



Impact of selected job facets on the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia

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Abstract

The study was concerned with the impact of selected job facets on the overall job satisfaction of academic staff in higher education settings, the case of Amhara regional state, Ethiopia. 650 academic staff were used as the sample size. The result of the descriptive analysis indicates that academic staffs in the study area have a moderate level of job satisfaction. moreover, the result of the correlation analysis revealed that there was a statistically significant and positive relationship between facets of job satisfaction and the overall job satisfaction of academic staff in the study area. Finally, the regression analysis showed that all facets of job satisfaction have a positive and statistically significant effect overall job satisfaction of academic staff in the study area. Leaders in the study area better give more emphasis to pay, promotion, and fringe benefits of academic staff because these facets of job satisfaction have a high effect on the overall job satisfaction of academic staff in the study area.

Keywords: *selected Facets of job satisfaction, overall job satisfaction, academic staff, higher education setting, Amhara regional state, Ethiopia*

Introduction

Job satisfaction, according to Hoppock (1935), is "any combination of psychological, physiological, and environmental elements that cause a person to legitimately say, "I am pleased with my job." According to Ucar and Otken (2010), employee satisfaction is a worker's positive or negative attitude about their job. Job satisfaction is an employee's total sense of well-being at work (Miao, 2011).

According to Abdallah, Obeidat, Aqqad, Janini, & Dahiyat, (2016), employee job satisfaction. is a positive attitude that people have toward their jobs and the organizations where they work. According to Spector (1997) employee job satisfaction is linked to how people think, feel, and observe their jobs. According to

Aziri (2011) as cited Jawabri (2017) job satisfaction is "the collection of feelings and beliefs that people have about their current job,"

Job satisfaction has been defined as a pleasurable emotional state resulting from one's job assessment (Brief & Weiss, 2001), Weiss (2002) defines work attitude as an emotive reaction to one's employment. This definition states that attitudes toward employment are established by taking into account feelings, beliefs, and behaviors. Employee job satisfaction (EJS) refers to employees' feelings and thoughts about their job and workplace. As a result, job satisfaction is all about meeting one's needs at work (Togia et al., 2004).

According to Saiti and Fassoulis (2012), Job satisfaction is a complex notion as well as a general attitude toward one's work.

Research Questions

- i. What is the overall level of job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia
- ii. Is there a significant positive relationship between selected job facets and overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia?
- iii. What impact does selected job facets have on overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia

The objective of the Study

The general objective of the study was to investigate the impact of selected job facets on the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia

Specific objectives of the study

- i. To identify the overall level of job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia
- ii. To examine whether the selected job facets have a significant relationship with overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.
- iii. To determine the impact of selected job facets on overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia

Hypotheses of the Study

Following a review of the literature, hypotheses are developed and stated in their alternative forms, which are as follows:

H1: There is a significant positive relationship between pay and the overall job satisfaction of academic staff in higher education settings: The case of Amhara Regional State, Ethiopia.

H2: There is a significant positive relationship between promotion and the overall job satisfaction of academic staff in higher education settings: The case of Amhara Regional State, Ethiopia.

H3: There is a significant positive relationship between fringe benefits and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

H4: There is a significant positive relationship between contingent reward and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

H5: There is a significant positive relationship between supervision and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

H6: There is a significant positive relationship between operating procedure and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

H7: There is a significant positive relationship between co-worker relationship and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

H8: There is a significant positive relationship between nature of work and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

H9: There is a significant positive relationship between communication and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

H10: selected job facets have a significant and positive impact on overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

Methodology

This research requires a narrative description of data as well as testing objective theories by examining the relationship between variables, a mixed methods research design was used in this study, and 650 samples academic staff were taken as a sample size who has worked in five public universities in Amhara Regional State, Ethiopia. The sampling techniques needed for the study was stratified sampling method and simple random sampling method. The study populations were divided into five categories and then proportional stratified samples were drawn at random from each category. Finally, by using simple random sampling technique, samples were selected from each stratum. For this study, the sample size was determined using Yamane's (1967) formula:

$$n = \frac{N}{1 + N(e^2)}$$

Where N = total population size, n = sample size, and e = desired level of precision=0.05

The data for this study was obtained from both primary and secondary sources. The primary data sources were collected from academic staff at five public universities in Amhara regional state, Ethiopia whereas secondary data sources included relevant literature such as journals, reports, internet, and related books.

