FACTORS AFFECTING EMPLOYEE JOB SATISFACTION IN

UNIVERSITIES IN SOMALIA

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ABSTRACT the main purpose of this study was to investigate the factors affecting employee job satisfaction in universities in Mogadishu-Somalia with a specific reference to Mogadishu Universities-Somalia. This study was guided by the following three research questions: What is the influence of organizational culture on employee job satisfaction in universities in Mogadishu- Somalia? What is the influence of work environment on employee job satisfaction in universities in Mogadishu- Somalia? How does the leadership style influence employee job satisfaction in universities in Mogadishu-Somalia? A descriptive research design was being adopted. The dependent variable was employee job satisfaction while the independent variables were organizational culture, work environment and leadership style factors of employee job satisfaction. Proportionate stratified random sampling technique was used . The results reveal that organizational culture , work environment and leadership style have significant and positive effects on employee job satisfaction, while organizational culture have insignificant effects on employee job satisfaction in the universities in Mogadishu Somalia.

Key words: Organizational culture, work environment. Leadership style, Employee job satisfaction.

INTRODUCTION

Background of the Study

The study of behaviour within organizational setting has highlighted important variables that are supportive or damaging to the performance of workforce. This view holds true while focusing on quality of human resources as a principal factor which contributes considerably to organizational success (Pohlma & Gardiner, 2000). According to Kotler *et al*. (2009) define satisfaction as 'a person's feeling of pleasure that result from comparing a product's perceived performance (or outcome) to their expectation'. Satisfaction is a state felt by a person who has experience performance or an outcome that fulfill his or her expectation. In this study the term service quality is adopted as defined by Zeithaml and Bitner (2003). Job satisfaction is defined as "a pleasurable or positive emotional state resulting from one's job or job experiences" Armstrong (2003) defined job satisfaction as the feelings and attitudes of people toward their job. Luthans (2005) recommends work, pay, promotion, supervision and co-workers as the major determinants of job satisfaction. Job satisfaction represents the level of deviation between what a worker expects to receive and what he or she actually experiences in the place of work (McShane, 2004) Staff might be satisfied with some parts of their jobs while simultaneously dissatisfied with others (McShane, 2004).

On the second dimension converse, if employees are treated fairly, they are likely to have a positive attitude towards their job. The third dimension job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. Lack of job satisfaction is a predictor of quitting a job. Sometimes employees may quit from public to private and vice versa. At other times the movement is from one profession to another that is considered a greener pasture. Job satisfaction significantly

influences organization behavior. Good remuneration has been found over the years to be one of the policies and organization can adopt to increase workers performance and thereby increase the organization's productivity. Also, with the present global economic trend, most employers of labor have realized the fact that for their organizations to compete sympathetically, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is very important, not only for the growth of the organization, but also for the growth of individual employees (Meyer & Peng, 2006).

Statement of the problem

Job satisfaction is widely studied across many academic disciplines, including psychology, sociology, economics, and the management sciences (Jung, 2007). Research has shown that satisfied employees are more productive, deliver higher quality of work and improve a firm's competitiveness and success (Garrido, 2005). Universities are currently faced with unapproachable challenges. This observation holds true not only in Europe, but also in the other world regions. National and international competition in the university sector continues to grow, while demands from stakeholders are high. In an increasing number of countries, higher education policies are moving from historically state controlled systems toward systems embracing university autonomy, accountability and peer based quality assurance (Dee, 2000). Due to these challenges, public and private universities have been faced with the challenging task of motivating their employees through provision of attractive working conditions and competitive remuneration. In addition, they have had to face the reality of their employees, whom they have invested heavily to train, seeking alternative, more competitive opportunities in the private sector or abroad (Mwiria & Ngethe, 2007). These unfavorable working conditions

have jeopardized the loyalty of the academic and administrative employees towards their universities as they increasingly engage in moonlighting activities in order to supplement their earnings (Kipkebut, 2010).

