

**FACULTY MEMBERS' LEVEL OF SATISFACTION  
ON THE INSTITUTIONAL SERVICES  
OF THE UNIVERSITY**

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**ABSTRACT**

The study determined the level of satisfaction of the faculty members of Central Philippine University for the school year 2004-2005. It also determined relationships that exist between level of satisfaction and personal characteristics such as age, sex, civil status, religion, educational attainment, length of service and basic monthly income. Results revealed that faculty members were mostly "satisfied" in areas of planning and implementation of policies; communication; roles and functions; supervisory consideration; and training, career, social and spiritual development but were only "slightly satisfied" with their physical working condition and remuneration and benefits. Over-all satisfaction result shows that faculty members of Central Philippine University were "satisfied". Gamma and Chi-square tests were used to measure relationships that exist among selected variables and level of satisfaction. Of the variables involved, only educational attainment and basic monthly income have inverse significant relationships with level of satisfaction.

## INTRODUCTION

### *Background and Rationale of the Study*

Central Philippine University (CPU) is a mission school. As such, it embodies the ideals of a Christian institution that values service above gain and prestige. Its efforts are geared towards the enhancement of its services as an educational institution to ensure quality service to its clients- the students, the community, and its employees.

The question now is to what extent are the clients “satisfied” with the services of the university? Does the school provide the kind of service its clients expect? Or has it evinced enough reason for them to be satisfied?

Through the years, the university has truly manifested its utmost desire to uplift the quality of its services. With the university's quest for quality and optimum service it can offer its customers, it is presently facing the challenge of attuning to the demands of “Standardization” by submitting itself to the scrutiny of the “International Organization for Standardization (ISO)”. This standardization body is concerned with “quality management” which would look into “what” the university does to enhance customer satisfaction by meeting customer and applicable regulatory requirements. This move is supported by Abraham Maslow (1954), who contends that human beings have to be satisfied of their lower needs in order for them to be motivated to seek for a higher form of need. This in turn will fully energize the individual to do his task well, wherever he may be.

Presently, there is no written evidence as to how satisfied the employees of the university are, specifically its faculty. In school year 2003-2004, a study was conducted by Armadillo but it involved only the staff and it focused more on the factors that are associated with job satisfaction and job performance of the rank and files of CPU. Nevertheless, it revealed that members of the university staff were mostly very satisfied with their working conditions, roles and functions and interpersonal relationship.

### *Objectives of the Study*

This study aimed to determine the level of employee satisfaction of the faculty members of Central Philippine University.

Specifically, this study aimed to determine:

1. the profile of the full-time faculty members of CPU in terms of age, sex, civil status, religion, educational attainment, basic monthly income and years of employment in the university;
2. the level of employee satisfaction of the full-time faculty members of CPU in terms of planning and implementation of policies; physical working condition; employee's roles and functions; supervisory consideration; training, career, social and spiritual

development; and remuneration and benefits; and,

3. whether or not level of employee satisfaction of the full-time faculty members of CPU is significantly related to age, sex, civil status, religion, educational attainment, basic monthly income and number of years of service in the university.

*Theoretical Framework*

This study was anchored upon two behavioral theories. The first theory is that of Frederick Herzberg who proposed job factors that motivate employees. The second is that of Abraham Maslow, a behavioral scientist and contemporary of Herzberg, who developed a theory about the rank and satisfaction of various human needs and how people pursue these needs.

Herzberg (1959) constructed a two-dimensional paradigm of factors affecting people's attitudes about work: hygiene factors and motivators. He concluded that such factors as company policy, supervision, interpersonal relations, working conditions, and salary are hygiene factors rather than motivators. According to the theory, the absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction. Motivators (satisfiers) were associated with long-term positive effects in job performance while the hygiene factors (dissatisfiers) consistently produced only short-term changes in the job attitudes and performance, which quickly fell back to its previous level.

*Conceptual Framework*

This study has two major groups of variables- the independent variables which include the respondent's characteristics and the dependent variables which cover the level of satisfaction of respondents with the University's services, employee's functions, and employee's rights and privileges. The schematic diagram below shows the interplay of the variables.

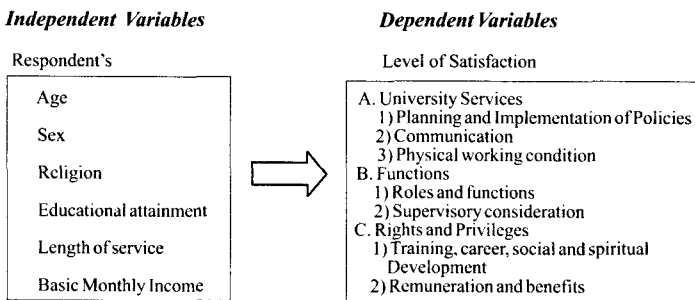


Figure 1. Schematic Diagram of the Relationship among Variables

### *Hypothesis of the Study*

There is no significant relationship between the respondent's level of satisfaction and the University services, employees' functions and employees' rights and privileges and selected variables such as age, sex, civil status, religion, educational attainment, length of service and monthly income.

### *Significance of the Study*

This study provides raw information to the administrators of the university to determine the extent of satisfaction of its employees, specifically its faculty. The result of this study delivers a successful means of measuring, and acting upon faculty member's current beliefs and concerns related to their jobs. Administrators then can design programs and create policies that will improve the satisfaction level and welfare of the faculty members, thus increasing their productivity.

The dean, principals and heads of the different departments of the university could also be benefitted by this study. Knowledge of their constituent's level of satisfaction while they discharge their duties would help them evaluate and understand their concerns and consequently build a better relationship with them. This will ultimately lead to a more improved efficiency among faculty in the discharge of their duties.

Most importantly, the faculty members would find valuable information regarding themselves, their satisfaction level, their sentiments, wants and desires so that they can better understand themselves and make necessary adjustment for a more productive working experience.

### *Scope and Limitation of the Study*

This study covers two hundred ten (210) randomly selected faculty members coming from different departments of the university for the school year 2004-2005. Variables used were limited only to personal characteristics such as age, sex, civil status, religion, educational attainment, number of years of service and basic monthly income.

Level of job satisfaction of employees was also limited to the following areas: university services which include planning and implementation of policies, communication, physical working condition; employees' function which covers employee's role and function and supervisory consideration; and rights and privileges which include training, career, social and spiritual development and remuneration and benefits.

## METHODOLOGY

This descriptive-relational study employed the survey approach. The respondents were chosen through stratified sampling. Two hundred ten randomly chosen faculty members of the university were asked to answer a researcher-made-questionnaire. This instrument was constructed basing upon the result of the focus group discussion (FGD) conducted to determine areas of concern where level of faculty satisfaction is to be measured and some articles about faculty satisfaction. For data processing, Statistical Package for Social Sciences (SPSS) for Windows was used. To describe data, frequencies and means were generated. Relationship between level of satisfaction and variables such as respondents' age, educational attainment, basic monthly income, and number of years of service was determined using the statistical tool Gamma. On the other hand, relationship between level of satisfaction and variables such as sex, civil status and religion was determined using Chi-square.

## MAJOR FINDINGS

### *Profile of the Respondents*

Table 1 presents the profile of the respondents as to their age, sex, civil status, religion, educational attainment, length of service and monthly income. More than a third (34.8 %) of the 210 respondents belong to the productive age category of 30-39 years. Slightly more than a fifth (20.5 %) are young ones who belong to the age group of 29 years and below. These perhaps represent faculty who are newly-hired by the university. Expectedly, only a small percentage (6.7 %) of the respondents belong to the retiring age of 60 years and above.

As to the respondents' sex, more than two-thirds (68.6 %) of the teachers are females. This result supports the popular notion that teaching is a female dominated field.