Descriptive statistics such as frequency and percentage were used to describe demographic variables of respondents, while mean and standard deviations were used to analyze research questions 1 whereas correlation and regression analysis used to describe research question 2 and 3 respectively.

Literature review

Job satisfaction, according to George and Jones (2008), is a collection of employees' attitudes and ideas about their jobs that ranges from extreme satisfaction to extreme discontent (as cited in Guixia, Basri, & Jusoh, 2019). Job satisfaction, according to Aziri (2011), is a combination of employees' psychological, physiological, and environmental responses to their work (as cited in Guixia, Basri, & Jusoh, 2019). Job satisfaction, according to Locke (1969, 1976), is a happy or positive emotional state coming from an evaluation of one's employment or job experience. Job satisfaction is defined by Spector (1997) as the degree to which people enjoy or loathe their occupations (as cited in Owusu & Owusu, 2014). Employees' emotions are oriented toward the part they play at work when they are satisfied with their jobs (Vroom, 1964 as cited in Bhavya & Satyawati, 2017). In 1935, the term "JOB SATISFACTION" was coined by "HOPPOCK." He had conducted a poll to look at the concept of job happiness, which is influenced by the job's substance as well as relationships with peers and superiors.

There are varieties of factors that influence job satisfaction in an organization. They are as follows:

Salary: According to Sharma and Bajpai (2011), a salary is a type of periodic payment made by an employer to an employee that is specified in an employment contract. The salary amount is fixed and is paid to employees on a regular basis. The existence of both monetary compensation and recognition has a significant impact on knowledge workers. When the pay structure is equitable, based on job needs, community pay norms, and individual skill levels, contentment is more likely to occur.

Promotional opportunities: According to Kreitner and Kinicki (2001), the positive relationship between promotion and job satisfaction is dependent on employees' perceived equity. Every employee in the organization should be given an equal opportunity for advancement, or they should be promoted based on their work and performance. Job satisfaction is influenced by advancement opportunities. A better chance of advancement is also a factor that leads to higher job satisfaction.

Supervision: Employee job satisfaction has been influenced positively by supervisors' encouragement and acknowledgment of employees (Yang, et al., 2011). Because supervisors represent the institution, employees regard the organization as supporting and helpful if they are supportive and helpful (Emhan, et al., 2014).

Relationships with co-workers: Employees who have a good working relationship with their coworkers are more likely to be happy in their jobs (Yang, et al., 2011). Employees prefer nice, encouraging, and cooperative people, according to Locke (Başar, 2011).

Communication: According to Elton Mayo et al. (1927), supervisors' behavior affects employees' attitudes, morale, and level of job satisfaction. Supervision is an equally vital influencing factor for job happiness and dissatisfaction to a worker.

Fringe Benefits: According to Bratton and Gold (2009), a fringe benefit is an element of an employee's overall compensation package that is offered in addition to base or performance pay. Fringe benefits, according to Mathis and Jackson (2003), are types of indirect pay provided to an employee or group of employees as a condition of organizational participation. According to Bernardin (2007), fringe benefits are designed to keep (or improve) employees' quality of life while also providing protection and financial security to workers and their families.

Contingent rewards: Appreciation, acknowledgment, and prizes for good performance are examples of contingent benefits, according to Spector (1997). Employee dissatisfaction can arise when their efforts go unnoticed, or when they don't believe their incentives are fair or tailored to their needs (Robbins, 1993).

