



## International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournals.com>

© Serials Publications Pvt. Ltd.

Volume 15 • Number 23 (Part 2) • 2017

### Job Satisfaction and its Effects on Performance of Expatriate Faculties of Sattam bin Abdul-Aziz University in al., Kharj Colleges - An Empirical Study

Fakhreldin Musa Mohamed<sup>1</sup>

<sup>1</sup>Sattam Bin Abdul-Aziz University - Al Kharj, Saudi Arabia. Email: [fakbreldinmohamed@yahoo.com](mailto:fakbreldinmohamed@yahoo.com)

#### ABSTRACT

The purpose of this study is to evaluate and study the job satisfaction on some variables that affect productivity and retention of expatriate faculties at Prince Sattam bin Abdul Aziz university-Al Kharj colleges, as a representative to Saudi universities, where the researcher used analytical and descriptive methodology. The research intends to prove the hypotheses -the nature of the work and work systems contribute to job satisfaction of expatriate faculty members of Prince Sattam bin Abdul-Aziz University, Incentives, promotions and job security lead to a feeling of job satisfaction. This research has highlighted the value of job satisfaction, it is reflection on productivity, quality and application. The study addressed the hypotheses that incentives, participation in international conferences, stable work environment and long term employment contract are the way to increase job satisfaction, productive and excellence. Research concludes that Job satisfaction should be included in the strategic planning of Prince Sattam bin Abdul Aziz university for leverage outcome.

#### 1. INTRODUCTION

Educational institutional, as inspirational bodies, in order to maintain a healthier environment and atmosphere that attract faculties and reward them to stay and contribute positively to enhance teaching, learning and research out comes. In order to promote quality in academia, job satisfaction must be kept into account. Greater emphasis must be placed on faculties' well-being at both the university level and the college level leadership. Efforts to increase job satisfaction and improve retention are more likely to succeed if they are orchestrated by university designed evaluation involving department heads and are specifically aimed at concentrating more effective watching relationships and enhancing the development opportunities available for career advancement activities such as attending conferences and providing quality training. Our findings

show that these strategies can have significantly impacts job satisfaction and retention of faculty members. Attracting and retaining quality faculty employees has remained a concern in universities for a long time. Further, to improve global rankings on quality standards, universities are eager to hire more international academicians to their teaching fleets. The performance expectation and the resultant perception of reward between national and expatriate faculties may differ. Moreover, the expatriate staff belongs to many countries and the diverse cultural backgrounds may influence their perception of interpersonal treatment given to them by the university administration. This may affect their commitment and work behavior. Against this backdrop, how Saudi universities ensure just employment and work practices to promote faculty job satisfaction, organizational commitment, and retention? This is a crucial issue that needs to be examined. Organizational justice in the last decades has highlighted the importance of perceptions of justice for work behavior and motivation (Loi et. al., 2006; Colquitte et. al., 2001), the findings and their extent in which can be generalized to other Saudi universities is applicable because of the oneness of the higher educational and typical system. There is increasing growing evidence that faculties from different social backgrounds with different expectations and value systems may also differ in the way that they perceive and react to their organizational environments.

The term organizational justice describes the role of fairness as it directly relates to the workplace. Specifically, organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables (Moorman, 1991). There is a general consensus that organizational justice consists of at least two components, namely distributive and procedural justice. The former is concerned with perception of fairness in allocations of reward, whereas the latter is concerned with the fairness of the process of allocation decisions (Adams, 1965). A number of procedural justice criteria have been outlined, such as opportunities for control of the process and the outcomes, ability to voice one's viewpoints (Folger and Cropanzano, 1998), consistency, lack of bias, availability of appeal mechanisms, accuracy, use of accurate information, and following ethical and moral norms (Leventhal, 1998).

