

Review Article

A Systematic Review of The Factors Impacting the Job Satisfaction of College and University Teachers

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ABSTRACT

College and university professors are the most significant group of professionals for our nation's future. Hence, it is surprising to see that many college and university professors still don't like their professions today. Work happiness among college and university professors benefits not only students but also, the society. It improves performance in the classroom in colleges and universities. Each society's ability to function depends on the role that teacher and how he performs. Teachers are the students' primary source of direction during all of the key phases of their academic careers. Teachers who are happy in their positions are better able to focus and give more of themselves to their work. This study was conducted to determine the elements that influence college and university professors' overall levels of satisfaction for the same purpose. The secondary sources of collection of the data were used in this study. The researcher attempted to gather information about job satisfaction of college and university professors from secondary sources through extensive study (journals, dissertations, thesis, books, etc.) There are two types of job satisfaction: extrinsic, which includes things like pay and working conditions, and intrinsic, which includes things like creativity and accomplishment. When workers are satisfied with their jobs, they are more invested in them and are more likely to put in extra effort. Thus; Conclusion is made that factors plays an influencing role in job satisfaction.

1. Introduction

"Job satisfaction," "employee satisfaction," or "work satisfaction" refers to an evaluation of how content a worker is with their employment overall or with particular aspects of their profession, including the nature of the work itself or their supervisor. Job satisfaction can be measured in three ways: cognitively (or evaluatively), emotionally (or behaviorally), and physically. Different measures of job happiness differ in the extent to which they capture emotional responses to work (affective job satisfaction), as has been pointed out by researchers (cognitive job satisfaction) [1-5].

One of the most common definitions of job satisfaction in organizational research is provided by Edwin A. Locke (1976) as "a happy or positive emotional state arising from the appraisal of one's job or job experiences" (p. 1304). Some have argued that it boils down to whether or not an individual enjoys their work.

Both the overall level of satisfaction with one's job and the amount of satisfaction with specific components of that job are taken into account when evaluating this Respect, coworkers, fringe benefits, working environment, organization, personal development, rules and procedures, promotion opportunities, recognition, safety, and supervision are among the fourteen universal qualities listed by Spector (1997)[6-10].

2. Background

Cognitive (evaluative), affective (emotional), and behavioral components all contribute to an individual's level of job satisfaction, as stated by Hulin and Judge (2003). Scales for measuring job satisfaction can be more or less focused on measuring subjective experiences or objective assessments of the position. Affective job satisfaction is a subjective concept that stands in for the way people feel about their jobs

emotionally. A person's emotional work satisfaction is a measure of the contentment they feel from their job[10-12].

Cognitive work satisfaction refers to an evaluation of a job's various aspects through the use of reasoning and objectivity. The term "cognitive work happiness" is used when analyzing just one facet of a job, like pay or maternity leave. Multidimensional cognitive work satisfaction, on the other hand, takes into account more than one facet of an employee's experience on the job. Cognitive work satisfaction is a different way of looking at things than gauging the amount of pleasure or happiness that a job provides. It measures how satisfying a job is in comparison to other jobs or to personal goals.

Cognitive job satisfaction and emotional job satisfaction are distinct concepts with different origins, consequences, and paths to growth [13-17].

There are many different aspects of a person's working life and experience that contribute to their level of job satisfaction. To get a handle on what makes people happy on the job, we need to look at how it relates to factors like health, stress, control, home-work balance, and working conditions, among others.

3. Factors Affecting Job Satisfaction

3.1 External variables

3.1.1 Overload and underload in communications

One of the most important parts of a person's job in a modern firm is managing the communication demands of employees. An individual's needs can be described by a communication load, which is defined as "the rate and complexity of communication inputs that individual must digest in a certain time frame."

There are two types of communication that might affect an organization's employees: over-load and under-load. Both of



these situations can make workers unhappy in their jobs. Overwhelming communication occurs when "a person receives too many communications in a short period of time, which might lead to unprocessed information or when a person meets more complicated messages that are more difficult to process," as the dictionary puts it. In this way, when inputs exceed outputs, a person feels overwhelmed, which, depending on their work style and motivation to finish a task, might or might not have anything to do with job satisfaction. When a person receives more messages or inputs than they can process, this is called communication under load.

If an individual does not receive sufficient input from their supervisors or is unable to effectively comprehend the feedback they do receive, they are more prone to experience frustration and dissatisfaction with their work, leading to a poor level of job satisfaction, as suggested by the notions of communication overload and under-load.