Operational Condition: The policies and procedures used in an organization are referred to as its operational condition. Some procedures may be so rigid that achieving flexibility when needed is impossible. Employees may be dissatisfied as a result (Lumley et al., 2011). Employees are more content when they believe they are wanted or respected (Kumari, 2011).

Nature of Work: - On the job, most employees seek intellectual challenges. They prefer being given opportunities to put their skills and abilities to use, as well as being given a variety of tasks, freedom, and feedback on how well they are doing.

Conceptual framework of the study



Source: Self -developed in 2022



Result and discussion

Job Satisfaction Level of Academic staff

Table 1. Descriptive Statistics for the Facets of Job Satisfaction and overall Job Satisfaction

Facets of Job Satisfaction	N	Mean	Std. Deviation
Pay	650	2.8692	.88495
Promotion	650	2.9965	.86874
Supervision	650	3.0838	.69453
Fringe benefit	650	3.0012	.82857
Contingent reward	650	3.1319	.80314
Operating procedure	650	3.3977	1.06316
Coworker relation ship	650	3.3877	.69119
Nature of work	650	3.4900	.72890
Communication	650	3.0627	.84098
Overall Job satisfaction	650	3.1579	.54538

Source: own computation from survey result, 2021

(Note: M=Mean, SD=Standard deviation)

Table 1 shows that the nature of work has the highest mean score among the Facets of Job Satisfaction (M=3.49, SD=.729), the operating procedure has the second highest mean score (M=3.39, SD= 1.063), coworker relationship has the third highest mean score (M=3.38, SD=.691), mean score for contingent reward (M=3.13, SD=.803), mean score for supervision (M=3.084, SD=.695), mean score for communication (M=3.06, SD= .841), mean score for fringe benefit (M=3.00, SD= .829), mean score for promotion (M=2.99, SD= .869), mean score for pay (M=2.87, SD= .885), and mean score for the overall job satisfaction (M=3.16, SD= .545). The findings indicate that the nature of the job, operating procedure, and coworker relationship all have reasonably high mean scores in which academic staff were satisfied, and pay, promotion, and fringe benefits represent relatively the lowest mean score, indicating that pay, promotion, and fringe benefits were placed at the lower level of job satisfaction. Academic staff in the study area reported as they have a moderate level of job satisfaction.

These findings are similar to those of a recent study conducted at a Nigerian public university by Sakiru, Ismail, Samah, & Temitope (2018), as well as a study conducted on Malaysian school teachers by Halim, Hassan, Basri, Yusof, & Ahrari (2021), who found moderate job satisfaction.

Table 2: Correlation between Facets of Job satisfaction and overall job satisfaction

Facets of Job satisfaction		Overall job satisfaction
Pay	Pearson Correlation	.668**
	Sig. (2-tailed)	.000
	N	650
Promotion	Pearson Correlation	.299**
	Sig. (2-tailed)	.000
	N	650
Supervision	Pearson Correlation	.740**
	Sig. (2-tailed)	.000
	N	650
Fringe benefit	Pearson Correlation	.695**
	Sig. (2-tailed)	.000
	N	650
Contingent reward	Pearson Correlation	.674**
	Sig. (2-tailed)	.000
	N	650
Operating procedure	Pearson Correlation	.580**
	Sig. (2-tailed)	.000
	N	650
Coworker	Pearson Correlation	.658**
	Sig. (2-tailed)	.000
	N	650
Nature of work	Pearson Correlation	.243**
	Sig. (2-tailed)	.000
	N	650
Communication	Pearson Correlation	.463**
	Sig. (2-tailed)	.000
	N	650

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows that pay and overall job satisfaction have a statistically significant and positive correlation. ($r = .668^{**}$, $p < 0.01$), promotion and overall job satisfaction ($r = .299^{**}$, $p < 0.01$), supervision and overall job satisfaction ($r = .740^{**}$, $p < 0.01$), fringe benefit and overall job satisfaction ($r = .695^{**}$, $p < 0.01$), coworker relationship and job satisfaction ($r = .658^{**}$, $p < 0.01$), nature of work and overall job satisfaction ($r = .243^{**}$,