## **2. LITERATURE REVIEW**

Human resources play a pivotal role in determining the success of institutions and this requires knowledge of why join the human element working in the institutions, and how it works? The reasons that make it do more at work and the reasons that make it more loyalty and affiliation of the institution? Varies workers in the institutions in their physical, mental, psychological, and motivated to work for them, and their hopes and aspirations, and fears and expectations, and they attend to work in order to satisfy the needs they have, including the work of investigating through satisfaction, belonging to a group of friends, and access to social and functional center prestigious, in positive atmosphere helps to unleash and realize ambitions.

There are quite a number of published studies on job satisfaction in the public and private sectors. The published studies on it are scarce so the researcher prepared this study and from these studies:

1. Moorman (1991), while examining the relationship between organizational justice and employees' behavioral outcomes, argued for measuring non-traditional types of behavior. According to him, traditional outcomes like job performance depend upon several factors beyond the control of the person. On the contrary, non-traditional types of behavior such as organizational commitment

and extra-role behavior (ERB) are not usually captured by traditional job descriptions and thus are more likely to be under personal control (Organ, 1997).

Past researches have demonstrated that procedural justice has a positive relationship with organizational commitment (Cohen-Charash and Spector, 2001; Colquitte et. al., 2001; Wong et. al., 2002). The degree of fair treatment some employees received relative to others has been postulated to influence their motivation and performance which may include their intention to leave or stay with the organization (Hassan and Chandaran, 2005; Williams et. al., 2002). Hassan (2002) reported similar findings in Malaysia. Procedural justice was an important determinant of employees' attitudinal and behavioral outcomes, namely, satisfaction, commitment, and turnover intentions.

2. Study Abdul Rahman (1), 2004) entitled job satisfaction between the public and private sector employees to institutions operating in the oil sector: The study was descriptive and analytical approach to achieve its goals and the study found a number of important results, **including:**
  - There are differences with statistical semantics according to the elements of the salary, system upgrades, always between the two sectors staff.
  - Revision of the wage policy.
  - Increase the sense of security and job stability and give greater opportunity in training.

The second study carried out by Mai Abdallah entitled tremendous impact job satisfaction on the performance of employees the case of the White Nile Petroleum Operating Company study, and the study found the following

- The existence of a relationship between the internal work environment and the degree of job satisfaction.
- The development of policies and staff development with a direct impact on job satisfaction.

Study Alayesh (2), 1432) entitled: work and its relationship to the values of job satisfaction among workers at King Abdulaziz University in Jeddah: Since the goal of the study was to detect the relationship between work values and job satisfaction among workers at King Abdulaziz University in Jeddah, in addition to detecting differences in those two variables in monthly income variable light. To achieve the objectives of the study have been designed job satisfaction scale and expense of sincerity and persistence, coupled with the expense of the psychometric properties of the scale of work values. The study sample consisted of 350 workers employed at the King Abdulaziz University in Jeddah (M = 32.6 years). The study found a number of important results, including the presence of statistically significant correlation between the values of work and dimensions of job satisfaction. As it is shown by the results of the study that there is a possibility to position the dimensions of job satisfaction Bmalomah work values. In addition, results of the study indicated that employees who receive monthly salaries Oqhin more effort to promotion. Also, employees who receive monthly salaries Oolhn more satisfaction and functionally. The results were interpreted in the light of the conclusion of the previous research results. Find also some recommendations for future research is finished.