The data also show that the majority (66.7 %) of the teachers are married and only about a third (31.4 percent) are single with a few (1.4 percent) who are widowed.

With regards to religion, only two dominant Christian denominations are most common- Baptist and Catholic, with a very slim percentage belonging to other religions. Expectedly, the majority (56.2 percent) of the respondents are Baptists and a little less than half (42.4 percent) are Catholics.

Data as to the educational attainment of the respondents reveal that almost two-thirds had finished until baccalaureate degree only, slightly more than a fourth (28.1 %) had finished their graduate degree

and a very small number (5.7 %) had accomplished their postgraduate degrees.

For the length of service, the data show that more than half (54.3 %) of the respondent teachers are new to the university, that is, they have served the university for five years or less. Surprisingly however, those who have served for twenty-one years and more followed suit comprising 15.7% of the respondents.

For the monthly income, the result reveals an inverse relation between the basic monthly income and the number of teachers receiving the income. That is, the lower the salary, the more number of teachers receiving it. This is clearly manifested in the table where nearly half (44.8 %) of the respondents receive less than P11,000.00 as their basic monthly income and only 7 % receive a basic monthly income of P20,000 and above.

### *Level of Satisfaction of the Respondents*

The distribution of respondents as to their level of satisfaction to the university's services, teachers' functions as well their rights and privileges is presented in Table 2. Under the university services, data reveal that the faculty were satisfied with the university's planning and implementation of policies with a mean of 3.71 as well as with communication as shown by the mean of 3.96. However, respondents were only slightly satisfied (mean = 3.37) with the university's physical working condition.

As to the teachers' functions, it was revealed that the respondents were satisfied with their roles and functions and the supervisory consideration given them as shown by the mean of 4.14 and 4.13, respectively. Moreover, with regards to rights and privileges, teachers were also satisfied (3.99) with the training, career, social and spiritual development provided them by the university but were only slightly satisfied (3.33) with the remuneration and benefits given to them.

Table 1. Distribution Respondents According to Age, Sex, Civil Status, Religion, Educational Attainment, Length of Service, Nature of Work and Monthly Income (N = 210)

<b>Respondents' Profile</b>	<b>f</b>	<b>%</b>
<b>Age</b>		
29 or below	43	20.5
30-39	73	34.8
40-49	39	18.6
50- 59	41	19.5
60 and above	14	6.7
<b>Total</b>	<b>210</b>	<b>100.00</b>
<b>Mean</b>	<b>40.3</b>	
<b>Sex</b>		
Male	66	31.4
Female	144	68.6
<b>Total</b>	<b>210</b>	<b>100.0</b>
<b>Civil Status</b>		
Single	66	31.4
Married	140	66.7
Widow	4	1.9
<b>Total</b>	<b>210</b>	<b>100.0</b>
<b>Religion</b>		
Baptist	118	56.2
Roman Catholic	89	42.4
Others	3	1.5
<b>Total</b>	<b>210</b>	<b>100.0</b>
<b>Educational Attainment</b>		
Baccalaureate Degree	139	66.2
Graduate Degree	59	28.1
Postgraduate level/Post Graduate degree	12	5.7
<b>Total</b>	<b>210</b>	<b>100.0</b>
<b>Length of Service</b>		
5 years and below	114	54.3
6- 10	32	15.2
11 -15	19	9.0
16-20	12	5.7
21 and above	33	15.7
<b>Total</b>	<b>210</b>	<b>100.0</b>
<b>Mean</b>	<b>9.16 years</b>	
<b>Monthly Income</b>		
Below 11,000	94	44.8
11,000- 13,999	44	21.0
14,000- 16,999	46	21.9
17,000- 19,999	19	9.0
20,000 and above	7	3.3
<b>Total</b>	<b>210</b>	<b>100.0</b>
<b>Mean</b>	<b>Php 13,242</b>	

Table 2. Percentage Distribution of Respondents as to Their Level of Satisfaction (N = 210)

Indicators	Very Satisfied		Satisfied		Slightly Satisfied		Dissatisfied		Very Dissatisfied		Total		Mean Score
	f	%	f	%	f	%	f	%	f	%	f	%	
<b>I. UNIVERSITY SERVICES</b>													
A. Planning and Implementation of Policies	36	17.1	103	49.0	49	23.3	19	9.0	3	1.4	210	100	3.71 (S)
B. Communication	54	25.7	104	49.5	44	21.0	5	2.4	3	1.4	210	100	3.96 (S)
C. Physical Working Condition	20	9.5	87	41.4	59	28.1	38	18.1	6	2.9	210	100	3.37(SS)
<b>II. FUNCTIONS</b>													
A. Roles and Function	70	33.3	103	49.0	34	16.2	2	1.0	1	0.5	210	100	4.14 (S)
B. Supervisory Consideration	70	33.3	103	49.0	34	16.2	12	5.7	3	1.4	210	100	4.13 (S)
<b>III. RIGHTS &amp; PRIVILEGES</b>													
A. Training, Career, Social and Spiritual Development	64	30.5	95	45.2	38	18.1	10	4.8	3	1.4	210	100	3.99 (S)
B. Remuneration and Benefits	26	12.4	75	35.7	62	29.5	37	17.6	10	4.8	210	100	3.33 (SS)
<b>OVER-ALL SATISFACTION</b>	55	26.2	93	44.3	54	25.7	2	1.0	6	2.9	210	100	3.92 (S)

SS Slightly Satisfied  
S - Satisfied



*Respondents' Level of Satisfaction According to age*

As a whole, the data show that there is a very negligible relationship between level of employee satisfaction and age and expectedly, the relationship is not significant. This result is consistent with the claim of Armadillo (2003) and Señeres (1997) when they said that level of satisfaction is not related with age. This result however is contradictory with the findings of Cohen and Brawer (1982) who found out that younger faculty are less satisfied than older ones (Table 3).

*Respondents' Level of Satisfaction According to Sex*

Over-all satisfaction results on the level of satisfaction according to sex reveal that both female and male faculty were satisfied with the university's services. Although mean scores show that female faculty had slightly greater mean scores than males, Chi value (3.171) and p-value (0.530) suggest that the relationship is not significant at 5% level of probability. This result coincides with those of Seneres (1997) and Armadillo (2003) who found out that sex is not related with employee's level of job satisfaction but disagrees with that of Nieves (1976) who said in his study that females were more satisfied than males (Table 4).

Table 3. Distribution of the Respondents as to Their Level of Satisfaction and Their Age (N = 210)