$p < 0.01$), communication and overall job satisfaction ($r = .463^{**}$, $p < 0.01$), contingent reward and overall job satisfaction ($r = .674^{**}$, $p < 0.01$), as well as operational procedure and overall job satisfaction ($r = .580^{**}$, $p < 0.01$), all have a statistically significant correlation. According to the findings, one aspect of job satisfaction is positively and significantly related to overall job satisfaction. The findings also show that as one facet of job satisfaction among academic staff at the sampled public university improves, so does their overall job satisfaction.

Multiple Regression Analysis

Table 3. Model Summary results of a Multiple Regression Analysis of selected facets of job satisfaction on overall job satisfaction.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.972 ^a	.945	.944	.12881

a. Predictors: (Constant), Communication, Pay, Promotion, Nature of work, Operating procedure, Coworker, Contingent reward, Supervision, Fringe benefit

The model summary in table 3 explains the coefficient of correlation R-value, which is 0.972 (97.2 percent), indicating the total correlation of all independent variables with the dependent variable. R square represents the overall effect of all independent variables on overall job satisfaction. The findings suggest that the independent variables explained 97.2 percent of the variation in overall job satisfaction.

Table 4. ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	182.420	9	20.269	1221.616	.000 ^b
	Residual	10.619	640	.017		
	Total	193.039	649			

a. Dependent Variable: overall Job satisfaction

b. Predictors: (Constant), Communication, Pay, Promotion, Nature of work, Operating procedure, Coworker, Contingent reward, Supervision, Fringe benefit

As shown in Table 4, the predictors (Communication, Pay, Promotion, Nature of work, Operating procedure, Coworker, Contingent reward, Supervision, Fringe benefit) are significantly related to overall Job satisfaction. The result shows that $F(9, 640) = 1221.616$, $P = .000$, which is less than the alpha value of 0.05, indicating that the combination of independent variables significantly predicts the dependent variable.

Table 5. Coefficients of selected facets of job satisfaction on overall job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.325	.102		22.794	.000
Pay	.165	.008	.249	20.625	.000
Promotion	.164	.009	.245	18.222	.000
Supervision	.147	.009	.251	16.333	.000
Fringe benefit	.156	.008	.191	19.520	.000
Contingent reward	.120	.008	.177	15.254	.000
Operating procedure	.125	.009	.244	13.828	.000
Coworker	.149	.009	.215	16.426	.000
Nature of work	.122	.009	.215	12.483	.000
Communication	.177	.008	.213	10.245	.000

a. Dependent Variable: overall Job satisfaction

The results of table 6 show that pay has a value ($\beta=0.165$) which means that for a one unit increase in pay, overall job satisfaction increases by 0.165. The promotion has the value ($\beta=0.164$) which means that a one unit increase in promotion leads to increases of overall job satisfaction by 0.164, Supervision has the value of ($\beta=0.147$) and contribute for the variation of dependent variable, Fringe benefit has the value of ($\beta=0.156$) which contributes for the variation of the dependent variable, Contingent reward has an impact on the variation of dependent variable by the value of ($\beta=0.120$), Operating procedure as an independent variable has an impact on the variation of the dependent variable by the value of ($\beta=0.125$), Coworker relationship has the value of ($\beta=0.149$) and impact the dependent variable which means a one unit increase in coworker relationship leads to a 0.149 increase the overall job satisfaction. Moreover, nature of work and communication has an impact on the dependent variable by the value of ($\beta=0.122$) and ($\beta=0.177$) respectively.