This rapid growing of a number of private higher education institutions accompanied by declining funds has seen the universities deteriorate in all dimensions, for instance, the physical facilities are run down, library facilities overcrowded with outdated books, students hall overcrowded, quality of research and teaching has declined, student unrests are on the rise and staff are disheartened due to variety of factors including; inadequate and non-competitive salaries and dissatisfaction with non-monetary factors such as poor working conditions and heavy workload (Mutula,2002; Tetty,2006).

The concept of job satisfaction is one of the most studied in industrial and organizational psychology and in the sociology of work and occupations (Mulinge,2000). Therefore, it is anticipated that a better understanding of these issues can aid further research, pinpoint better strategies for recruitment, promotion and training of future managers and employees. The researcher was interested in understanding the factors that affect employees" job satisfaction in universities in Mogadishu-Somalia.

Specific Objectives of the study

 i. To examine the influence of organisational culture on employee job satisfaction in universities in Mogadishu- Somalia

 ii. To investigate the influence of work environment on employee job satisfaction in universities in Mogadishu- Somalia

iii. To determine the influence of leadership style on employee job satisfaction in universities in Mogadishu-Somalia.

\Conceptual Framework

Conceptual framework is a scheme of variables which the study operationalizes in order to achieve the set objectives. The dependent variable attempts to indicate the total influence arising from the effects of the independent variables. It therefore varies as a function of the independent variables (Mugenda & Mugenda, 2003)

Independent variable, according to Nachmias & Nachmias (2009) is the presumed cause of changes in the values of the dependent variable; the dependent variable is expected to be influenced by the independent variable. This is illustrated in figure 2.1 below. The independent variables in this study are Organisational culture, Work environment, and Leadership style how they affect Employee job satisfaction in universities in Mogadishu- Somalia.
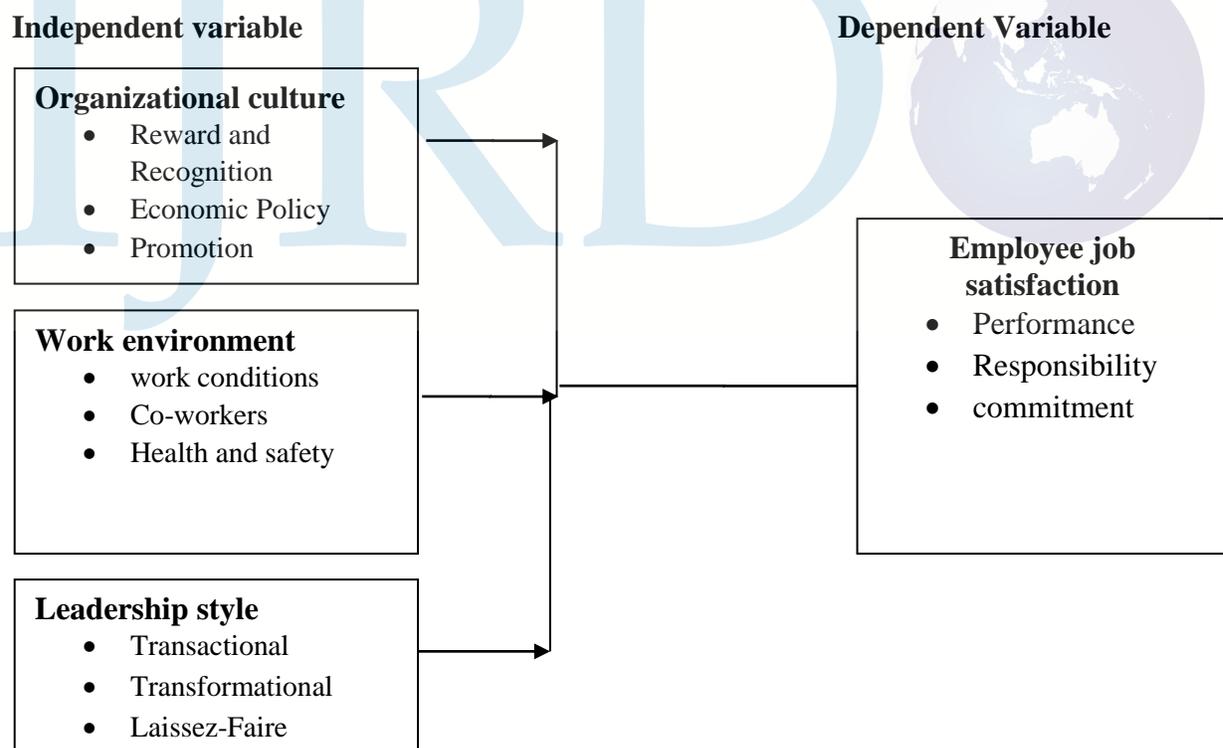
Independent variable   **Dependent Variable**