3.1.2 Communication between superiors and beneath

Job happiness is greatly affected by the quality of communication between leaders and subordinates in the workplace. How subordinates perceive their supervisor's behavior can have a significant influence on their job happiness. Communication behaviors such as body language, eye contact, vocal intonation, and facial expressions are crucial to the superior-subordinate dynamic (Teven, p. 156). Interpersonal contacts rely heavily on nonverbal clues for creating impressions, deceiving, appealing, influencing socially, and conveying emotions. Increased job satisfaction and better relationships with subordinates might result from immediate nonverbal communication from bosses.

When it comes to supervisors and their staff, nonverbal cues may be even more important than words themselves (Teven, p. 156). People are more likely to be communicative and motivated on the job if they like and have positive feelings about their supervisor, but the opposite is true for those who hate and think negatively about their boss. Supervisors who use nonverbal cues like friendliness and open communication channels are more likely to receive positive feedback from their subordinates and report high levels of job satisfaction. In contrast, employees will be dissatisfied with their employer and the company as a whole if the boss is nasty, uncommunicative, and antisocial.

3.1.3 Strategically rewarding employees

According to a Watson Wyatt Global study, a collaborative and flexible work environment is associated with rising shareholder value, suggesting a strong connection between financial success and employee satisfaction. Forty percent of the Fortune 500 companies are among Fortune magazine's top 100 "America's Best Companies to Work For." A study by Watson Wyatt Worldwide Human Capital Index, however, found that financial success is more often a result of solid human resources strategies (such employee recognition programs) than the other way around. Perhaps the most successful companies have the most successful workers.

Showing gratitude to employees goes beyond just rewarding them monetarily. It entails reshaping organizational culture to accomplish goals and initiatives while, most importantly, reinforcing core values and beliefs among employees. Because it improves financial situation and increases staff retention and engagement, strategic employee recognition is considered the most important program. As a true business influencer, strategic recognition is different from the traditional method (gifts and points) because it can improve a company's strategic goals in a measurable way.

Creating new products, business models, and more efficient ways of operating is something that most companies aspire to. Innovation is difficult to achieve, though. That cannot only be done on the CEO's command. In order for innovations to appear over time, an organization must be skilfully managed.

3.2 Individual Elements

3.2.1 Emotion

Job satisfaction is correlated with workplace mood and emotions. When compared to emotions, which are frequently stronger, shorter-lived, and have a definite object or source, moods tend to be longer-lasting but frequently weaker states of ambiguous origin.

According to some study, feelings of total job satisfaction are associated to moods. Overall job satisfaction was also found to be highly correlated with both positive and negative emotions.

Overall job satisfaction is better predicted by the frequency of experiencing net good emotions rather than the strength of happy emotions when they occur.

Efforts to control emotional states and behaviors are referred to as emotion work (or emotion management). Emotion management encompasses both overt and covert behaviors that aim to increase, stabilize, or decrease emotional dimensions. Despite initial research highlighting the negative impacts of emotional labor on workers, investigations of a variety of occupations show that it is not necessarily harmful. It was discovered that amplifying positive emotions and suppressing negative emotions have opposite effects on job satisfaction.

Understanding the connection between emotion control and job satisfaction involves two models:

1. Emotional dissonance: a state where there is a disconnect between how one feels emotionally and how they show it to the outside world, which often happens after learning to control their emotions. High emotional weariness, a lack of organizational commitment, and low job satisfaction are all associated to emotional dissonance.
2. Social interaction model: From the social interaction angle, a worker's ability to control their emotions may cause other people to react in social situations in a way that affects their own level of job satisfaction. For instance, the accumulation of supportive reactions to outward manifestations of pleasurable feelings may have a good impact on job satisfaction.

3.2.2 Genetics

Many individual differences have been impacted by genetics, as is widely known. Some research suggests that, in contrast to extrinsic, contextual elements like working circumstances, genetics may play a role in the direct, intrinsic perceptions of job satisfaction, such as challenge or achievement. Arvey et al. (1989) examined 34 sets of separate-upbringing monozygotic twins to find out how work satisfaction compared to each other and whether it was influenced by genes. After taking gender and age into consideration, they reached an intra-class correlation of .31. As a result, 31% of the variation in work satisfaction is attributable to genetic differences; the estimate would be significantly higher if measurement error were to be eliminated.

Also, they discovered proof of the genetic heritability of employment traits like complexity, motor skill demands, and physical needs.

3.2.3 Personality

There may be a link between personality and job satisfaction, according to some research. The function of both positive and negative affectivity is specifically discussed in this study. The personality attribute of neuroticism has a substantial correlation with negative affectivity. People who are highly emotionally reactive are less likely to be satisfied with their jobs. Positivity and extraversion are two personality traits that go hand in hand. Those who are naturally upbeat tend to be happy in their work and other aspects of their lives. Individuals' subjective perceptions of objective employment factors like compensation and working conditions are probably impacted by differences in affectivity, which in turn affects how satisfied they are with their jobs.

