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Technology of Job Satisfaction for Employees in Private Technical Higher Education Institutions in Jordan

A B S T R A C T

The study assesses Higher-education institutes include public and private sectors, where academic staff and employees in each sector have different challenges and obstacles. In this research, we investigated functionality and its importance on staff evaluation, a comparison between job conditions in public and private systems in Jordan is presented including salaries, promotion systems and sabbatical leave, also a brief description on the institute' employee is presented where challenges for each group is discussed and further recommendation are suggested; groups included lecturers, lab administrators, employees and craftsmen.

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Introduction

The UNESCO universal declaration regarding higher education HE assured the importance of having strict regulation regarding insurance and quality of academic staff performance in the HE institutes. The declaration encouraged HE institutes to utilize the expertise of the academic staff, this involves creating supportive environments to help them conducting more research and enhance their teaching techniques through continuous skill-developing programs [1].

Being a lecturer is not only limited in delivering the information to students, but a lecturer also carries a heavy load that has to be passed to the next generation. In addition to his major role as a teacher, the lecturer is an educated and cultured person, therefore, his role extended to deliver his experience to students in a very important stage of their life. By becoming a model of knowledge, ethics and moral, he can be beneficial to his society, and this is the main target of HE.

So, due to his importance, lecturers should be supported by HE institutes through preparing professional academics or sponsoring their studies in high-quality universities. This support should also continue after getting their degrees by offering good salaries. Professional researchers can secure grants, which are regarded as a financial source for universities and society.

Purposes

- a) Job satisfaction level identification of the university staff members.
- b) Investigation the relationship between job satisfaction level with some of the administrative and psychological variables, including wages, incentives and training.

- c) Recognizing the factors that lead to job satisfaction and their effect on employee efficiency.

The importance of this study is to know the challenges that hinder job satisfaction, and to come up with suggestions and recommendations.

Research Questions:

What are job satisfaction factors that affect the performance of private universities employees?

Literature review

Functionality and evaluating staff

Functionality is a major aspect of evaluating the performance of academic staff, good academic environments mean good functionality and vice versa. Functionality depends on many factors including job security, equal rights between employees, appreciation through rewards and promotions [2].

Job security is one of the most important factors in having a high functionality. As long as the employee feels safe for his future he can be more creative and loyal to his organization rather than worrying and consuming time and effort to search for new jobs. For example, in the UK, there are 24000 persons on the zero-hours contract (work on call but they are not eligible to have benefits of regular work), this resembles a 53% in UK universities [3]. Without guaranteed income people cannot make financial plans even for a month to month, upon their call, they may struggle to arrange care for their families, most of them are detained from employment rights since they are not either the permanent worker or worker with the contract. As a result, the quality of teaching was very poor, as the staff was

worried about finding new financial sources in favour of focusing on teaching.

In the US, a study showed that 45 out of 1000 PhD holders are full-time professors, this means many PhD holders with very limited jobs, this will increase job insecurity [4].

Therefore, in Jordan, public universities tend to have more secure jobs compared to the private sector, as they appoint the employees till retirement, while in private universities contracts tend to be in general annual and in very rare cases for five years. The accreditation and quality insurance committee in Jordan regularized the allowed a limited percentage of part-time lecturers in order to force universities to hire permanent lecturers or granting contract [5].

A trade-off solution was made by some international universities to solve this problem by granting renewed automatically for 5 years subject to annual assessment submitted by the faculty/unit.

In many countries (including Jordan) universities sponsor students to have higher academic degrees in North America and Europe, in return, the sponsored student has a commitment to work for the university for twice (or triple) the duration of sponsorship. Although some may consider this as a burden; however, others will consider this as a secure job!

Job security is highly depending on supply and demand, therefore, employees are highly recommended to widen their area of expertise in such a way to find themselves fit for relevant sorts of jobs. For example, electrical engineering and computer science are much correlated, therefore, graduates are advised to open their awareness in both topics.