Organizational culture
- Reward and Recognition
- Economic Policy
- Promotion

Employee job satisfaction
- Performance
- Responsibility
- commitment

Work environment
- work conditions
- Co-workers
- Health and safety

Leadership style
- Transactional
- Transformational
- Laissez-Faire

 Figure 2.1 conceptual framework

Organizational culture

Organizational culture can be seen as a set of underlying values, which can influence the behavior of all the members of an organization. According to Robbins &Sanghi (2007), organizational Culture is a system of common values which we can estimate that employees accept the similar organization culture even with different background within the organization. Organizational culture influenced the internal organizational policies, it's also effects the employee's commitment towards the goals and values of the organization, it increases the employees willing to puts its all efforts to satisfy the customer so he must be willing to return to the company for re-purchase (Bolton *et al*, 2000The degree to which employees is expected to exhibit precision, analysis, and attention to detail. Organizational culture based on employee's culture, and culture developed by the employees of organization. Every employee has different values, culture, personality, and traits according to its own values which are given. Then they work according to organization culture which is set by the organization. So there is positive impact of employee and organizational culture according to their customs. It tells all the detail about culture and then evaluated the whole organization which gives positive results.

The study of Silverthorne (2004) showed that organizational culture can play an important role for the level of employee job satisfaction. According to Lund (2003), relatively fewer studies have investigated the connection between organizational culture and job satisfaction. Furthermore, organizational culture can also be seen as a way of thinking and describing the internal world of an organization. This internal world can be differentiated from another organization by the organization's personality (Sims, 2002). Sims (2002) stated that several researchers defined that the culture of an organization socializes the people.

Work environment

The work environment refers to the relationship between a worker and his environment that can be broken down into different dimensions like the social, technical and economic in which the work is normally viewed and designed. Robbins (2001) advocates that working conditions was influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction.

Various studies in the past have tried to explain how the work environment in different areas plays an important role. The environment in which an employee is exposed plays an important role in the employee's decisions of their staying with or leaving the organization (Hytter, 2008). According to Saeed *et al*., (2013), working conditions have also confirmed to be a strong influence on the job satisfaction of employees. Moreover, the physical design too, to some extent affects the job satisfaction of employees and that work greatly depends on the relationship between employees and the environment; hence they consider a part of the working conditions that affect job satisfaction.

Leadership style

Leadership is a relationship between leaders and followers where they influence each other and they intend real changes and outcomes that reflect their shared purposes (Daft, 2005). Leadership is a process whereby an individual influences a group of individuals to achieve common goals (Northouse, 2007). Leadership style is the combination of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers (Dubrin 2004). It is the result of the philosophy, personality and experience of the leader. There are several leadership styles such as: autocratic, bureaucratic, charismatic, democratic, participative, situational, transformational, and transactional and laissez faire leadership (Mosadeghrad, 2003a).