There is a correlation between job satisfaction and two personality traits: alienation and locus of control. When employees feel less alone and more invested in their work, they are more likely to be satisfied with their jobs, more invested in their work, and committed to their organizations. There was a significant association between an internal locus of control and high job satisfaction, according to a meta-analysis of 187 studies on the topic. Also, the study revealed traits such as strong Machiavellianism, narcissism, trait rage, and type Job satisfaction is also correlated with personality traits like impatience/irritability and achievement seeking.

3.2.4 Psychological health/well-being

"The total effectiveness of an individual's psychological functioning" is how psychological wellness (PWB) is defined in relation to one's major life areas, including one's job, family, and community. PWB possesses three unique characteristics. As a phenomenological phenomenon, it first states that people experience contentment when they mistakenly assume they are content. Second, certain emotional conditions are necessary for wellbeing. Positive emotions are more likely to be experienced and unpleasant feelings are less likely to be experienced by those who are psychologically well. The third definition of well-being is life as a whole. That is a

comprehensive analysis. The primary instrument for gauging PWB (IPWB) is the eight-item Berkman Index of Psychological Well-Being.

In response to a series of questions, IPWB provides information on how frequently respondents feel 'pleased about doing something,' 'bored,' 'depressed or dissatisfied,' etc. Workplace PWB has recently garnered a lot of scholarly attention for its substantial impact on job satisfaction. The effects of PWB on productivity and contentment on the job have been the primary foci of these studies. Researchers have not considered aspects of people's lives outside of work when studying job satisfaction, according to one study. This is because job happiness is profession-specific.

Previous research had only considered the workplace as the primary factor affecting job satisfaction. Finally, it is crucial to consider a person's PWB in order to comprehend job happiness (and its near relative, job performance). PWB and job satisfaction were significantly correlated, according to research from the year 2000 ($r = .35, p .01$). Similar findings were found in a follow-up study conducted by the same authors in 2007 ($r = .30, p .01$). These studies also demonstrate that PWB predicts job performance more accurately than job happiness alone. Rather than physical health, job happiness is more closely linked to mental health.

4. Review of Related Literature

Job performance is a sign of an employee's favorable emotional state brought about by positive work experiences, according to Abdullah et al. (2011). Several things contribute to an employee's level of job satisfaction, such as: recognition, communication, relationships with coworkers, perks, working conditions, job description, company culture, rules and procedures, salary, career advancement opportunities, job security, and supervision (Lu, Barriball, Zhang & While, 2011). Markovits, Davis, Fay, and Dick established two categories of job happiness: extrinsic contentment and intrinsic satisfaction (2010).

Intrinsic contentment encompasses elements like creativity, achievement, and accomplishment, whereas extrinsic satisfaction consists of satisfaction with salary, physical circumstances, organizational policies, and processes. According to Abdullah et al. (2011), organizations must take steps to ensure that workers are happy with their jobs because this has a favorable impact on outcomes like higher productivity and life satisfaction. According to Rhoades and Eisenberger (2002), addressing the socio-emotional needs of employees improves their mood, their sense of competence and worth, and their interest in their work, all of which promote job satisfaction.

This suggests that businesses might gain a competitive edge by fostering work environments that encourage job satisfaction since motivated employees are more likely to exhibit civic virtues.

5. Significance of the Study

Because it could have a direct impact on college and university student learning, the study's goal is to understand the elements affecting job satisfaction among college and

university teachers generally. The degree of a teacher's job happiness may have an effect on the caliber of teaching kids get (Perie & Baker, 1997). Given the potential link between teacher job satisfaction and the caliber of student instruction/teaching, it is crucial to comprehend the variables that may have an impact on job contentment. The management of industrial, banking, and corporate organizations is a major focus of job satisfaction research. There have not been many studies on job satisfaction among college and university professors.

Hence, further research on college and university instructors' job happiness is necessary if we want to offer our students a quality education at the college and university level. It is hoped that this study would help in that regard.

6. Research Questions

1. Does an employee's emotional condition improve as a result of enjoyable work experiences?
2. Does intrinsic satisfaction include elements like creativity, achievement, and accomplishment, as opposed to extrinsic fulfillment, which comprises of contentment with salary, physical circumstances, and organizational policies and procedures.
3. Does job contentment produce favorable consequences like high productivity and more life satisfaction?
4. Are employees who are committed to their professions more likely to engage in good citizenship behaviors as a result of job satisfaction?