3. Study (calculated, Jal'ud (3) 0.1426) entitled: Factors affecting the development of bank employees performance and its relationship to job satisfaction: A Case Study field on the province of Hebron Palestine: the study aimed to identify the relationship between job satisfaction and all of the following factors : incentives, training, and the nature of the job, and the relationship with co-workers, and direct relationship with the president, and the impact on job satisfaction are: productivity, loyalty, absenteeism, turnover and work. The study sample consisted of 210 male and female employees as a sample intentional included all employees in the banking sector in Hebron, and I have this study used measuring tool (questionnaire) consisting of 60 items distributed on five factors namely incentives, training, and the nature of the job, and co-workers, direct and main, and followed each paragraph ladder Created in response to the five categories (strongly OK, OK, neutral, exhibitions, shows strongly), as well as (7) paragraphs illustrate how important each worker job satisfaction, and followed each paragraph ladder consisting of five categories response (very important, important, neutral, unimportant, irrelevant). Results of the study were as follows: 1) that there is an effective impact of: incentives, and direct the President, and the nature of the work.
4. Hussein study (4), is shown year of publication) entitled: job satisfaction I have Tdrisie Iraqi universities around the university Service Law: The study aimed to identify the level of job satisfaction among Tdrisie Iraqi universities around the university service law, has identified the research community of teachers of universities BAGHDAD Almstnasrah- Technology, Mesopotamia), and adopted the study to achieve their goals on the descriptive approach through a total sample of 400-strong single and tool study consisted of a questionnaire consisted of 49 items distributed on four main axes. The study found a number of important results, including the appropriated job satisfaction teaching Iraqi universities to Dre about university service law is characterized by positive and with a job satisfaction for the law in general.
5. Study (Alchkaba, the Imam (5), 2005), entitled: academic factors associated with job satisfaction of university professor, the study aimed to discover the nature of the relationship between academic factors of both teaching and scientific production and activity of scientific and academic freedom and the level of job satisfaction professor of educational university the study included two aspects, one theoretical and involves the study and analysis of the concepts and theories related to job satisfaction and work pressure and combustion psychological and professor of educational university in terms of its preparation and its responsibilities and development of professional characteristics and their rights and duties and problems, then the concept of teaching and scientific production and activity of scientific and academic freedom.  
  
The field side has to ensure the objectives of the field study and the main variables The study was a measure of academic factors associated with the level of job satisfaction of university professor of education and total sample size included 190 individual faculties of education of the thirteen Egyptian university included 140 male and 50 female.
6. Study (Oboumrq, Jerjai (6), 2000) entitled: job satisfaction I have faculty members in some Palestinian universities (government and private: The study was descriptive and analytical approach aimed level of job satisfaction measurement of the teaching staff of some Palestinian universities members took up the study of job satisfaction field in the industrial and business management

and then moved to the field of education and the Tri \ study that the issue of job satisfaction of important topics that are widely accepted in recent years from the importance and status of the members of the body Walt

- Study (Khleifat, Almlahmh (7), 2009) entitled: Organizational Commitment and its relationship to job satisfaction among faculty in the Jordanian private university faculty members, the study aimed to identify the organizational loyalty and its relationship to job satisfaction I have a teaching staff for Jordanian universities faculty members through answer the following questions
  1. What is the level of organizational loyalty (emotional, and continuous, and normative) I have a teaching in the Jordanian private university faculty members.
  2. Are there significant differences I have a moral level of 5% between organizational loyalty and job satisfaction of faculty members in the Jordanian private universities dimensions.
- 7. The study population consisted of all teaching in the Jordanian private universities faculty members during the academic year 2005/2006 and 1978's may be. The study sample consisted of 559 members, representing approximately 87.45% The study found a number of important results, including:
  1. The existence of a relationship between organizational loyalty and job satisfaction among staff members dimensions Teaching in private universities.
  2. The existence of differences in organizational loyalty level among faculty members attributed to sex, age, and length of service at the university, and college. The study recommended the need for a system of rewards and incentives for faculty members in private universities, so it is not resorting to look for alternative opportunities.
- 8. Intzar study 2013, George,, Alkhateeb (8) entitled: Job Satisfaction Among University Teachers of Saudi Arabia: An Empirical Study of Salman Bin Abdul Aziz University. The study targeted to stand at the level of job satisfaction for faculty members of staff at the University of Salman bin Abdulaziz Al-Kharj and identify strengths and weaknesses and the mechanism stimulated at the university and study relied in achieving its objectives on the descriptive and analytical approach by designing a questionnaire distributed to respondents in Salman and regions University serves. The study found a number of factors affecting job satisfaction among faculty members of the university and of each of:
  1. The level of satisfaction Oeda faculty of the middle class.
  2. That there is a set of specific factors job satisfaction for university faculty members, including: the level of incentives - the level of encouragement - Academic Freedom. The study proposed a number of recommendations to increase the level of job satisfaction, including a safe environment stimulating and clarity of policies and procedures and increase incentives such as attending scientific conferences, allowances, bonuses, health care and support academic and extracurricular activities offered to members of the university faculty

Law (2005) found that affective commitment is the most salient component of commitment in predicting turnover, but an interaction of continuance and affective commitment is also significant.