Leadership style has been the deciding factor of more than one facet of employee behavior in organizations. Relationships between managers and their employees are different now. Leaders now do not depend as much on their legitimate power to persuade people to do as they are told but they take part in communication with their employees or they expand and raise the interest of their employees (Northouse, 2007). Leaders do not intervene until problems occur; they wait for things to go wrong before they take action; Laissez-Faire (LF): The leader renounces responsibility and avoids making decisions which leaves the employees without direction Transformational leadership anticipates future trends, inspires to understand and embrace new possibilities and builds the organization into a community of challenged and rewarded learners. This style also develops others to be leaders or to be better leaders. Its focus is on being proactive, expecting nothing in return, inspiration and motivation of followers to work for goals that go beyond their self- interest. Learning opportunities are created and followers are stimulated to solve problems. The leaders develop strong emotional bonds with their followers and they posses good visioning and management skills. This leadership style has four components which are (Bodla & Nawaz, 2010; Robbins, 2005): Idealized Influence (II): Leaders act in such a way that they can be perceived as role models by the people they lead. They are admired, respected and trusted. These leaders are willing to take risks and they are described by followers as having exceptional capabilities, being persistent and determined. They have high ethical and moral standards and can be trusted to do the right thing. Inspirational Motivation (IM): These leaders arouse the team spirit and show enthusiasm and optimism. They involve followers in defining the desired future state of affairs which creates commitment to the goals and the shared vision. Intellectual Stimulation (IS): The transformational leaders stimulate their followers to be creative and innovative by creating an

environment in which they are forced to think about old problems in new ways. Mistakes are not publicly criticized.   Individualized Consideration (IC): The leaders act as mentors and coaches. Two-way communication is regular and differences are accepted. They respect individual desires and needs. Many suggest that the leadership style needs to adapt to the situation in order to reduce dissatisfaction of employees.

Employee job satisfaction

Employee job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Methodologically, we can define job satisfaction as an employee's affective reaction to a job, based on a comparison between actual outcomes and desired outcomes (Mosadeghrad, 2003b). Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers. Concerns about employee job satisfaction are just as critical in the health care industry as they are in other business sectors. Similarly, the motivation to investigate job satisfaction among health care employees is similar to the interest of research concerning job satisfaction in industrial settings (McBride, 2002).

 Numerous factors influence employee job satisfaction, including: salaries, fringe benefits, achievement, autonomy, recognition, communication, working conditions, job importance, co workers, degree of professionalism, organizational climate, interpersonal relationships, working for a reputable agency, supervisory support, positive affectivity, job security, workplace flexibility, working within a team environment and genetic factors. Sources of low satisfaction are associated with working with unskilled or inappropriately trained staff, laborious tasks such

as documentation, repetition of duties, tensions within role expectations, role ambiguity, role conflict, job/patient care, feeling overloaded, the increasing need to be available for overtime, relations with co-workers, personal factors and organizational factors (Navaie-Waliser *et al*., 2004; Koustelios *et al*., 2003; De Loach, 2003; Ilies and Judg, 2003; Gigantesco *et al*., 2003; Chu *et al*., 2003; Thyer, 2003). Organizational success in obtaining its goals and objectives depends on managers and their leadership style. By using appropriate leadership styles, managers can affect employee job satisfaction, commitment and productivity.

Empirical literature Review

Employee job satisfaction (EJS) is the feelings and thoughts of employees about their work and place of work. In result, job satisfaction is all about to satisfy the one's needs in working place (Togia *et al*., 2004). Bodur (2002) stated that there are some factors, which are related to job satisfaction that is work substances, age, sex, educational level, work place environment, location, colleagues, income and timing of work. For the purpose of employee satisfaction many theories have been developed. Organization tasks and job activities training, capabilities, utilization, health, secure and working period is deal in it. Well-situated workplace, airing, illuminating and temperature, prominent, beneficial, neater work places and office places are consider in physical working circumstance (Ceylan, 1998). Employees want relax and ease surroundings and these factors regulate on employee job satisfaction. Organization gains employee satisfaction by supplied this environment. Physical job conditions primarily ascribed on low job satisfaction levels (De Troyer, 2000) in employee satisfaction, honor and acknowledgement are known as important component. Maurer (2001) proposed that organization success associate with employee satisfaction, through honor and respect, and