To sum up, the result of the regression analysis shows that pay with a value of ($\beta=0.165$) makes the greatest contribution to explaining the variation for the dependent variable (overall job satisfaction) when the variance explained by all other predictor variables in the model is controlled. Promotion was the second most important contributor to the variation of the dependent variable with a value of ($\beta=0.164$). Fringe benefit was the third most important contributor to the variation of the dependent variable with a value of ($\beta=0.156$). Finally, using coefficient values, a multiple regression equation was developed.

Overall Job Satisfaction = 2.325 + 0.165 (pay) + 0.164 (promotion) + 0.147 (supervision) + 0.156 (fringe benefit) + 0.120 (contingent reward) + 0.125 (Operating procedure) + 0.149 (coworker) + 0.122 (nature of work) + 0.177 (Communication) + ϵ

Hypothesis Testing

H1: There is a significant positive relationship between pay and the overall job satisfaction of academic staff in higher education settings: The case of Amhara Regional State, Ethiopia.

Based on the result of the correlation analysis, there was a positive and statistically significant relationship existed between pay and overall job satisfaction. ($r=.668^{**}$, $p < 0.01$), Since the P-value is 0.000, which was less than 0.01, indicating a positive and statistically significant relationship between pay and the overall job satisfaction of academic staff in a higher education setting in the case of Amhara regional state, Ethiopia. These findings are in line with the hypotheses. As a result, hypothesis 1 is accepted.

H2: There is a significant positive relationship between promotion and the overall job satisfaction of academic staff in higher education settings: The case of Amhara Regional State, Ethiopia.

The result of correlation analysis indicates that there is a positive and statistically significant relationship between promotion and overall job satisfaction. ($r=.299^{**}$, $p < 0.01$), Since the P-value is 0.000, which is less than 0.01, showing a positive and statistically significant relationship between promotion and the overall job satisfaction of academic staff in higher education settings in the case of Amhara regional state, Ethiopia. These findings are similar to the hypotheses. As a result, hypothesis 2 is accepted.

H3: There is a significant positive relationship between fringe benefits and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

The result of correlation analysis indicates that there is a positive and statistically significant relationship between fringe benefits and overall job satisfaction. ($r=.695^{**}$, $p < 0.01$), Since the P-value is 0.000, which is less than 0.01, showing a positive and statistically significant relationship between fringe benefits and the overall job satisfaction of academic staff in higher education settings in the case of Amhara regional state, Ethiopia. These findings are similar to the hypotheses. As a result, hypothesis 3 is accepted.

H4: There is a significant positive relationship between contingent reward and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

The result of correlation analysis indicates that there is a positive and statistically significant relationship between contingent reward and overall job satisfaction. ($r=.674^{**}$, $p < 0.01$), Since the P-value is 0.000, which is less than 0.01, showing a positive and statistically significant relationship between contingent reward and the overall job satisfaction of academic staff in higher education settings in the case of Amhara regional state, Ethiopia. These findings are similar to the hypotheses. As a result, hypothesis 4 is accepted.

H5: There is a significant positive relationship between supervision and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

The result of correlation analysis indicates that there is a positive and statistically significant relationship between supervision and overall job satisfaction. ($r=.740^{**}$, $p < 0.01$), Since the P-value is 0.000, which is less than 0.01, showing a positive and statistically significant relationship between supervision and the overall job satisfaction of academic staff in higher education settings in the case of Amhara regional state, Ethiopia. These findings are similar to the hypotheses. As a result, hypothesis 5 is accepted.

H6: There is a significant positive relationship between operating procedure and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

The result of correlation analysis indicates that there is a positive and statistically significant relationship between the operating procedures and overall job satisfaction. ($r=.580^{**}$, $p < 0.01$), Since the P-value is 0.000, which is less than 0.01, showing a positive and statistically significant relationship between the operating procedure and the overall job satisfaction of academic staff in higher education settings in the case of Amhara regional state, Ethiopia. These findings are similar to the hypotheses. As a result, hypothesis 6 is accepted.