Affective commitment has been found to be associated with job satisfaction but correlates negatively with turnover intention or actual turnover (Konovsky and Cropanzano, 1991; Lok and Crawford, 2001; Wong et. al., 2002). Researchers have argued that the importance of the organizational commitment construct is derived from its relationship with work-related behaviors such as absenteeism, turnover, job satisfaction, performance, and leader-subordinate relations (Finegan, 2000).

The literature reviewed so far has demonstrated that job contract, developmental processes like attending academic conferences and seminars and connecting them to incentives are important determinants of job satisfaction and organizational commitment, and lack of them may generate turnover intention among employees in various organizations and industries.

### **3. PROBLEM OF THE RESEARCH**

Through the presence of the researcher as one of the faculty members of prince sattam bin Abdul-Aziz university in al., KHARJ, he found that job satisfaction achieved level probably does not rise to the hopes and ambitions of some university faculty members as a result of the lack of some elements of the job satisfaction as job security, attending conferences as well as the services and programs provided to them probably not compatible with future aspirations and background for this emerging academic institution. Determinants of this level of job satisfaction and how to be activated and to overcome the obstacles or problems that hindered or impeded the desired levels of the of job satisfaction.

With regard to data sources: it will be invoked on the raw data that will be collected from the questionnaires in order to achieve the objectives of the study where it is questionnaire is essential study tool, as well as personal interviews with groups concerned with Job Satisfaction members of the university faculty. As we will be hiring some local, regional and international relevant to the study of the study.

### **4. OBJECTIVE OF THIS RESEARCH**

The Objective of this study is to determine the job satisfaction among faculties of prince sattam bin Abdul-Aziz university .Job satisfaction will be evaluated on several levels, job performance, productivity, participation, quality of the environment, degree of fulfilment in their work and commitments. The researcher used analytical, descriptive approach, based on case study. The study will be based on a questionnaire and, will be distributed and the collection of 500 through a systematic random sample of different samples of the faculty members of various faculties of the university and its subsidiaries, With regard to the limits of the study in the geographical boundaries extend to the University of Prince Sattam bin Abdul Aziz, either human border annexation class faculty members either time limits in the case of approval to the proposed will be carried out during the next academic year, God willing now days job satisfaction is conceptualized as a key to employee commitment and productivity. To capture this goal the researcher will use a questionnaire for collecting data.

### **5. IMPORTANCE OF THE RESEARCH**

The importance of this study, Offering debate as the subject of job satisfaction has become the obsession for all who want to work and employees in public institutions or private, as well as leading to the departments that seek to gain workers described as follow important in that the subject has a direct impact on the institutions in order to enhance and develop the performance of the university employees to achieve their

desired objectives. And perhaps come the urgency of the current topic at the moment for the pioneer role and hoped for faculty members in the service of the learning process and the pursuit of the goals of the university and raise the effectiveness and efficiency of the performance of the university on the grounds of the most important service institutions instruction, and reflect this out come to society .

## **6. RESEARCH METHODOLOGY**

The researcher used methodology based on descriptive and analytical approach, which relies on questionnaire.