Level of Job Satisfaction	Age of Respondents										Total	
	29 and below		30-39		40-49		50-59		60 and above			
	f	%	f	%	f	%	f	%	f	%		
<b>I. UNIVERSITY SERVICES</b>												
<b>A. Planning and Implementation of Policies:</b>												
Very Satisfied	7	16.3	11	15.1	7	17.9	9	22.0	2	14.3	36	17.1
Satisfied	21	48.8	41	56.2	14	35.9	20	48.8	7	50.0	103	49.0
Slightly Satisfied	10	23.3	15	20.5	12	30.8	9	22.0	3	21.4	49	23.3
Dissatisfied	4	9.3	6	8.2	4	10.3	3	7.3	2	14.3	19	9.0
Very Dissatisfied	1	2.3	-	-	2	5.1	-	-	-	-	3	1.4
<b>Total</b>	<b>43</b>	<b>100</b>	<b>73</b>	<b>100</b>	<b>39</b>	<b>100</b>	<b>41</b>	<b>100</b>	<b>14</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.67 (S)</b>		<b>3.78 (S)</b>		<b>3.57 (S)</b>		<b>3.85 (S)</b>		<b>3.64 (S)</b>		<b>3.71 (S)</b>	
<b>Gamma = 0.007<sup>ns</sup></b>											<b>P = 0.929</b>	
<b>B. Communication:</b>												
Very Satisfied	12	27.9	18	24.7	7	17.9	13	31.7	4	28.6	54	25.7
Satisfied	22	51.2	38	52.1	15	38.5	21	51.2	8	57.1	104	49.5
Slightly Satisfied	7	16.3	14	19.2	14	35.9	7	17.1	2	14.3	44	21
Dissatisfied	2	4.7	2	2.7	1	2.6	-	-	-	-	5	2.4
Very Dissatisfied	-	-	1	1.4	2	5.1	-	-	-	-	3	1.4
<b>Total</b>	<b>43</b>	<b>100</b>	<b>73</b>	<b>100</b>	<b>39</b>	<b>100</b>	<b>41</b>	<b>100</b>	<b>14</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.02 (S)</b>		<b>3.95 (S)</b>		<b>3.61 (S)</b>		<b>4.15 (S)</b>		<b>4.14 (S)</b>		<b>3.96 (S)</b>	
<b>Gamma = 0.011<sup>ns</sup></b>											<b>P = 0.888</b>	
<b>C. Physical Working Condition</b>												
Very Satisfied	3	7.0	9	12.3	4	10.3	4	9.8	-	-	20	9.5
Satisfied	19	44.2	31	42.5	9	23.1	19	46.3	9	64.3	87	41.4
Slightly Satisfied	13	30.2	20	27.4	15	38.5	8	19.5	3	21.4	59	28.1
Dissatisfied	7	16.3	12	16.4	8	20.5	9	22	2	14.3	38	18.1
Very Dissatisfied	1	2.3	1	1.4	3	7.7	1	2.4	-	-	6	2.9
<b>Total</b>	<b>43</b>	<b>100</b>	<b>73</b>	<b>100</b>	<b>39</b>	<b>100</b>	<b>41</b>	<b>100</b>	<b>14</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.37 (SS)</b>		<b>3.48 (S)</b>		<b>3.23 (SS)</b>		<b>3.39 (SS)</b>		<b>3.50 (S)</b>		<b>3.37 (SS)</b>	
<b>Gamma = -0.22<sup>ns</sup></b>											<b>P = 0.765</b>	
<b>II. FUNCTIONS</b>												
<b>A. Employees Roles and Functions :</b>												
Very Satisfied	14	32.6	19	26.0	13	33.3	17	41.5	7	50.0	70	33.3
Satisfied	23	53.5	42	57.5	14	35.9	19	46.3	5	35.7	103	49.0
Slightly Satisfied	5	11.6	11	15.1	11	28.2	5	12.2	2	14.3	34	16.2
Dissatisfied	1	2.3	-	-	1	2.6	-	-	-	-	2	1.0
Very Dissatisfied	-	-	1	1.4	-	-	-	-	-	-	1	0.5
<b>Total</b>	<b>43</b>	<b>100</b>	<b>73</b>	<b>100</b>	<b>39</b>	<b>100</b>	<b>41</b>	<b>100</b>	<b>14</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.16 (S)</b>		<b>4.07 (S)</b>		<b>4.07 (S)</b>		<b>4.29 (VS)</b>		<b>4.36 (VS)</b>		<b>4.14 (S)</b>	
<b>Gamma = 0.084<sup>ns</sup></b>											<b>P = 0.322</b>	

<sup>ns</sup> - Not significant at 5% level of probability

SS- Slightly Satisfied

S- Satisfied

VS- Very Satisfied

Table 3 Continued.

Level of Job Satisfaction	Age of Respondents											
	29 and below		30-39		40-49		50-59		60 and above		Total	
	f	%	f	%	f	%	f	%	f	%	f	%
<b>B. Supervisory Consideration</b>												
Very Satisfied	5	11.6	8	11.0	5	12.8	5	12.2	3	21.4	26	12.4
Satisfied	14	32.6	27	37.0	8	20.5	19	46.3	7	50.0	75	35.7
Slightly Satisfied	20	46.5	21	28.8	11	28.2	9	22.0	1	7.1	62	29.5
Dissatisfied	2	4.7	16	21.9	11	28.2	5	12.2	3	21.4	37	17.6
Very Dissatisfied	2	4.7	1	1.4	4	10.3	3	7.3	-	-	10	4.8
<b>Total</b>	<b>43</b>	<b>100</b>	<b>73</b>	<b>100</b>	<b>39</b>	<b>100</b>	<b>41</b>	<b>100</b>	<b>14</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.42 (S)</b>		<b>3.33 (SS)</b>		<b>2.79 (SS)</b>		<b>3.44 (S)</b>		<b>3.71(S)</b>		<b>3.33 (SS)</b>	
<b>Gamma = 0.024<sup>ns</sup></b>					<b>P = 0.745</b>							
<b>III. Rights and Privileges</b>												
<b>A. Training, Career, Social and Spiritual Development :</b>												
Very Satisfied	13	30.2	20	27.4	9	23.1	17	41.5	5	35.7	64	30.5
Satisfied	18	41.9	40	54.8	16	41.0	16	39.0	5	35.7	95	45.2
Slightly Satisfied	10	23.3	10	13.7	9	23.1	5	12.2	4	28.6	38	18.1
Dissatisfied	1	2.3	2	2.7	4	10.3	3	7.3	-	-	10	4.8
Very Dissatisfied	1	2.3	1	1.4	1	2.6	-	-	-	-	3	1.4
<b>Total</b>	<b>43</b>	<b>100</b>	<b>73</b>	<b>100</b>	<b>39</b>	<b>100</b>	<b>41</b>	<b>100</b>	<b>14</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.95 (S)</b>		<b>4.04 (S)</b>		<b>3.71 (S)</b>		<b>4.15 (S)</b>		<b>4.07 (S)</b>		<b>3.99 (S)</b>	
<b>Gamma = 0.039<sup>ns</sup></b>					<b>P = 0.643</b>							
<b>B. Remuneration and Benefits:</b>												
Very Satisfied	18	41.9	27	37.0	18	46.2	18	43.9	8	57.1	89	42.4
Satisfied	15	34.9	34	46.6	12	30.8	15	36.6	2	14.3	78	37.1
Slightly Satisfied	6	14.0	8	11.0	3	7.7	7	17.1	4	28.6	28	13.3
Dissatisfied	4	9.3	3	4.1	5	12.8	-	-	-	-	12	5.7
Very Dissatisfied	-	-	1	1.4	1	2.6	1	2.4	-	-	3	1.4
<b>Total</b>	<b>43</b>	<b>100</b>	<b>73</b>	<b>100</b>	<b>39</b>	<b>100</b>	<b>41</b>	<b>100</b>	<b>14</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.09 (S)</b>		<b>4.14 (S)</b>		<b>4.05 (S)</b>		<b>4.2 (S)</b>		<b>4.29 (VS)</b>		<b>4.13 (S)</b>	
<b>Gamma = 0.056<sup>ns</sup></b>					<b>P = 0.507</b>							
<b>IV. FUNCTIONS</b>												
<b>OVER-ALL SATISFACTION:</b>												
Very Satisfied	9	20.9	18	24.7	9	23.1	13	31.7	6	42.9	55	26.2
Satisfied	22	51.2	31	42.5	15	38.5	20	48.8	5	35.7	93	44.3
Slightly Satisfied	11	25.6	23	31.5	11	28.2	6	14.6	3	21.4	54	25.7
Dissatisfied	1	2.3	-	-	3	7.7	2	4.9	-	-	6	2.9
Very Dissatisfied	-	-	1	1.4	1	2.6	-	-	-	-	2	1.0
<b>Total</b>	<b>43</b>	<b>100</b>	<b>73</b>	<b>100</b>	<b>39</b>	<b>100</b>	<b>41</b>	<b>100</b>	<b>14</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.91 (S)</b>		<b>3.89 (S)</b>		<b>3.72 (S)</b>		<b>4.07 (S)</b>		<b>4.21 (VS)</b>		<b>3.92 (S)</b>	
<b>Gamma = 0.098<sup>ns</sup></b>					<b>P = 0.216</b>							

\*\* Significant at 1% level of probability  
<sup>ns</sup> - Not significant  
 S - Satisfied  
 VS - Very Satisfied  
 SS - Slightly Satisfied

*Respondents' Level of Satisfaction According to Sex*

Over-all satisfaction results on the level of satisfaction according to sex reveal that both female and male faculty were satisfied with the university's services. Although mean scores show that female faculty had slightly greater mean scores than males, Chi value (3.171) and p-value (0.530) suggest that the relationship is not significant at 5 % level of probability. This result coincides with those of Seneres (1997) and Armadillo (2003) who found out that sex is not related with employee's level of job satisfaction but disagrees with that of Nieves (1976) who said in his study that females were more satisfied than males (Table 4).