H7: There is a significant positive relationship between co-worker relationship and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

The result of correlation analysis indicates that there is a positive and statistically significant relationship between co-worker relationships and overall job satisfaction. ($r=.658^{**}$, $p < 0.01$), Since the P-value is 0.000, which is less than 0.01, showing a positive and statistically significant relationship between co-worker relationships and the overall job satisfaction of academic staff in a higher education setting in the case of Amhara regional state, Ethiopia. These findings are similar to the hypotheses. As a result, hypothesis 7 is accepted.

H8: There is a significant positive relationship between the nature of work and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

The result of correlation analysis indicates that there is a positive and statistically significant relationship between the nature of work and overall job satisfaction. ($r=.243^{**}$, $p < 0.01$), Since the P-value is 0.000, which is less than 0.01, showing a positive and statistically significant relationship between the nature of work and the overall job satisfaction of academic staff in higher education settings in the case of Amhara regional state, Ethiopia. These findings are similar to the hypotheses. As a result, hypothesis 8 is accepted.

H9: There is a significant positive relationship between communication and the overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

The result of correlation analysis indicates that there is a positive and statistically significant relationship between communication and overall job satisfaction. ($r = .463^{**}$, $p < 0.01$), Since the P-value is 0.000, which is less than 0.01, showing a positive and statistically significant relationship between communication and the overall job satisfaction of academic staff in higher education settings in the case of Amhara regional state, Ethiopia. These findings are similar to the hypotheses. As a result, hypothesis 9 is accepted.

H10: selected job facets have a significant and positive impact on overall job satisfaction of academic staff in higher education setting: The case of Amhara Regional State, Ethiopia.

According to the regression analysis, all facets of job satisfaction have a statistically significant and positive effect on the overall job satisfaction of academic staff in higher education settings in the Amhara regional state of Ethiopia. These findings are in line with the hypotheses. Thus, hypothesis 10 is accepted.

Conclusion

In terms of academic staff job satisfaction, the results of the analysis show that the nature of work (teaching), operating procedure (work rules and procedures), and coworker relationship (people they work with) have relatively the highest mean score in which academic staff is satisfied, whereas pay (salary, overtime payment, research grant), promotion (moving to the next hierarchy), and fringe benefit (medical insurance, credit service, and house provision) has relatively the lowest mean score in which academic staff is relatively dissatisfied. Overall, the data show that academic staff at the sampled public university is moderately satisfied with their jobs.

The correlation analysis revealed that all facets of job satisfaction have a statistically significant and positive relationship with the overall job satisfaction of academic staff in the study area. This shows that there is a possibility of increasing academic staff's overall job satisfaction by improving facets of job satisfaction.

The regression analysis result indicates that the value of $F(9, 640) = 1221.616$, $P = .000$ which is lower than the alpha value of 0.05 showing that the combination of independent variables (selected job facets) significantly and positively predicts the dependent variable (overall job satisfaction). In the regression analysis, the coefficient of determination R Square value of 97.2 percent indicates that facets of job satisfaction explained the variation in overall job satisfaction. Furthermore, the regression coefficient value indicates that pay has the value of ($\beta = 0.165$), the promotion has the value of ($\beta = 0.164$), and fringe benefit as the value of ($\beta = 0.156$), contributes the most to the variation of the dependent variable (overall job satisfaction) as compared to other facets of job satisfaction.

Suggestion

According to the findings of this study, there is a positive and significant relationship between facets of job satisfaction and overall job satisfaction of academic staff in the study area. On the other hand, academic staff reported as they have a moderate level of job satisfaction. As a result, in order to retain talented and experienced academic staff, leaders in the study area should improve facets of job satisfaction, which leads to a higher level of overall job satisfaction of academic staff in higher education settings. Moreover, leaders in the study area better to give more emphasis to pay, promotion, and fringe benefits of academic staff because these facets of job satisfaction have a high effect on the overall job satisfaction of academic staff in a higher education setting the case of Amhara regional state Ethiopia.

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