The second factor of functionality is the equal rights between employees. In European Union

EU, lecturers of fixed-term contract celebrate having the same rights for those with permanent jobs, equal rights principles also include the importance of giving minorities the right representation and allowing them to have jobs in HE institutions. This includes ethnic group and religious minorities. For example, in Nuffield College, University of Oxford, UK, people from ethnic group minority have to send more 80% of the application in order to have a positive response compared to British origin. Another study found that discrimination against black Britons and those from India and Pakistan has not changed for more than five decades! [6]

The third factor includes the reward and promotions, in academic systems lecturers, start job as assistant Professor, based on their research activity, years of service, grants secured, they can apply to become associate Professors and then full-Professor (in UK system lecturer can be promoted to be senior lecturer then reader then full professor). In many Jordanian universities, an annual prize is given for the best academic researcher, this will enhance the performance of researchers. Also, giving the researchers an annual financial allowance to participate in international conferences will increase their loyalty to the institution and will enhance their knowledge. In many universities, the academic departments run a survey about the best lecturer, this will enhance the education process, especially when the selected lecturer is rewarded for his achievement. Many universities around the world honoured pioneer researches by giving them the title of Emeritus Professor. Also, giving the lecturers sabbatical leave will enhance their knowledge and offer a chance for financial support. On the other hand, detaining lecturers from having the aforementioned advantages will reduce their loyalty to the institution and reduce their efficiency which

will affect their functionality overall [7] [8] [9] [10].

Institutes staff duties and rights

In this research, employees from both academic and administrative staff are subject to our research. While academic staff include PhD holders (Assistant/ Associate/ Full Professors) and MS holders (lecturers), administrative staff include officers (Bachelor/ diploma) lab administrator (bachelor), craftsmen and security officers.

Administrative officers usually work on administrative stuff including managing the classrooms, secretary for departments, programming the university website and programming for students' registration, therefore administrative are highly recommended to master using the PC and relevant software applications.

A well-known problem concerning administrativestaff is the frequent moving between departments, this makes the employees less effectiveas they need time to master the new rule.

Lab administrator's role is to demonstrate the lab experiments to students with the supervision of lecturers, it's crucial for them to be equipped withknowledge and skill, also the lab equipment should have good equipment and up to date, this will make the job of the administrator easier.

In general, craftsmen are considered to be the least who have secure jobs, this is due to their frequent moving between departments.

Overall, universities have similar problems, mainly this is due to the fact that the positions are given according to academic achievements

rather than considering the management skills and background [7].

This article explains these obstacles and how the relationship between the manager and the employee, the types of employees, the method of selection and the need for universities to develop long-term general strategies must be linked to innovative mechanisms to achieve them and ready to change as circumstances change.

It is easy for the decision-maker to draw or develop general strategies, but the challenge remains to develop an action plan. It is even more difficult to start implementation and implementation. Only then do the priorities change and the order changes. The obstacles are summarized as follows:

Firstly, the general goals for universities are changing by changing the management, while the procedure should cumulative, therefore, general goals should be drawn by the board of trustees, while the mission of the management team is to fulfil their tasks to achieve the goals.

Secondly, many academic strategies are repetitive and don't meet market needs. Therefore, the outcomes may not necessarily be advantageous.

In functionality, it's important to clarify job description and tasks for employees. This will help them to focus more on how to improve to get better results [11].

Thirdly, in management, the most difficult part of the chain is the human factor, especially if he is Jordanian! If the dean or head of the department changes a plan of the faculty/department, the whole system will be disturbed. Even though, many positions are subject to favouritism and nepotism, rather than making the criteria based on quality and loyalty. As a result, the employee starts to lose

interest in work and eventually lose their passion [11].

Employees are classified into two main categories [12]:

The first group found their work distasteful, and believe that they earn less than they deserve, and many of them tend to be not professional. The chief should make sure that they understand their roles, and by discretizing the jobs better results may be observed.

The second group develop themselves continuously and seeks to have self-satisfaction by doing their duties even if the financial reward is limited. The manager should give extra care and support for this type of employees and listen to their needs.

Fourthly, lack of loyalty due to feeling injustice due to management misleading. This will leave the employee to become either lazy, or asking to be moved to a different sector, or even resign! This will create problems, as professional employees will leave their jobs.