Table 4. Distribution of the Respondents when classified according to Their Level of Satisfaction and Sex (N=210)

Level of Job Satisfaction	Sex of Respondents					
	Male		Female		Total	
	f	%	f	%	f	%
<b>I. UNIVERSITY SERVICES</b>						
<b>A. Planning and Implementation of Policies:</b>						
Very Satisfied	9	13.6	27	18.8	36	17.1
Satisfied	36	54.5	67	46.5	103	49.0
Slightly Satisfied	13	19.7	36	25.0	49	23.3
Dissatisfied	6	9.1	13	9.0	19	9.0
Very Dissatisfied	2	3.0	1	7.0	3	1.4
<b>Total</b>	<b>66</b>	<b>100</b>	<b>144</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.67 (S)</b>		<b>3.73 (S)</b>		<b>3.71 (S)</b>	
<b>Chi-square = 3.558<sup>ns</sup></b>	<b>P = 0.469</b>					
<b>B. Communication:</b>						
Very Satisfied	14	21.2	40	27.8	54	25.7
Satisfied	36	54.5	68	47.2	104	49.5
Slightly Satisfied	14	21.2	30	20.8	44	21.0
Dissatisfied	1	1.5	4	2.8	5	2.4
Very Dissatisfied	1	1.5	2	1.4	3	1.4
<b>Total</b>	<b>66</b>	<b>100</b>	<b>144</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.92 (S)</b>		<b>3.97 (S)</b>		<b>3.96 (S)</b>	
<b>Chi-square = 1.560<sup>ns</sup></b>	<b>P = 0.816</b>					
<b>C. Physical Working Condition</b>						
Very Satisfied	3	4.5	17	11.8	20	9.5
Satisfied	26	39.4	61	42.4	87	41.4
Slightly Satisfied	21	31.8	38	26.4	59	28.1
Dissatisfied	14	21.2	24	16.7	38	18.1
Very Dissatisfied	2	3.0	4	2.8	6	2.9
<b>Total</b>	<b>66</b>	<b>100</b>	<b>144</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.21 (SS)</b>		<b>3.44 (S)</b>		<b>3.37 (SS)</b>	
<b>Chi-square = 3.603<sup>ns</sup></b>	<b>P = 0.462</b>					
<b>II. FUNCTIONS</b>						
<b>A. Employee's Roles and Functions</b>						
Very Satisfied	22	33.3	48	33.3	70	33.3
Satisfied	33	50.0	70	48.6	103	49.0
Slightly Satisfied	10	15.2	24	16.7	34	16.2
Dissatisfied	1	1.5	1	0.7	2	1.0
Very Dissatisfied	-	-	1	0.7	1	0.5
<b>Total</b>	<b>66</b>	<b>100</b>	<b>144</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.15 (S)</b>		<b>4.13 (S)</b>		<b>4.14 (S)</b>	
<b>Chi-square = 0.860<sup>ns</sup></b>	<b>P = 0.930</b>					

<sup>ns</sup> - Not significant at 5% level of probability

SS- Slightly Satisfied

S- Satisfied

VS- Very Satisfied

Table 4 continued.

Level of Job Satisfaction	Sex of Respondents					
	Male		Female		Total	
	f	%	f	%	f	%
<b>B. Supervisory Consideration:</b>						
Very Satisfied	6	9.1	20	13.9	26	12.4
Satisfied	25	37.9	50	34.7	75	35.7
Slightly Satisfied	20	30.3	42	29.2	62	29.5
Dissatisfied	12	18.2	25	17.4	37	17.6
Very Dissatisfied	3	4.5	7	4.9	10	4.8
<b>Total</b>	<b>66</b>	<b>100</b>	<b>144</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.28 (SS)</b>		<b>3.35 (SS)</b>		<b>3.33 (SS)</b>	
	<b>Chi-square = 1.014<sup>ns</sup></b>					
	<b>P = 0.908</b>					
<b>III. RIGHTS AND PRIVILEGES</b>						
<b>A. Training, Career, Social and Spiritual Development:</b>						
Very Satisfied	19	28.8	45	31.3	64	30.5
Satisfied	31	47.0	64	44.4	95	45.2
Slightly Satisfied	11	16.7	27	18.8	38	18.1
Dissatisfied	3	4.5	7	4.9	10	4.8
Very Dissatisfied	2	3.0	1	0.7	3	1.4
<b>Total</b>	<b>66</b>	<b>100</b>	<b>144</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.94 (S)</b>		<b>4.01 (S)</b>		<b>3.99 (S)</b>	
	<b>Chi-square = 2.00<sup>ns</sup></b>					
	<b>P = 0.736</b>					
<b>B. Remuneration and Benefits:</b>						
Very Satisfied	26	39.4	63	43.8	89	42.4
Satisfied	28	42.4	50	34.7	78	37.1
Slightly Satisfied	8	12.1	20	13.9	28	13.3
Dissatisfied	4	6.1	8	5.6	12	5.7
Very Dissatisfied	-	-	3	2.1	3	1.4
<b>Total</b>	<b>66</b>	<b>100</b>	<b>144</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.15 (S)</b>		<b>4.13 (S)</b>		<b>4.13 (S)</b>	
	<b>Chi-square = 2.427<sup>ns</sup></b>					
	<b>P = 0.658</b>					
<b>OVER-ALL SATISFACTION:</b>						
Very Satisfied	14	21.2	41	28.5	55	26.2
Satisfied	32	48.5	61	42.4	93	44.3
Slightly Satisfied	17	25.8	37	25.7	54	25.7
Dissatisfied	3	4.5	3	2.1	6	2.9
Very Dissatisfied	-	-	2	1.4	2	1.0
<b>Total</b>	<b>66</b>	<b>100</b>	<b>144</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.86 (S)</b>		<b>3.94 (S)</b>		<b>3.92 (S)</b>	
	<b>Chi-square = 3.171<sup>ns</sup></b>					
	<b>P = 0.530</b>					

<sup>ns</sup> - Not significant at 5% level of probability

SS- Slightly Satisfied

S- Satisfied

VS- Very Satisfied

*Respondents' Level of Satisfaction According to Civil Status*

Over-all satisfaction level result according to civil status shows a very low margin between the mean scores of statuses (3.92 for the single faculty and 3.91 for the married faculty). Both means can be considered as “satisfied”. Far above were the widowed ones who got a mean score of 4.5 which indicate that they are very satisfied in this area. On the other hand, the obtained Chi-square value of 10.565 and p-value of 0.567 mean that status is not associated with level of satisfaction. This finding agrees with those of Armadillo (2003) and Seneres (1997) but disagrees with that of Roscow (1974) who said that unmarried workers tended to be less satisfied than married ones (Table 5).