### **Hypotheses**

1. There is significant statistical relationship between job satisfaction and employment contract renewed with the faculty member .
2. There is a statistically significant relationship between job satisfaction and the value of salary
3. There is a statistically significant relationship between job satisfaction and material and moral assessment by senior management at the college and university relationship.
4. There are significant differences between job satisfaction and the Mandate for internal and external conferences relationship
  1. The nature of the work and work systems contribute to job satisfaction of expatriate faculty members of Prince Sattam bin Abdul-Aziz University.
  2. Incentives and promotions lead to a feeling of job satisfaction to expatriate faculty members at Prince Sattam bin Abdul Aziz University.
  3. Expatriate faculty members annually based contract lead to job dissatisfaction .

## **7. RESEARCH OBJECTIVES**

The main objective to discuss the stand on the current status of the level of job satisfaction of expatriate faculty members of Prince Sattam bin Abdul-Aziz University in Al-Kharj and ramifications of this goal the president set of sub-goals, which is the most important are as follows

1. Determine responsible for job satisfaction of expatriate faculty members, Prince Sattam bin Abdulaziz University factors.
2. Identify the obstacles that limit to achieve the desired levels of job satisfaction among expatriate faculty members.
3. Mechanism to achieve the desired levels of job satisfaction in line with the hopes and aspirations of the faculty.

### **Data Analysis & Interpretation**

With regard to data sources will be invoked on the raw data that will be collected from the questionnaires to achieve the objectives of the study where the longer questionnaire are essential study tool, as well as

personal interviews with groups concerned with job satisfaction members of the university faculty. As will be hiring some local, regional and international study relevant to the subject of the study.

**Factor Analysis**

To find out major factors that contribute towards the employee satisfaction, data reduction technique was used.

Principal Component Analysis with Varimax Rotation and Kaiser Normalization was conducted to assess the underlying structures for the 32 items of work environment. The result indicated there were seven constructs after running the Factors Analysis. The result was determine based on the initial Eigenvalues. The assumption explained the total variance as greater than 1.0 which is common criterion for a factor to be useful (Morgan, Barrett & Leech, 2011). The construct namely Factor 1 as.....; Factor 2 .....; Factor 3 as .....: and Factor 7 as.

**Table 1  
KMO and Bartlett’s Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.828
Bartlett’s Test of Sphericity	Approx. Chi-Square	1984.480
	Df	496
	Sig.	0.000

From Table 1,we found that the value for Kaiser-Meyer-Olkin Measure of Sampling Adequacy was more than 0.6, and it is 0.828 also Bartlett’s Test of Sphericity has sig value less than 0.05 at 5 % level of significance. So factor analysis could be conducted successfully for data reduction.

**Table 2  
Rotated Component Matrix**

	<i>Component</i>						
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>
Age						.786	
Qualification							.867
Years of Experience						.852	
Current job opportunity for creativity and innovation		.769					
Leadership pattern of academic leadership leads to development		.820					
Relations with academic leaderships are characterized and fruitful cooperation		.705					
Q8		.851					
Q9							
Q10			.502				
Q11				.764			
Q12				.618			
Q13				.552			



	<i>Component</i>						
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>
Q14				.546			
Q15	.503						
Q16	.654						
Q17	.616						
Q18	.512		.509				
Q19			.529	.537			
Q20					.505		
Q21			.641				
Q22	.598						
Q23			.768				
Q24	.553						
Q25			.640				
Q26			.604				
Q27	.775						
Q28	.618						
Q29			.587				
Q30	.692						
Q31	.692						
Q32					.830		
Q33	.611						

*Extraction Method:* Principal Component Analysis.

*Rotation Method:* Varimax with Kaiser Normalization.

<sup>a</sup>Rotation converged in 12 iterations.

On the basis of Table 2 we found seven components, for our 32 variables. Based on the item loadings, these factors were respectively labeled as

The factor “.....” explains the 1st component.

The factor “.....” explains the 2nd component.

The factor “.....” explains the 3rd component

The factor “.....” explains the 4th component

The factor “.....” the 5th component.

The factor “.....” the 6th component.

The factor “.....” the 7th component.

Here we found that a few important factors that normally contribute to the employee satisfaction, does not have much influence in employee satisfaction in PSAU, Surat, such as:.....