Sources of Data

Data from secondary sources are used.

7. Methodology

Research in academia is generating new information at a dizzying pace, all the while maintaining its fragmented and interdisciplinary nature. Because of this, staying abreast of research developments, best practices, and the evidence base in any particular academic discipline may be quite a challenge. The literature review is now more valuable than before because of this. The systematic review approach is one particular methodology that was applied in the current investigation.

7.1 Tool (that can be used for measuring)

A large portion of work satisfaction measures are based on self-reports using multiple-item scales. Different measures have been developed over time, and their focus on measuring affective or cognitive job satisfaction differs to varying degrees. Their psychometric validation is also different in terms of how thorough and precise it is.

A four-item, expressly emotional rather than cognitive, measure of overall affective job satisfaction is the Brief Index of emotional Job Satisfaction (BIAJS). In contrast to other job satisfaction surveys, the BIAJS has been rigorously tested for many different types of validity, including but not limited to: internal consistency, stability over time, convergent validity, criterion-related validity, and cross-population invariance by nationality, work level, and job type. Internal consistency reliability values reported range from 0.81 to 0.87.

The JDI is an objective measure of cognitive work satisfaction. It asks workers about their experiences with five aspects of their jobs: pay, opportunities for advancement, colleagues, management, and the tasks themselves. This is a

simple measure; all respondents need to do is mark the boxes that best describe their occupations as true or false.

Some such questionnaires that measure job satisfaction are the Faces Scale, the Job Satisfaction Survey, and the Minnesota Satisfaction Questionnaire–MSQ. Twenty distinct dimensions of contentment in one's work life are measured by the MSQ. Two versions are available: one with 100 questions covering all aspects and another with 20 questions covering just one aspect. The JSS questionnaire, which consists of 36 items, measures nine different areas of job satisfaction. There was only one item on one of the first commonly used scales for measuring job satisfaction, and that was the Faces Scale of Job Satisfaction. Respondents indicated their level of contentment with their jobs by choosing a face.

7.2 Finding Based on Review of Related Literature

1. Suggests that an employee's mental state is favorable as a result of enjoying their work
2. Whereas intrinsic satisfaction is comprised of elements like creativity, achievement, and accomplishment, extrinsic contentment is comprised of satisfaction with salary, physical circumstances, and organizational policies and procedures.
3. Has favorable effects like excellent productivity and increased life satisfaction
4. As a result of their commitment to their work, employees are more likely to engage in good citizenship behaviors.

8. Conclusions

There is a correlation between job satisfaction and withdrawal behaviors (such as absenteeism and turnover) as well as with work behaviors (such as organizational citizenship). workplace satisfaction can also moderate the relationship between personality features and aberrant behaviors on the workplace.

Research often finds a correlation between life satisfaction and job satisfaction. People who are happy with their life are also likely to be happy in their careers, and the same goes for those who are unhappy with their work. Having a flexible work would improve the lives of 97% of respondents, reduce stress for 87% of respondents, and help people lead healthier lives for 79% of people, according to a 2016 FlexJobs research. According to a second survey of 650 working parents, having more leeway in one's work schedule has positive effects on one's health and relationships. Not only that, but a whopping 99% of people surveyed felt that a more flexible work schedule would improve their quality of life.

There does not appear to be a strong relationship between work satisfaction and life contentment when additional characteristics such as nonwork satisfaction and core self-evaluations are considered.

The tenuous connection between happy workers and productive workplaces is something that employers should be aware of. Researchers and businesses must have this information because it is often highlighted in the media and in certain non-academic management publications that job satisfaction and performance are significantly associated. A recent meta-analysis found an unexpectedly little correlation between contentment in one's work and productivity.

In addition, the meta-analysis found that high-complexity jobs had a greater correlation between job satisfaction and

performance than low- to moderate-complexity jobs. This suggests that job complexity can alter the association between the two. A longitudinal study indicated that among work attitudes, job satisfaction is a strong predictor of absence. The study's authors concluded that increasing job satisfaction and organizational commitment could be useful methods to decrease absenteeism and turnover intentions. Additionally, new research shows that intentions to leave alone might have a detrimental effect on organizational citizenship behaviors, organizational deviance, and performance.

The conclusion is that organizations should not base their decisions on the idea that "a happy worker is a productive worker" because there is more nuance to the relationship between happiness and productivity than meets the eye, and it is affected by many different concepts related to work. Consider the possibility that an employee's personality is even more important than their level of job happiness when determining their performance. Additionally, it has been found that the length of time people with severe mental illness remain employed is influenced by their level of job satisfaction. So, it's safe to say that things do have an impact on how satisfied an individual is with their job.

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