Table 5. Distribution of the Respondents as to Their Level of Satisfaction and Civil Status (N = 210)

Level of Job Satisfaction	Civil Status of the Respondents							
	Single		Married		Widow		Total	
	f	%	f	%	f	%	f	%
<b>I. UNIVERSITY SERVICES</b>								
<b>A. Planning and Implementation of Policies:</b>								
Very Satisfied	10	15.2	26	18.7	-	-	36	17.1
Satisfied	29	43.9	71	51.1	3	75.0	103	49.0
Slightly Satisfied	18	27.3	30	21.6	1	25.0	49	23.3
Dissatisfied	8	12.1	11	7.9	-	-	19	9.0
Very Dissatisfied	1	1.5	2	1.4	-	-	3	1.4
<b>Total</b>	<b>66</b>	<b>100</b>	<b>140</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.59 (S)</b>		<b>3.77 (S)</b>		<b>3.75 (S)</b>		<b>3.71 (S)</b>	
<b>Chi-square = 4.96<sup>ns</sup></b>								
<b>P = .285</b>								
<b>B. Communication:</b>								
Very Satisfied	16	24.2	37	26.6	1	25.0	54	25.7
Satisfied	35	53.0	67	48.2	2	50.0	104	49.5
Slightly Satisfied	14	21.2	29	20.8	1	25.0	44	21.0
Dissatisfied	1	1.5	4	2.9	-	-	5	2.4
Very Dissatisfied	-	-	3	2.2	-	-	3	1.4
<b>Total</b>	<b>66</b>	<b>100</b>	<b>140</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.00 (S)</b>		<b>3.94 (S)</b>		<b>4.00 (S)</b>		<b>3.96 (S)</b>	
<b>Chi-square = 6.128<sup>ns</sup></b>								
<b>P = 0.909</b>								
<b>B. Physical Working Condition</b>								
Very Satisfied	7	10.6	13	9.4	-	-	20	9.5
Satisfied	22	33.3	62	44.6	3	75.0	87	41.4
Slightly Satisfied	21	31.8	38	27.3	-	-	59	28.1
Dissatisfied	12	18.2	25	18.1	1	25.0	38	18.1
Very Dissatisfied	4	6.1	2	1.4	-	-	6	2.9
<b>Total</b>	<b>66</b>	<b>100</b>	<b>140</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.24 (SS)</b>		<b>3.42 (S)</b>		<b>3.50 (S)</b>		<b>3.37 (S)</b>	
<b>Chi-square = 12.563<sup>ns</sup></b>								
<b>P = 0.402</b>								
<b>II. FUNCTIONS</b>								
<b>A. Employee's Roles and Functions:</b>								
Very Satisfied	24	36.4	43	30.9	3	75.0	70	33.3
Satisfied	32	48.5	71	51.2	-	-	103	49.0
Slightly Satisfied	9	13.6	24	17.3	1	25.0	34	16.2
Dissatisfied	1	1.5	1	0.7	-	-	2	1.0
Very Dissatisfied	-	-	1	0.7	-	-	1	0.5
<b>Total</b>	<b>66</b>	<b>100</b>	<b>140</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.20 (S)</b>		<b>4.1 (S)</b>		<b>4.5 (VS)</b>		<b>4.14 (S)</b>	
<b>Chi-square = 6.959<sup>ns</sup></b>								
<b>P = 0.860</b>								

<sup>ns</sup> - Not significant at 0.05 % level of probability

SS- Slightly Satisfied

S- Satisfied

VS- Very Satisfied

Table 5 continued.

Level of Job Satisfaction	Civil Status of the Respondents							
	Single		Married		Widow		Total	
	f	%	f	%	f	%	f	%
<b>B. Supervisory Consideration :</b>								
Very Satisfied	12	18.2	13	9.4	1	25.0	26	12.4
Satisfied	16	24.2	58	41.7	1	25.0	75	35.7
Slightly Satisfied	22	33.3	39	28.1	1	25.0	62	29.5
Dissatisfied	14	21.2	22	15.8	1	25.0	37	17.6
Very Dissatisfied	2	3.0	8	5.8	-	-	10	4.8
<b>Total</b>	<b>66</b>	<b>100</b>	<b>140</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.33 (SS)</b>		<b>3.33 (SS)</b>		<b>3.5 (S)</b>		<b>3.33 (SS)</b>	
<b>Chi-square = 29.247*</b>				<b>P=0.004</b>				
<b>III. RIGHTS AND PRIVILEGES</b>								
<b>A. Training, Career, Social and Spiritual Development :</b>								
Very Satisfied	21	31.8	42	30.2	1	25	64	30.5
Satisfied	28	42.4	65	46.8	2	50	95	45.2
Slightly Satisfied	14	21.2	23	16.5	1	25	38	18.1
Dissatisfied	2	3.0	8	5.8	-	-	10	4.8
Very Dissatisfied	1	1.5	2	1.5	-	-	3	1.4
<b>Total</b>	<b>66</b>	<b>100</b>	<b>140</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.0 (S)</b>		<b>3.98 (S)</b>		<b>4.0 (S)</b>		<b>3.99 (S)</b>	
<b>Chi-square = 6.572<sup>ns</sup></b>				<b>P= 0.885</b>				
<b>B. Remuneration and Benefits:</b>								
Very Satisfied	29	43.9	57	41.1	3	75.0	89	42.4
Satisfied	25	37.9	53	38.1	-	-	78	37.1
Slightly Satisfied	8	12.1	19	13.7	1	25.0	28	13.3
Dissatisfied	4	6.1	8	5.8	-	-	12	5.7
Very Dissatisfied	-	-	3	2.2	-	-	3	1.4
<b>Total</b>	<b>66</b>	<b>100</b>	<b>140</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.20 (S)</b>		<b>4.09 (S)</b>		<b>4.50 (VS)</b>		<b>4.13 (S)</b>	
<b>Chi-square = 71.376**</b>				<b>P=0.000</b>				
<b>Over-all satisfaction:</b>								
Very Satisfied	18	27.3	34	24.5	3	75.0	55	26.2
Satisfied	27	40.9	66	47.5	-	-	93	44.3
Slightly Satisfied	19	28.8	34	24.1	1	25.0	54	25.7
Dissatisfied	2	3.0	4	2.9	-	-	6	2.9
Very Dissatisfied	-	-	2	1.4	-	-	2	1.0
<b>Total</b>	<b>66</b>	<b>100</b>	<b>140</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.92 (S)</b>		<b>3.90 (S)</b>		<b>4.5 (VS)</b>		<b>3.92 (S)</b>	
<b>Chi-square = 10.565<sup>ns</sup></b>				<b>P=0.567</b>				

<sup>ns</sup> - Not significant at 5% probability level

\* - Significant at 5% probability level

\*\* - Significant at 1% probability level

VS - Very Satisfied

SS - Slightly Satisfied

S - Satisfied

*Respondents' Level of Satisfaction According to Religion*

Over-all mean level of satisfaction according to religion reveals that although Baptist respondents (3.94) had slightly higher mean scores than the Roman Catholics (3.89) Chi square value of 4.419 and p-value of 0.817 support that there is no significant association between level of satisfaction and religion. This is consistent with Armadillo's study which shows that religion is not related with employee satisfaction (Table 6).

