29.3 %	56.8 %
3	98	25.7 %	82.5 %
4	67	17.5 %	100.0 %

Source: Compiled by Author

Table 4: Frequencies of marital status

marital status	Counts	% of Total	Cumulative %
1	231	60.5 %	60.5 %
2	151	39.5 %	100.0 %

Source: Compiled by Author

Table 5: Frequencies of years of experience

years of experience	Counts	% of Total	Cumulative %
1	191	50.0 %	50.0 %
2	51	13.4 %	63.4 %
3	71	18.6 %	81.9 %
4	69	18.1 %	100.0 %

Source: Compiled by Author

Table 6: Frequencies of level of education

level of education	Counts	% of Total	Cumulative %
1	22	5.8 %	5.8 %
2	37	9.7 %	15.4 %
3	45	11.8 %	27.2 %
4	244	63.9 %	91.1 %
5	32	8.4 %	99.5 %
6	2	0.5 %	100.0 %

Source: Compiled by Author

Table 7: Frequencies of Types of service

Types of service	Counts	% of Total	Cumulative %
1	310	81.2 %	81.2 %
2	72	18.8 %	100.0 %

Source: Compiled by Author

Interpretation: From Table 1 it is observed that most of the respondents are Females. Out of 382 respondents, 265 respondents are Females, they constituted around 69.4 % of the total respondent and remaining 30.6 % are males. In Table 2 it is observed that most of the respondents are Non-Academic i.e. 63.9% followed by Academic with a total of 36.1% In Table 3 it is observed that most of the respondent i.e. 29.3 % respondent are from the age group of 30-39. Around 27.5% of respondents fall in the age group of 20-29. Around 25.7 % of respondents fall in the age group of 40-49. And the remaining 17.5% are from age group of 50-59 and above. In Table 4 it is observed that most of the respondent i.e. 60.5% are married and 39.5% respondent are not married. In Table 5 it is observed that most of the respondent i.e.50.0% has 0-10 years' work experience. followed by 18.6% has 21-30 years' experience ,18.1% has 30 and above and 13.4% has 11-20 years of work experience. In Table 6 it is observed that most of the respondent i.e. 63.9 % respondents are from the group of Post graduate. Around 11.8 % respondents are from group of Graduate. Around 9.7% respondents are from group of 10 th standard and 8.4 % respondent is from group of Doctorates. Around 5.8% respondents are from the group of Primary School ,0.5% are from the group of Professionals. In Table 7 it is observed that most of the respondent i.e. 81.2% are Permanent and the rest 18.8% are Contract.

4.2 Assessment of measurement model

The research items were analysed based on a five-point Likert-scale (1: strongly disagree, 2:
disagree, 3: neutral, 4: agree, and 5: strongly agree).

Table 1 : FACTOR LOADING

	INDICATORS	OUTER LOADINGS
ESM 5 <- ESM		0.803
ESM1 <- ESM		0.906
ESM2 <- ESM		0.914
ESM3 <- ESM		0.783
ESM4 <- ESM		0.774
GFO 4 <- GFO		0.934
GFO1 <- GFO		0.882
GFO2 <- GFO		0.919
GFO3 <- GFO		0.92
JS 2 <- JS		0.415
JS 3 <- JS		0.936
JS 4 <- JS		0.928
JS1 <- JS		0.495
OFA 1 <- OFA		0.788
OFA 2 <- OFA		0.708
OFA 3 <- OFA		0.782
OFA 4 <- OFA		0.604
OFA 5 <- OFA		0.754
R1 <- R		0.951
R2 <- R		0.953
SWS 1 <- SWS		0.927
SWS 2 <- SWS		0.515
SWS 3 <-SWS		0.861
SWS 4 <- SWS		0.94
SWS 5 <- SWS		0.509
years of experience <- years of experience		1

Source: Compiled by Author

Table 2: CONSTRUCT RELIABILITY AND VALIDITY

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
ESM	0.894	0.928	0.922	0.703
GFO	0.934	0.936	0.953	0.835
JS	0.746	0.913	0.807	0.539
OFA	0.779	0.79	0.85	0.533
R	0.897	0.897	0.951	0.906
SWS	0.833	0.916	0.876	0.601

Source: Compiled by Author

Table 3: Discriminant Validity -Fornell -Larcker Criterion

	ESM	GFO	JS	OFA	R	SWS	YOE
ESM	0.838						
GFO	0.929	0.914					
JS	0.911	0.951	0.734				
OFA	0.873	0.73	0.756	0.73			
R	0.934	0.966	0.958	0.74	0.952		
SWS	0.9	0.957	0.931	0.735	0.936	0.776	
YOE	0.227	0.224	0.243	0.255	0.23	0.243	1