conceive, these factors are important for job satisfaction (Jun et al., 2006). The research of Pascoe *et al*. (2002) identifies that deficiency of acknowledgement and external honor on employees' work is important for system moral excellence because in acknowledge on a good job extending "encouragement honor" is chiefly predict in rules and principals by supervisors. Employee job satisfaction diminishes due to deficiency in recognition and rewarding. For gaining employees job satisfaction, it is necessary that management of organization foundation should originate the system that offering rewards and recognition on good work.

A study of 2000 managers demonstrated that the amount of wages received was very positively related to satisfaction, even with managerial level held constant. Individual's Loyalty to Company*:* If individuals are satisfied with their job, they remain in their profession longer. Some individuals want to stay in the organization due to their normative commitment, referring to an employee's desire to stay with the organization based on a sense of duty, loyalty or more obligations. The highest levels of job satisfaction were reported by the individuals in agriculture and education with 64% in each category being very satisfied with their jobs (Andres & Grayson, 2002).

Research gap

To remain and survival in today's competitive environment companies needs to improve of organization productivity and employee performance, while this is not easy without employee job satisfaction that can drive employee right direction for organizational purposes by creativity and innovation in the staff. But one of the important topics that today some of the organizations are involved is ignoring the issue of employees satisfaction that any damage in this satisfaction was lead to low employee performance. According to the researcher there is no single research

or article written about this topic, and this makes this research contribution to the Somali library to fulfil the need for like the type of research. So this contributes the evaluation of employees satisfaction in UNISO and horn Africa universities to improve the performance of its employees.

METHODOLOGY

This chapter focuses on the methodology of the study; the method of data collection and processing it. According to (Irny & Rose: 2005), methodology is defined as the systematic, theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. Typically, it encompasses concepts such as paradigm, theoretical model, phases and quantitative or qualitative techniques.

Lucey (2002) defined research design as a plan for selecting the sources and types of information used to answer research questions. The research design used for this study was descriptive in nature. Descriptive research design facilitates the understanding of the characteristics associated with a subject population (Cooper & Schindler, 2006). It involved the observation description of variables as distributed in the population with the basic goal being the collection of information about phenomena or variables within a population through the use of questionnaires. It has a wide, inclusive coverage and involves empirical research.

Descriptive research design requires some understanding of the nature of the problem which in this study is the factors affecting employee job satisfaction in two universities in Mogadishu Somalia. The objective of this type of design was to describe the state of the variables; estimate the proportion of the population that have similar or different characteristics; discovery of

associations among different variables; discovery and measurement of cause and effect relationships among variables (Cooper & Schindler,2006). The dependent variable of the study was job satisfaction while the independent variables were economic factors, environmental factors and Leadership style with regard to employee job satisfaction.

A population is a collective whole of people, animals, plants, or other items that researchers collect data from. Before collecting any data, it is important that researchers clearly define the population, including a description of the members. The designed descriptive should designate the population for which the problem was be examined. The entire population for which the researcher wants to draw conclusions was be the focus of the descriptive .universities in Mogadishu-Somalia, There many universities in Mogadishu Somalia. Target population is two universities in Mogadishu and they are University of Somalia and horn Africa University 366.

Sample size measures the number of individual samples measured or observations used in a survey or experiment. Sample size is also important for economic and ethical reasons as Russell form the university of Iowa explains under sized study can be a waste of resources for not having the capability to produce useful results , while an over-sized one uses more resources than are necessary, in an experiment involving human or animal subjects, sample size is a pivotal issue for ethical reasons , under sized experiment exposes the subjects to potentially harmful treatments without advancing knowledge the sample size of this study was be 366 selected from the target population.