Table 6. Distribution of the Respondents' Level of Satisfaction and Their Religion (N=210)

Level of Job Satisfaction	Religion of the Respondents						
	Roman Catholics		Baptists		Others		Total
	f	%	f	%	f	%	
<b>I. UNIVERSITY SERVICES</b>							
<b>A. Planning and Implementation of Policies:</b>							
Very Satisfied	14	15.7	20	16.9	2	66.7	36
Satisfied	42	47.2	60	50.8	1	33.3	103
Slightly Satisfied	23	25.8	26	22.0	-	-	49
Dissatisfied	9	10.1	10	8.5	-	-	19
Very Dissatisfied	1	1.1	2	1.7	-	-	3
<b>Total</b>	<b>89</b>	<b>100</b>	<b>118</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>210</b>
<b>Mean</b>	<b>3.66 (S)</b>		<b>3.73 (S)</b>		<b>4.67 (VS)</b>		<b>3.71 (S)</b>
<b>Chi-square = 6.300<sup>ns</sup></b>	<b>P = 0.614</b>						
<b>B. Communication:</b>							
Very Satisfied	20	22.5	33	28.0	1	33.3	54
Satisfied	48	53.9	55	46.6	1	33.3	104
Slightly Satisfied	18	20.2	25	21.2	1	33.3	44
Dissatisfied	2	2.2	3	2.5	-	-	5
Very Dissatisfied	1	1.1	2	1.7	-	-	3
<b>Total</b>	<b>89</b>	<b>100</b>	<b>118</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>210</b>
<b>Mean</b>	<b>3.94 (S)</b>		<b>3.97 (S)</b>		<b>4.0 (S)</b>		<b>3.96 (S)</b>
<b>Chi-square = 1.87<sup>ns</sup></b>	<b>P = 0.914</b>						
<b>C. Physical Working Condition</b>							
Very Satisfied	9	10.1	11	9.3	-	-	20
Satisfied	34	38.2	51	43.2	2	66.7	87
Slightly Satisfied	29	32.6	30	25.4	-	-	59
Dissatisfied	15	16.9	22	18.6	1	33.3	38
Very Dissatisfied	2	2.2	4	3.4	-	-	6
<b>Total</b>	<b>89</b>	<b>100</b>	<b>118</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>210</b>
<b>Mean</b>	<b>3.37 (SS)</b>		<b>3.36 (SS)</b>		<b>3.33 (SS)</b>		<b>3.37 (SS)</b>
<b>Chi-square = 3.68<sup>ns</sup></b>	<b>P = 0.885</b>						
<b>II. FUNCTIONS</b>							
<b>A. Employee's Roles and Functions:</b>							
Very Satisfied	27	30.3	43	36.4	3	100	70
Satisfied	45	50.6	55	46.6	-	-	103
Slightly Satisfied	16	18.0	18	15.3	-	-	34
Dissatisfied	-	-	2	1.7	-	-	2
Very Dissatisfied	1	1.1	-	-	-	-	1
<b>Total</b>	<b>89</b>	<b>100</b>	<b>118</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>210</b>
<b>Mean</b>	<b>4.09 (S)</b>		<b>4.18 (S)</b>		<b>5.00 (VS)</b>		<b>4.14 (S)</b>
<b>Chi-square = 6.998<sup>ns</sup></b>	<b>P = 0.537</b>						

NS - Not significant at 5 % probability level

VS - Very Satisfied

SS - Slightly Satisfied

S - Satisfied



Table 6 continued.

Level of Job Satisfaction	Religion of the Respondents							
	Roman Catholics		Baptists		Others		Total	
	f	%	f	%	f	%	f	%
<b>B. Supervisory Consideration:</b>								
Very Satisfied	9	10.1	17	14.4	1	33.3	26	12.4
Satisfied	29	32.6	45	38.1	1	33.3	75	35.7
Slightly Satisfied	33	37.1	28	23.7	-	-	62	29.5
Dissatisfied	13	14.6	24	20.3	1	33.3	37	17.6
Very Dissatisfied	5	5.6	4	3.4	-	-	10	4.8
<b>Total</b>	<b>89</b>	<b>100</b>	<b>118</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.27 (SS)</b>		<b>3.40 (SS)</b>		<b>3.67 (S)</b>		<b>3.33 (SS)</b>	
<b>Chi-square = 6.06<sup>ns</sup></b>	<b>P=0.641</b>							
<b>III. RIGHTS AND PRIVILEGES</b>								
<b>A. Training, Career, Social and Spiritual Development:</b>								
Very Satisfied	28	31.5	35	29.7	1	33.3	64	30.5
Satisfied	42	47.2	52	44.1	1	33.3	95	45.2
Slightly Satisfied	15	16.9	23	19.5	-	-	38	18.1
Dissatisfied	2	2.2	8	6.8	-	-	10	4.8
Very Dissatisfied	2	2.2	-	-	1	33.3	3	1.4
<b>Total</b>	<b>89</b>	<b>100</b>	<b>118</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.03 (S)</b>		<b>3.97 (S)</b>		<b>3.33 (SS)</b>		<b>3.99 (S)</b>	
<b>Chi-square = 26.826<sup>**</sup></b>	<b>P=0.001</b>							
<b>B. Remuneration and Benefits:</b>								
Very Satisfied	33	37.1	53	44.9	3	100	89	42.4
Satisfied	38	42.7	40	33.9	-	-	78	37.1
Slightly Satisfied	12	13.5	16	13.6	-	-	28	13.3
Dissatisfied	5	5.6	7	5.9	-	-	12	5.7
Very Dissatisfied	1	1.1	2	1.7	-	-	3	1.4
<b>Total</b>	<b>89</b>	<b>100</b>	<b>118</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.09 (S)</b>		<b>4.14 (S)</b>		<b>5.00 (VS)</b>		<b>4.13 (S)</b>	
<b>Chi-square = 4.419<sup>ns</sup></b>	<b>P=0.817</b>							
<b>Over-all satisfaction:</b>								
Very Satisfied	19	21.3	35	29.7	1	33.3	55	26.2
Satisfied	44	49.4	48	40.7	1	33.3	93	44.3
Slightly Satisfied	24	27.0	29	24.6	1	33.3	54	25.7
Dissatisfied	1	1.1	5	4.2	-	-	6	2.9
Very Dissatisfied	1	1.1	1	0.8	-	-	2	1.0
<b>Total</b>	<b>89</b>	<b>100</b>	<b>118</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.89(S)</b>		<b>3.94(S)</b>		<b>4.00(S)</b>		<b>3.92(S)</b>	
<b>Chi-square = 4.419<sup>ns</sup></b>	<b>P=0.817</b>							

<sup>ns</sup> - Not significant at 5% probability level

<sup>\*\*</sup> - significant at 1% probability level

SS - Slightly Satisfied

S - Satisfied

VS - Very Satisfied

*Distribution of Respondents' Level of Satisfaction According to Their Educational Attainment*

Over-all satisfaction result reveals that, contrary to popular view, baccalaureate degree holders have higher percentage of very satisfied teachers than the rest of the groups. Mean scores suggest that in general, indeed, baccalaureate degree holders were more satisfied with the other two groups. Gamma value of 0.277 and p-value of 0.011 show a significant low negative relationship between level of satisfaction and educational attainment. This means that, as the educational attainment of the respondent progresses, his level of satisfaction decreases. This result does not agree with Seneres (1997) who said that educational attainment is not related with employee satisfaction (Table 7).