Source: Compiled by Author

Table 4 : Heterotrait -Monotrait Ratio (HTMT)

Indicators	Heterotrait -Monotrait Ratio (HTMT)
GFO <-> ESM	0.986
JS <-> ESM	0.876
JS<-> GFO	0.937
OFA <-> ESM	1.044
OFA <-> GFO	0.841
OFA<-> JS	0.871
R <-> ESM	1.012
R<-> GFO	1.055
R <-> JS	0.97
R<-> OFA	0.871
SWS<-> ESM	0.928
SWS <-> GFO	0.979
SWS <-> JS	0.936
SWS <-> OFA	0.848
SWS<-> R	0.987
YOE<-> ESM	0.234
YOE <-> GFO	0.232
YOE <-> JS	0.268

YOE <-> OFA	0.295
YOE <-> R	0.242
YOE <-> SWS	0.28

Source: Compiled by Author **Table 5**: R Square

	Rsquare	R-square adjusted
JS	0.935	0.934
YOE	0.082	0.07

Source: Compiled by Author

Table 7: Variance Inflation Factor (VIF)

	VIF
ESM 5	2.261
ESM1	3.881
ESM2	4.117
ESM3	2.074
ESM4	1.976
GFO 4	2.655
GFO1	3.502
GFO2	4.007
GFO3	4.395
JS 2	2.369
JS 3	3.591
JS 4	3.541
JS1	2.465
OFA 1	1.813
OFA 2	1.635
OFA 3	2.105
OFA 4	1.797
OFA 5	1.886

R1	2.945
R2	2.945
SWS 1	2.021
SWS 2	3.585
SWS 3	2.691
SWS 4	4.765
SWS 5	3.463

Source: Compiled by Author

4.3 Results

For Measurement Model Assessment in Factor Loading most of the construct are greater than 0.70 (Table 1) which means they represent the underlying construct well. It displays a number of Constructs Effective Senior Management (ESM), Good Feelings about the Organisation (GFO), Job Satisfaction (JS), Opportunities for Advancement (OFA). Only in the case of (GFO2)– Good Feeling about the Organisation (OFA 4) opportunities for Advancement and Recognition R (R1 andR2) which is less than 0.70. Outer Loading above

0.70 is Considered is acceptable. Overall, the staff appear to be satisfied with most of the factors, according to the data. Table 2 Highlights Reliability and Validity (Alpha and Composite Reliability) When it comes to construct reliability there are three ways to check a model Validity that is Cronbach's Alpha, Composite reliability and Average variance extracted (AVE). However, the criteria to assess reliability is that the values should be greater than 0.50. In our tested model all the constructs are greater than 0.50 which means it is Reliable. Reliability refers to the consistency of the construct. After testing Reliability, we have assessed construct Validity by performing convergent reliability (AVE) in our study all the the AVE values are greater than 0.50 which means that our Convergent Validity is established. After testing Reliability, we went about assessing Discriminant Validity (Table 3). This Validity assesses whether each of the construct in the study have got their own distinct individual identity and that each construct is different from each other in how they are measured this is very important in social sciences because the construct may overlap. for this test there are two ways Fornell and Larker Criterion, HTMT(Preferred)or Cross Loadings). In this study we ran the

Fornell and Larker Criterion and top most number which is one is the square root of AVE. This value should be the highest from the subsequent value (correlations). In our study all the values are higher than the subsequent values thus establishing the Fornell Larker Criterion. In technical terms the within construct variance should be higher than the shared variance. Q2 measures the predictive relevance or the model's ability to predict the dependent variable from the sample. A positive and a value greater than 0 indicates that the model has predictive relevance and suggests that model's predictions are better than the random guessing. It can be seen in Table 6 that the Q2 predict of Job Satisfaction and Years of Experience is 0.607 and 0.537, which indicates strong predictive relevance for the structural equation model. The VIF is a measure used to assess the multicollinearity among independent variables in the model. Multicollinearity occurs when two or more independent variables are highly correlated, making it difficult to determine the individual effect of each variable on the dependent variable. A value less than 5 suggests that there is no multicollinearity among the variables. It can be seen in Table 7 that all the VIF values are less than 5, which indicates that multicollinearity is not a significant concern, and the independent variables are likely not highly correlated with each other. F2 is a measure of the effect size, indicating the proportion of the variance in the dependent variable explained by a specific predictor while controlling for other predictors. It can be seen in Table 8 that Opportunities for growth and Advancement, Good Feelings about the

Organisation and Satisfaction with salary and benefits has a large effect on Job Satisfaction.