All the above factors together were capable of explaining 73.593% of variance according to Table 3.

**Table 3**  
**Total Variance Explained**

<i>Component</i>	<i>Rotation Sums of Squared Loadings</i>		<i>% of Variance</i>	<i>Cumulative %</i>
	<i>Total</i>			
1	5.759		17.998	17.998
2	4.890		15.280	33.279
3	4.281		13.377	46.656
4	3.580		11.187	57.843
5	1.922		6.005	63.848
6	1.751		5.472	69.320
7	1.367		4.273	73.593

**Tests of Normality:**

**H0:** distribution of sample data is normal

**H1:** distribution of sample data is normal

**Table 4**  
**Tests of Normality**

	<i>Kolmogorov-Smirnova</i>			<i>Shapiro-Wilk</i>		
	<i>Statistic</i>	<i>df</i>	<i>Sig.</i>	<i>Statistic</i>	<i>df</i>	<i>Sig.</i>
Age	.284	76	.000	.836	76	.000
Qualification	.411	76	.000	.660	76	.000
Years of Experience	.218	76	.000	.841	76	.000
Current job opportunity for creativity and innovation	.316	76	.000	.823	76	.000
Leadership pattern of academic leadership leads to development	.311	76	.000	.845	76	.000
Relations with academic leaderships are characterized and fruitful cooperation	.296	76	.000	.819	76	.000
Q8	.304	76	.000	.838	76	.000
Q9	.280	76	.000	.862	76	.000
Q10	.289	76	.000	.862	76	.000
Q11	.344	76	.000	.802	76	.000
Q12	.249	76	.000	.829	76	.000
Q13	.239	76	.000	.880	76	.000
Q14	.289	76	.000	.851	76	.000
Q15	.348	76	.000	.788	76	.000
Q16	.220	76	.000	.902	76	.000
Q17	.243	76	.000	.891	76	.000
Q18	.274	76	.000	.874	76	.000
Q19	.275	76	.000	.857	76	.000
Q20	.228	76	.000	.878	76	.000
Q21	.269	76	.000	.858	76	.000

	<i>Kolmogorov-Smirnova</i>			<i>Shapiro-Wilk</i>		
	<i>Statistic</i>	<i>df</i>	<i>Sig.</i>	<i>Statistic</i>	<i>df</i>	<i>Sig.</i>
Q22	.217	76	.000	.885	76	.000
Q23	.231	76	.000	.839	76	.000
Q24	.246	76	.000	.835	76	.000
Q25	.233	76	.000	.879	76	.000
Q26	.250	76	.000	.849	76	.000
Q27	.273	76	.000	.851	76	.000
Q28	.269	76	.000	.832	76	.000
Q29	.275	76	.000	.847	76	.000
Q30	.241	76	.000	.866	76	.000
Q31	.289	76	.000	.857	76	.000
Q32	.338	76	.000	.759	76	.000
Q33	.254	76	.000	.872	76	.000

<sup>a</sup>Lilliefors Significance Correction

From Table 4 we found that Kolmogorov-Smirnov test of normality had the sig. value for all the variables under consideration less than 0.05 at 5% level of significance. Thus we failed to accept the null hypothesis. So we went ahead for non-parametric tests.

Measurement of Satisfaction level of Employees based on Chi-Square Test Statistics against Major Variables found after Factor Analysis

**H0:** Employees are not satisfied under the identified factors within the organization **H1:** Employees are satisfied under the identified factors within the organization

The 1st factor EMPOWERMENT & WORK ENVIRONMENT includes authority for duties, respect from superiors, working hours of the job, treated fairly & supportive managers.