**Table 7. Distribution of the Respondents as to Their Level of Satisfaction and Educational Attainment (N = 210)**

Level of Job Satisfaction	Educational Attainment							
	Baccalaureate Degree		Graduate Degree		Post Graduate		Total	
	f	%	f	%	f	%	f	%
<b>I. UNIVERSITY SERVICES</b>								
<b>A. Planning and Implementation of Policies:</b>								
Very Satisfied	29	20.9	5	8.5	2	16.7	36	17.1
Satisfied	68	48.9	29	49.2	6	50.0	103	49.0
Slightly Satisfied	26	18.7	20	33.9	3	25.0	49	23.3
Dissatisfied	15	10.8	4	6.8	-	-	19	9.0
Very Dissatisfied	1	0.7	1	1.7	1	1	3	1.4
<b>Total</b>	<b>139</b>	<b>100</b>	<b>59</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.78 (S)</b>		<b>3.56 (S)</b>		<b>3.67 (S)</b>		<b>3.71 (S)</b>	
<b>Gamma value = -0.186<sup>ns</sup> P=0.084</b>								
<b>B. Communication:</b>								
Very Satisfied	43	30.9	7	11.9	4	33.3	54	25.7
Satisfied	65	48.6	34	57.6	5	41.7	104	49.5
Slightly Satisfied	25	18.0	17	28.8	2	16.7	44	21.0
Dissatisfied	4	2.9	1	1.7	-	-	5	2.4
Very Dissatisfied	2	1.4	-	-	1	8.3	3	1.4
<b>Total</b>	<b>139</b>	<b>100</b>	<b>59</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.03 (S)</b>		<b>3.8 (S)</b>		<b>3.92 (S)</b>		<b>3.96 (S)</b>	
<b>Gamma value = -0.218<sup>ns</sup> P= 0.053</b>								
<b>C. Physical Working Condition</b>								
Very Satisfied	18	12.9	1	1.7	1	8.3	20	9.5
Satisfied	64	46.0	21	35.6	2	16.7	87	41.4
Slightly Satisfied	35	25.2	20	33.9	4	33.3	59	28.1
Dissatisfied	19	13.7	14	23.7	5	41.7	38	18.1
Very Dissatisfied	3	2.2	3	5.1	-	-	6	2.9
<b>Total</b>	<b>139</b>	<b>100</b>	<b>59</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.54 (S)</b>		<b>3.05 (SS)</b>		<b>2.92 (SS)</b>		<b>3.37 (SS)</b>	
<b>Gamma value = - 0.386** P = 0.000</b>								
<b>II. FUNCTIONS</b>								
<b>D. Employee's Roles and Functions:</b>								
Very Satisfied	51	36.7	13	22.0	6	50.0	70	33.3
Satisfied	64	46.0	36	61.0	3	25.0	103	49.0
Slightly Satisfied	22	15.8	10	16.9	2	16.7	34	16.2
Dissatisfied	1	0.7	-	-	1	8.3	2	1.0
Very Dissatisfied	1	0.7	-	-	-	-	1	0.5
<b>Total</b>	<b>139</b>	<b>100</b>	<b>59</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.17 (S)</b>		<b>4.05 (S)</b>		<b>4.17 (S)</b>		<b>4.14 (S)</b>	
<b>Gamma value = -0.115<sup>ns</sup> P= 0.336</b>								

Table 7 continued.

Level of Job Satisfaction	Educational Attainment							
	Baccalaureate Degree		Graduate Degree		Post Graduate		Total	
	f	%	f	%	f	%	f	%
<b>A. Supervisory Consideration:</b>								
Very Satisfied	22	15.8	2	3.4	2	16.7	26	12.4
Satisfied	51	36.7	21	35.6	3	25.0	75	35.7
Slightly Satisfied	40	28.8	19	32.2	3	25.0	62	29.5
Dissatisfied	20	14.4	13	22.0	4	33.3	37	17.6
Very Dissatisfied	6	4.3	4	6.8	-	-	10	4.8
<b>Total</b>	<b>139</b>	<b>100</b>	<b>59</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.45 (S)</b>		<b>3.07 (S)</b>		<b>3.25 (S)</b>		<b>3.33 (S)</b>	
<b>Gamma Value = -0.231*</b>	<b>P = 0.023</b>							
<b>III. RIGHTS AND PRIVILEGES</b>								
<b>A. Training, Career, Social and Spiritual Development:</b>								
Very Satisfied	48	34.5	11	18.6	5	41.7	64	30.5
Satisfied	60	43.2	31	52.5	4	33.3	95	45.2
Slightly Satisfied	22	15.8	14	23.7	2	16.7	38	18.1
Dissatisfied	8	5.8	1	1.7	1	8.3	10	4.8
Very Dissatisfied	1	0.7	2	3.4	-	-	3	1.4
<b>Total</b>	<b>139</b>	<b>100</b>	<b>59</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.05 (S)</b>		<b>3.81 (S)</b>		<b>4.08 (S)</b>		<b>3.99 (S)</b>	
<b>Gamma Value = -0.158<sup>ns</sup></b>	<b>P = 0.154</b>							
<b>B. Remuneration and Benefits:</b>								
Very Satisfied	65	46.8	19	32.2	5	41.7	89	42.4
Satisfied	50	36.0	25	42.4	3	25.0	78	37.1
Slightly Satisfied	15	10.8	11	18.6	2	16.7	28	13.3
Dissatisfied	7	5.0	3	5.1	2	16.7	12	5.7
Very Dissatisfied	2	1.4	1	1.7	-	-	3	1.4
<b>Total</b>	<b>139</b>	<b>100</b>	<b>59</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.22 (VS)</b>		<b>3.98 (S)</b>		<b>3.92 (S)</b>		<b>4.13 (S)</b>	
<b>Gamma Value = -0.212<sup>ns</sup></b>	<b>P = 0.057</b>							
<b>Over-all satisfaction:</b>								
Very Satisfied	45	32.4	7	11.9	3	25.0	55	26.2
Satisfied	58	41.7	30	50.8	5	41.7	93	44.3
Slightly Satisfied	31	22.3	21	35.6	2	16.7	54	25.7
Dissatisfied	3	2.2	1	1.7	2	16.7	6	2.9
Very Dissatisfied	2	1.4	-	-	-	-	2	1.0
<b>Total</b>	<b>139</b>	<b>100</b>	<b>59</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.01 (S)</b>		<b>3.73 (S)</b>		<b>3.75 (S)</b>		<b>3.92 (S)</b>	
<b>Gamma Value = -0.277*</b>	<b>P = 0.011</b>							

<sup>ns</sup> -Not significant at 5 percent probability level

\* - significant at 5 percent probability level

SS - Slightly Satisfied

S - Satisfied

VS - Very Satisfied

*\* Respondents' Level of Satisfaction According to Income*

Data on the over-all job satisfaction of respondents according to their basic monthly income show that basing upon the mean score of the groups, the most satisfied group was composed of employees receiving the least income (below 11,000). The least satisfied employees were those belonging to group receiving 14,000-19,999 and above 20,000 pesos basic monthly income. Gamma test result (-0.179) show that, as a whole, level of satisfaction of faculty is to a low extent, inversely related to monthly income and this relationship is significant at 5% probability level as shown by its p-value of 0.039. This result is contrary to the popular notion that the higher income one receives, the more satisfied he becomes with his job. Also this study disagrees with results of Armadillo's study which show that monthly income is not related with level of employee satisfaction (Table 8).