Recognition and Effective senior management are 0.454 and 0.003 respectively, hence having lower effect.

4.4 Structural Model and Hypothesis Testing

Hypothesis	Beta Coefficient	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Results
ESM-> JS	-0.172	0.097	1.78	0.075	Supported
ESM-> YOE	-0.404	0.233	1.73	0.084	Supported
GFO-> JS	0.318	0.118	2.683	0.007	Supported
GFO-> YOE	-0.056	0.275	0.205	0.838	Not Supported
OFA-> JS	0.148	0.052	2.844	0.004	Supported
OFA-> YOE	0.331	0.105	3.149	0.002	Supported
R-> JS	0.581	0.138	4.193	0	Supported
R-> YOE	0.203	0.254	0.8	0.424	Not Supported
SWS-> JS	0.128	0.053	2.397	0.017	Supported
SWS-> YOE	0.228	0.169	1.352	0.177	Not
					Supported
YOE-> JS	0.009	0.013	0.732	0.464	Not Supported

Source: Compiled by Author

Note=Beta Coefficient, SE = Standard Error, T=t- statistics, P=Probability (P)value, Effective senior management (ESM), Good Feelings about the Organisation (GFO), Opportunities for Advancement (OFA), Recognition (R), Satisfaction with salary and Benefits (SWSB), Job Satisfaction (JS), Years of Experience (YOE).

Structural Model Assessment and Findings

H1 evaluates whether There is a significant positive impact of ESM on Job satisfaction. The results revealed that ESM has a significant and positive impact on JS (B=-0.172, t=1.78, p=0.075). Hence H1 is supported .H2 evaluates wheather There is a significant positive impact of GFO on JS. The results revealed that GFO has a significant and positive impact on Job satisfaction (B= 0.318, t=2.683, p=0.007). Hence H2 is supported.H3 evaluates wheather There is a significant positive impact of OFA on JS. The results revealed that OFA has a significant and positive impact on JS (B=0.148 , t= 2.844 ,p= 0.004).Hence H3 is supported.H4 evaluates wheather There is a significant positive impact of R on Job satisfaction. The results revealed that R has a significant and positive impact on Job satisfaction (B= 0.581 , t= 4.193 ,p= 0.00).Hence H4 is supported.H5 evaluates wheather There is a significant positive impact of SWSB on JS. The results revealed that SWSB has a significant and positive impact on Job satisfaction (B=0.128 , t= 2.397 ,p=0.017). Hence H5 is supported.H6 evaluates wheather There is a significant positive impact of ESM on YOE. The results revealed that ESM has a significant and positive impact on YOE (B=-0.404 , t= 1.73 ,p= 0.084). Hence H6 is supported.H7 evaluates wheather There is a significant positive impact of GFO on YOE. The results revealed that GFO has a insignificant and impact on YOE (B=-0.056 , t=0.205 ,p= 0.838). Hence H7 is Not supported.H8 evaluates wheather There is a significant positive impact of OFA on JS. The results revealed that OFA has a significant and positive impact on YOE (B= 0.331 , t= 3.149 ,p= 0.002). Hence H8 is supported.H9 evaluates wheather There is a significant positive impact of R on YOE. The results revealed that R has a in significant impact on YOE (B= 0.203 , t= 0.8 ,p= 0.424). Hence H9 is Not supported.H10 evaluates wheather There is a significant positive impact of SWSB on YOE. The results revealed that SWSB has a in significant and impact on YOE (B= 0.228 , t=1.352 ,p= 0.177). Hence H10 is not supported.

Findings And Conclusions

While Satisfaction with Salary and benefits emerges as a significant factor influencing overall Job Satisfaction, interestingly, it appears to unrelated to years of experience among Academic and Non-Academic staff. The findings highlight the positive impact of recognition on overall Job among Academic and Non –Academic staff regardless of their years of experience. This underscores the importance of acknowledging and appreciating employee's contribution therefore it is essential to have meaningful recognition initiatives that can contribute to a supportive and fulfilling work environment for employees at all career stages. The research indicates that there is a significant positive impact about opportunities for advancement and overall, Job satisfaction. It even appears to be related to years of experience among Academic and Non-academic staff. The findings demonstrate a positive and significant impact of having positive feelings about the organisation. This impact appears to be related to years of experience. The research indicates that perceptions of effective senior management have a significant impact on overall Job satisfaction this does not holds true for years of experience. This suggest that while effective senior management is undoubtably important for an institution success it may be limited.