According to Slovene's (1960) formula $\frac{N}{1+N(e)2}$

N= 366   n=?

N=? = $\frac{300}{1+366(0.1)2}$ = $\frac{366}{4.7}$ = 79 So the sample was be 79

A sample is one of many possible sub-sets of units that are selected from the population of interest. In many data collection studies, the population of interest is assumed to be much larger in size than the sample so, potentially; there are a very large (usually considered infinite) number of possible samples. The sample technique of this study was simple random sampling; A random sample is a sub-set of units that are selected randomly from a population. A random sample represents the general population or the conditions that are selected for the experiment because the population of interest is too large to study in its entirety. Determining the sample size requires some knowledge of the observed or expected variance among sample members in addition to how large a difference among treatments you want to be able to detect (Burns & Grove, 2000).

The questionnaire translates the research objective into specific questions. In this study, the questionnaire was served as the research tool to gather information. De Vos *et al*. (2001) define a questionnaire as a number of questions directed to the candidate and which has to be completed by them. The structured questionnaire was be adapted on the base of previous study (Boeve, 2007) from his job satisfaction research was appropriately adjusted and adapted specifically for this study. The researcher was also performing desk research to collect secondary data relating to the variables of the study. In the review of the literature, the researcher encountered a wide range of instruments which are used for measuring factors affecting employee job satisfaction perception. Proceeding from general to specific research questions, makes the research activities in any project more focused - in terms of data needed to answer the research questions. Hence questions associated with data collection are some of the most important in any research enquiry. For data collection, the researcher was following certain procedures. First, the researcher was write application letter relating to present study to

all target sample of respondents, the letter was clarify the purpose of the study, and the researcher was request politely from them to devote their time to answer the questionnaire candidly. Next, the researcher contacted directly to the respondents and distributed the questionnaire forms to them. Then, the researcher was giving enough time to the respondents to read and answer questions carefully. Finally, the research was collect questionnaire forms from them immediately after completion.

DATA ANALAYSIS AND PRSENTATION RESULT

In this chapter, raw data from the questionnaires was analyzed and interpreted. Various tests were used to test the relationship between variables, level of significance, reliability and random distribution of data. Specifically, we used Cronbach's alpha test, descriptive statistics test, Pearson Bivariate correlation and Multiple Regression analysis (standard and stepwise). The independent variables of the study were organizational culture, work environment and leadership style and how they affected the dependent variable which was employee job satisfaction of universities in Mogadishu Somalia

Response Rate

From the data collected, out of the 79 questionnaires administered, 79 were filled and returned, which represent 100% response rate. This response rate is considered satisfactory to make conclusions for the study. Mugenda and Mugenda (2003) observed that a 50% response rate is adequate, 60% is good, while 70% rated very good. This implies that based on this assertion, the response rate in this case of 93.6% is therefore excellence. These methods facilitated the whole process of data collection hence the high response rate.

Table 4.1 Reliability analysis

Variables	Cronbach's Alpha	Comments
Organizational Structure	0.75	Accepted
Work Environment	0.77	Accepted
Leadership Style	0.78	Accepted
Employee job satisfaction	0.79	Accepted

Cronbach's alpha was used to determine the internal reliability of the questionnaire used in this study. Values range between 0 and 1.0; while 1.0 indicates perfect reliability, the value 0.70 is deemed to be the lower level of acceptability (Hair, Black, Barry, Anderson, & Tatham, 2006). The reliability statistic for each of the identified factors is presented in Table 4.1. It is evident from Table 4.1 that Cronbach's alpha for each of the identified factors is well above the lower limit of acceptability of 0.70. The findings indicated that organizational structure had a coefficient of 0.775, work environment and a coefficient of 0.77, leadership style had a coefficient of 0.78 and employee job satisfaction obtained a coefficient of 0.79.