It must, therefore, to give each employee his reward and appreciation in order to keep him motivated. Fifthly, the secret of having a successful academic program is not limited to outlying the main target; but also, by giving the fine details the required care and interest.

Sixthly, employees lack the knowledge of their rights, duties and regulations of their work, in addition to this, working in central administrative mentality environment can be sometimes catastrophic, a one person can lead good institution to destruction! Decentralization and giving a margin for employees will enhance, the outcomes of the job, in order to have decentralization, institutional framework must be activated. Otherwise, the institution will be subject to conflict of interest! Finally, in order to have

successful HE institutions three factors must be fulfilled:

Academic challenges

The main two tasks for lecturers are teaching and conducting scientific research.

Teaching involves lecturing, preparing assignments, marketing homework and exams. In order to have better outcomes, teaching assistants are needed to provide help and aid to lecturers. A lecturer should learn the strategies on how to present a lecture, how to interact with students and keep them attracted. Therefore, lecturers are recommended to participate in sessions that enhance their lecturing abilities.

However, lecturer performance is highly dependent on the load is given for him, the number of students in the classroom, availability of teaching assistants and availability of classroom facilities.

Doing scientific research is a very important role, researchers can secure grant which will support the university. By publishing scientific articles, promotions are awarded, the more you got promotions the lower load you will be given, this privilege encourages researchers to conduct more experiments and studies.

Researchers also can participate in international conferences, where they can meet world authorities in their fields of expertise.

Therefore, it is very important for the universities to prepare suitable classrooms, establishing high-tech labs and computer devices, also support participants in the international conferences, and support researchers through covering the cost of publishing articles. With the lack of support, the outcomes will be not encouraging.

Hypotheses

a- There is a statistically major-connection between job satisfaction for universities employees with many variables including: the administrative aspect, salaries and encouragements, and training.

b-Employees job satisfaction has NO connection to salaries, encouragements and training, etc.

Study population and sample

The study population was the private universities in Jordan, while the sample included 40employees from private universities in Irbid

Data collection

Method 1: TextBooks, journal articles, conferences papers, and web.

Method 2:conducting a questionnaire that takes into account, the demography information of the trail sample, also the questionnaire considers the study variables in addition to personal interviews with the sample.

Conclusion

From a qualitative data that we gathered bythe personal interviews with members from our sample andwe asked them many questions measuring the six below aspects:

1-Nature of work.

(e.g. What is the position in institution? Lecturer/ Lab administrator/ employee/ craftsman)

2-Scope of working conditions

(e.g. Are you satisfied from the job environment conditions?)

3-Field of promotion systems and incentives

(e.g. What are the criteria adopted in your institution for promotions?)

4-Relationship with university officials

(e.g. do your manager in line listen to your work problems?)

5-Payroll systems field

(e.g. Does your salary reflect what you really deserve?)

6-Relationship with colleagues

(e.g. Do you cooperate with your colleagues in solving technical issues?)

We found the following results:

1. Job satisfaction is highly connected to administrative practices.
2. Being financially satisfied is a major factor for job satisfaction, this would be achieved through granting realistic salaries and wages that cover life expenses.
3. Staff performance is highly linked to psychological conditions,
4. Staff training was not given the right consideration, therefore, many employee (including staff members) feel instable.

Recommendations

1. Universities administrative parties should reconsider the employee salaries in such a way to cover life expenses and living costs.
2. Following a standard and well-accredited procedures in staff members' promotions, rather than changing the regulations by changing the administrative party due to personal reasons.

3. Considering the long-term contracts so that the staff member can feel safe and stable, this will lead to creativity and loyalty to the institution.
4. Deploy High-Tec procedures in teaching that can assist the lecturer to deliver the message, including deployment of smart boards, smart class rooms and educational websites.
5. Enabling the lecturers to participate in international conferences, this will enhance their performance and quality, and will be reflected to the good of the university.
6. In private universities, the financially contributors are highly involved in the general policy of the university, this needs to be reduced, by allowing the administrative board to run the university freely.
7. Lecturers should be allowed to have sabbatical leave, this will enhance them in terms of knowledge, experience and finance.

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