**Table 5**  
**Chi-Square test statistics for Factor 1**  
**Test Statistics**

	<i>Q15</i>	<i>Q16</i>	<i>Q17</i>	<i>Q18</i>	<i>Q22</i>	<i>Q24</i>	<i>Q27</i>	<i>Q28</i>	<i>Q30</i>	<i>Q31</i>	<i>Q33</i>
Chi-square	71.763a	29.395a	35.316a	42.289a	42.816a	51.895a	49.000a	52.947a	32.026a	42.289a	23.868a
df	4	4	4	4	4	4	4	4	4	4	4
Asymp. Sig.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

<sup>a</sup>0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 15.2.

From Table 5 we found that for all the variables under factor 1 had a significance value less than 0.05 at 5% level of significance, thus we fail to accept the null hypothesis. Thus we could say that employees are satisfied within the organization as far as factor 1 is concerned.

From Table 6 we found that for all the variables under factor 2 had a significance value less than 0.05 at 5% level of significance, thus we fail to accept the null hypothesis. Thus we could say that employees are satisfied within the organization as far as factor 2 is concerned.

**Table 6**  
**Chi-Square test statistics for Factor 2**  
**Test Statistics**

	<i>Current job opportunity for creativity and innovation</i>	<i>Leadership pattern of academic leadership leads to development</i>	<i>Relations with academic leaderships are characterized and fruitful cooperation</i>	<i>Q8</i>
Chi-square	61.632a	57.026a	69.789a	54.000a
df	4	4	4	4
Asymp. Sig.	.000	.000	.000	.000

<sup>a</sup>0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 15.2.

**Table 7**  
**Chi-Square test statistics for Factor 3**  
**Test Statistics**

	<i>Q10</i>	<i>Q18</i>	<i>Q19</i>	<i>Q21</i>	<i>Q23</i>	<i>Q25</i>	<i>Q26</i>	<i>Q29</i>
Chi-square	42.553a	42.289a	53.342a	44.658a	57.816a	43.474a	58.868a	50.447a
df	4	4	4	4	4	4	4	4
Asymp. Sig.	.000	.000	.000	.000	.000	.000	.000	.000

<sup>a</sup>0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 15.2.

From Table 7 we found that for all the variables under factor 3 had a significance value less than 0.05 at 5% level of significance, thus we fail to accept the null hypothesis. Thus we could say that employees are satisfied within the organization as far as factor 3 is concerned.

**Table 8**  
**Chi-Square test statistics for Factor 4**  
**Test Statistics**

	<i>Q11</i>	<i>Q12</i>	<i>Q13</i>	<i>Q14</i>	<i>Q19</i>
Chi-square	79.132a	70.316a	44.000a	33.789b	53.342a
df	4	4	4	3	4
Asymp. Sig.	.000	.000	.000	.000	.000

From Table 8 we found that for all the variables under factor 4 had a significance value less than 0.05 at 5% level of significance, thus we fail to accept the null hypothesis. Thus we could say that employees are satisfied within the organization as far as factor 4 is concerned.

**Table 9**  
**Chi-Square test statistics for Factor 5**  
**Test Statistics**

	<i>Q20</i>	<i>Q32</i>
Chi-square	36.895a	65.579a
df	4	4
Asymp. Sig.	.000	.000

<sup>a</sup>0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 15.2.

From Table 9 we found that for all the variables under factor 5 had a significance value less than 0.05 at 5% level of significance, thus we fail to accept the null hypothesis. Thus we could say that employees are satisfied within the organization as far as factor 5 is concerned.

**Table 10**  
**Chi-Square test statistics for Factor 6**  
**Test Statistics**

	<i>Age</i>	<i>Current job opportunity for creativity and innovation</i>
Chi-square	41.474a	61.632b
df	3	4
Asymp. Sig.	.000	.000

<sup>a</sup>0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 19.0.

<sup>b</sup>0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 15.2.

From Table 10 we found that for all the variables under factor 6 had a significance value less than 0.05 at 5% level of significance, thus we fail to accept the null hypothesis. Thus we could say that employees are satisfied within the organization as far as factor 6 is concerned.

**Table 11**  
**Chi-Square test statistics for Factor 7**  
**Test Statistics**

	<i>Qualification</i>
Chi-square	60.974a
df	2
Asymp. Sig.	.000

<sup>a</sup>0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.3.