Multiple Regression Analysis

Multiple regressions are an extension of simple linear regression. It is used when we want to predict the value of a variable based on the value of two or more other variables. The variable we want to predict is called the dependent variable (or sometimes, the outcome, target or criterion variable). The variables we are using to predict the value of the dependent variable are called the independent variables (or sometimes, the predictor, explanatory or regress or variables).

Table 4.9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851[a]	.725	.714	.19000

Model summary is a summery that describes how far the in dependent variables explain the dependent variables that mean the greater R value has the great number the greater independent variables explain with dependent variable. In order to test the research hypotheses, a standard multiple regression analysis was conducted using employee job satisfaction the dependent variable, and the three investigations affecting employee job satisfaction in universities in Mogadishu- Somalia organizational culture, work environment and leadership style as the predicting variables. Tables 4.10 and 4.11 present the regression results. From the model summary in table 4.10, it is clear that the adjusted R^2 was 0.725 indicating that a combination of organization culture, work environment and leadership style explained of the variation in the employee job satisfaction performance two universities in Mogadishu Somalia.

Table 4.10 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.137	3	2.379	65.901	.000[a]
	Residual	2.708	75	.036		
	Total	9.845	78			

Analysis of Variance (ANOVA), as the name implies, is a statistical technique that is intended to analyze variability in data in order to infer the inequality among population means. This may sound illogical, but there is more to this idea than just what the name implies. If more than two means are compared, repeated use of the independent-samples t test was lead to a higher Type I error rate (the experiment-wise α level) than the α level set for each t test.

Table 4.11 Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.190	.219		.868	.388
	Organization al culture	1.353	.197	1.219	6.884	.000
	Work environment	.233	.110	.391	2.113	.038
	Leadership style	.185	.086	.148	2.155	.034

Table 4.11 presents the regression results on how organizational culture, work environment and leadership style determine employee job satisfaction of the two universities in Mogadishu Somalia. The multiple regression equation was that: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ and the multiple regression equation became: $Y = 0.190 + 01.353X_1 + 0.233X_2 + 0.185 X_3$ .As depicted

in table 4.9, there was positive and significant factors affecting employee job satisfaction in universities in Mogadishu- Somalia ($\beta = 1.353$; $t = 6.884$; $p < 0.05$). There was positive and significant factors affecting organizational culture and employee job satisfaction ($\beta = 0.233$; $t = 0.391$; $p < 0.05$). However, there was positive correlation and insignificant effects work environment on job satisfaction ($\beta = 0.185$; $t = 2.155$; $p > 0.05$). as same as there was positive relation leadership style and employee job satisfaction in universities in Mogadishu Somali

Conclusions

Based on the findings of this study, the following conclusions were drawn. The results reveal that organizational culture , work environment and leadership style have significant and positive effects on employee job satisfaction, while organizational culture have insignificant effects on employee job satisfaction in the selected universities in Mogadishu Somalia. Stepwise regressions revealed that organizational culture determinants of satisfaction including work environment and leadership style explained statistically significant portion of the variance associated with the extent of employee satisfaction of the selected universities in Mogadishu Somalia. The study recommends that to improve employee job satisfaction in the selected universities in Mogadishu Somalia should nurture and develop organizational culture and leadership style.

Recommendations

Based on the findings of the study, it is essential to give recommendations in order to gather more gains from factors affecting employee job satisfaction. It is recommended that;

1.   Management should in still discipline upon itself by ensuring good employee satisfaction, promote technological progress and increase its paid up capital regardless of the statutory requirements so that the continued existence of the firm is not jeopardized after undergoing factors effecting on employee job satisfaction.

2.   Management should not only undertake employee job satisfaction in order to improve operation and sustain failing institutions but also improve their competitiveness and employee satisfaction.

3.   Management should come up with a sound strategy towards organizational culture and leadership style management so as to avert the problem of mismatching development and also the quality of employees should be enhanced.

4.   Management should put into consideration the degree of transferability and marketability of effectiveness and develop to the institutions with ease.

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