From Table 11 we found that for all the variables under factor 7 had a significance value less than 0.05 at 5% level of significance, thus we fail to accept the null hypothesis. Thus we could say that employees are satisfied within the organization as far as factor 7 is concerned.

Furthermore we were interested to know employee satisfaction level on the basis of following test objectives:-

- Employee Experience and employee satisfaction regarding salary.
- Employee Age and employee satisfaction regarding training opportunities
- Employee Gender and employee satisfaction regarding job rotation

**Kruskal-Wallis Test - 1:**

**H0:** Employee satisfaction does not differ regarding salary with respect to experience.

**H1:** Employee satisfaction does differ regarding salary with respect to experience.

**Table 12**  
**Test Statistics<sup>a,b</sup>**

	<i>Satisfactory Salary</i>
Chi-Square	8.295
Df	3
Asymp. Sig.	0.040

<sup>a</sup>Kruskal Wallis Test

<sup>b</sup>Grouping Variable: experience

Here we found Table 12 show that the asymptotic sig value is 0.040 which is  $< 0.05$ , at 5% level of significance. Hence we fail to accept the null hypothesis. This shows that the satisfaction level of employees regarding their salary differ with respect to their experience. So we needed to know that how much employee differ on their satisfaction level regarding their salary on the basis of their experience. For this we preferred rank table and from Table 13 we concluded that employees having experience 11 and above had the highest mean rank of 44.88, hence we could say that they were the ones who strongly agreed to the salary they received. And employees having experience two years were not satisfied with the salary they withdrew, because their mean rank was lowest at 11.33.

**Table 13**  
**Rank**

	experience	N	Mean Rank
satisfactory salary	Two years	3	11.33
	3 to 5 years	17	39.65
	6 to 10 years	30	35.03
	More than 10 years	26	44.88S
	Total	76	

**Kruskal-Wallis Test – 2:**

**H0:** Employee satisfaction does not differ regarding training opportunities with respect to different age Groups.

**H1:** Employee satisfaction does differ regarding training opportunities with respect to different age Groups.

**Table 14**  
**Test Statistics<sup>a,b</sup>**

	<i>Training opportunities</i>
Chi-Square	3.296
Df	3
Asymp. Sig.	0.348

<sup>a</sup>Kruskal Wallis Test

<sup>b</sup>Grouping Variable: age

On the basis of Table 14 we found that the asymptotic sig value was 0.348 which was greater than 0.05 at 5% level of significance. So we failed to reject the null hypothesis. Hence we concluded that irrespective of their age groups, employees were satisfied with the training opportunities they got in the organization.

**Mann-Whitney Test:**

**H0:** There is no difference of satisfaction between the gender groups regarding job rotation.

**H1:** There is difference of satisfaction between the gender groups regarding job rotation.

**Table 15**  
**Test Statistics<sup>a</sup>**

	<i>Job Rotation</i>
Mann-Whitney U	296.5
Wilcoxon on W	2507.5
Z	-.543
Asymp. Sig. (2-tailed)	0.587

<sup>a</sup>Grouping Variable: gender

On the basis of Table 15 we found that no matter to whichever gender group employees belonged, they were satisfied regarding the job rotation policy of the organization, which according to them enhances their skills and competencies.

**8. RESULTS AND FINDINGS**

- We found that the overall employees with special reference to Prince Sattam bin Abdulaziz University were satisfied with their organization.
- We also found that with respect to experience the satisfaction level of the employees differ significantly regarding salary.
- It could also be concluded that there was no difference of satisfaction level regarding training opportunities between different age groups.
- Conclusion could also be made that between gender groups there exists no significant difference in satisfaction level of employees regarding job rotation policy of the university.

**Acknowledgment**

“This project was supported by the Deanship of Scientific Research at Prince Sattam Bin Abdul-Aziz University under the research project # 2015/02/4042.