Table 8. Distribution of Respondents as to Their Level of Job Satisfaction and Basic Monthly Income (N = 210)

Level of Job Satisfaction	Basic Monthly Income of the Respondents											
	Below 11,000		11,000-13,999		14,000-16,999		17,000-19,999		20,000-above		Total	
	f	%	f	%	f	%	f	%	f	%	f	%
<b>I. UNIVERSITY SERVICES</b>												
<b>A. Planning and Implementation of Policies:</b>												
Very Satisfied	29	22.3	1	2.2	3	23.1	3	15.8	-	-	36	17.1
Satisfied	65	50.0	21	45.7	6	46.2	9	47.4	2	100	103	49.0
Slightly Satisfied	20	15.4	20	43.5	3	23.1	6	31.6	-	-	49	23.3
Dissatisfied	15	11.5	3	6.5	1	7.7	-	-	-	-	19	9.0
Very Dissatisfied	1	0.8	1	2.2	-	-	1	5.3	-	-	3	1.4
<b>Total</b>	<b>130</b>	<b>100</b>	<b>46</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>19</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.82(S)</b>		<b>3.99(S)</b>		<b>3.85(S)</b>		<b>3.68(S)</b>		<b>4.00(S)</b>		<b>3.71(S)</b>	
<b>Gamma = -0.192*</b>					<b>P = 0.046</b>							
<b>B. Communication:</b>												
Very Satisfied	41	31.5	4	8.7	2	15.4	6	31.6	1	50.0	54	25.7
Satisfied	59	45.4	29	63.0	9	69.2	6	31.6	1	50.0	104	49.5
Slightly Satisfied	24	18.5	12	26.1	2	15.4	6	31.6	-	-	44	21.0
Dissatisfied	4	3.1	1	2.2	-	-	-	-	-	-	5	2.4
Very Dissatisfied	2	1.5	-	-	-	-	1	5.3	-	-	3	1.4
<b>Total</b>	<b>130</b>	<b>100</b>	<b>46</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>19</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.02(S)</b>		<b>3.78(S)</b>		<b>4.00(S)</b>		<b>4.00(S)</b>		<b>4.50(VS)</b>		<b>3.96(S)</b>	
<b>Gamma Value = -0.156</b>					<b>P = 0.139</b>							
<b>C. Physical Working Condition</b>												
Very Satisfied	18	13.8	-	-	-	-	2	10.5	-	-	20	9.5
Satisfied	58	44.6	15	32.6	5	38.5	9	47.4	-	-	87	41.4
Slightly Satisfied	31	23.8	17	37.0	7	53.8	4	21.1	-	-	59	28.1
Dissatisfied	20	15.4	11	23.9	1	7.7	4	21.1	2	100	38	18.1
Very Dissatisfied	3	2.3	3	6.5	-	-	-	-	-	-	6	2.9
<b>Total</b>	<b>130</b>	<b>100</b>	<b>46</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>19</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.52(S)</b>		<b>2.96(S)</b>		<b>3.31(S)</b>		<b>3.47(S)</b>		<b>2.00(D)</b>		<b>3.37(SS)</b>	
<b>Gamma Value = -0.249**</b>					<b>P = 0.008</b>							
<b>II. FUNCTIONS</b>												
<b>A. Employee's Roles and Functions:</b>												
Very Satisfied	47	36.2	8	17.4	7	53.8	7	36.8	1	50.0	70	33.3
Satisfied	63	48.5	26	56.5	5	38.5	8	42.1	1	50.0	103	49.0
Slightly Satisfied	18	13.8	12	26.1	1	7.7	3	15.8	-	-	34	16.2
Dissatisfied	1	0.8	-	-	-	-	1	5.3	-	-	2	1.1
Very Dissatisfied	1	0.8	-	-	-	-	-	-	-	-	1	0.5
<b>Total</b>	<b>136</b>	<b>100</b>	<b>24</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.18(S)</b>		<b>3.91(S)</b>		<b>4.46(VS)</b>		<b>4.11(S)</b>		<b>4.5(VS)</b>		<b>4.14(S)</b>	
<b>Gamma Value = -0.081</b>					<b>P = 0.449</b>							

ns - Not significant at 5 % probability level

NS - Not Satisfied

SS - Slightly Satisfied

\*\* - Satisfied at 1% probability level

S - Satisfied

VS - Very Satisfied

Table 8 continued

Level of Job Satisfaction	Monthly Income of the Respondents											
	Below-11,000		11,000-13,999		14,000-16,999		17,000-19,999		20,000-above		Total	
	f	%	f	%	f	%	f	%	f	%	f	%
<b>B Supervisory Consideration</b>												
Very Satisfied	21	6.2	2	4.3	-	-	3	15.8	-	-	26	12.4
Satisfied	47	36.2	15	32.6	7	53.8	6	31.6	-	-	75	35.7
Slightly Satisfied	37	28.5	15	32.6	5	38.5	4	21.1	1	50	62	29.5
Dissatisfied	19	14.6	11	23.9	1	7.7	5	26.3	1	50	37	17.6
Very Dissatisfied	6	4.6	3	6.5	-	-	1	5.3	-	-	10	4.8
<b>Total</b>	<b>130</b>	<b>100</b>	<b>46</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>19</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.45(S)</b>		<b>3.04(SS)</b>		<b>3.46(S)</b>		<b>3.26(SS)</b>		<b>2.5(D)</b>		<b>3.33(S)</b>	
<b>Gamma Value = -0.167<sup>ns</sup></b>						<b>P=0.072</b>						
<b>III. RIGHTS AND PRIVILEGES</b>												
<b>A. Training, Career, Social and Spiritual Development</b>												
Very Satisfied	44	33.8	8	17.4	5	38.5	6	31.6	1	50.0	64	30.5
Satisfied	56	43.1	24	52.2	5	38.5	9	47.4	1	50.0	95	45.2
Slightly Satisfied	21	16.2	11	23.9	3	23.1	3	15.8	-	-	38	18.1
Dissatisfied	7	5.4	2	4.3	-	-	1	5.3	-	-	10	4.8
Very Dissatisfied	2	1.5	1	2.2	-	-	-	-	-	-	3	1.4
<b>Total</b>	<b>130</b>	<b>100</b>	<b>46</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>19</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.02(S)</b>		<b>3.78(S)</b>		<b>4.15(S)</b>		<b>4.05(S)</b>		<b>4.5(VS)</b>		<b>3.99(S)</b>	
<b>Gamma Value = -0.64<sup>ns</sup></b>						<b>P=0.522</b>						
<b>B. Remuneration and Benefits:</b>												
Very Satisfied	63	48.5	11	23.9	6	46.2	8	42.1	1	50.0	89	42.4
Satisfied	47	36.2	22	47.8	4	30.8	5	26.3	-	-	78	37.1
Slightly Satisfied	12	9.2	11	23.9	2	15.4	2	10.5	1	50.0	28	13.3
Dissatisfied	6	4.6	2	4.3	-	-	4	21.1	-	-	12	5.7
Very Dissatisfied	2	1.5	-	-	1	1	-	-	-	-	3	1.4
<b>Total</b>	<b>130</b>	<b>100</b>	<b>46</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>19</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.25(VS)</b>		<b>3.91(S)</b>		<b>4.08(S)</b>		<b>3.89(S)</b>		<b>4.0(S)</b>		<b>4.13(S)</b>	
<b>Gamma = -0.228*</b>						<b>P=0.026</b>						
<b>OVER-ALL SATISFACTION:</b>												
Very Satisfied	50	38.5	13	28.26	3	23.08	6	31.6	-	-	72	34.3
Satisfied	42	32.3	20	43.48	5	38.46	7	36.8	1	50	75	37.1
Slightly Satisfied	29	22.3	11	23.91	3	23.08	5	26.3	1	50	49	23.3
Dissatisfied	7	5.3	2	4.35	2	15.38	1	5.3	-	-	12	5.7
Very Dissatisfied	2	1.5	-	-	-	-	-	-	-	-	2	9.5
<b>Total</b>	<b>130</b>	<b>100</b>	<b>46</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>19</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.02(S)</b>		<b>3.98(S)</b>		<b>3.67(S)</b>		<b>3.95(S)</b>		<b>3.71(S)</b>		<b>3.92(S)</b>	
<b>Gamma = -0.179*</b>						<b>P=0.039</b>						

ns - Not significant at 5 % probability level      \* - Significant at 5% probability level  
 S - Significant      S - Satisfied  
 VS - Very Satisfied      D - Dissatisfied

*Respondents' Level of Job Satisfaction and Number of Years of Service*

Over-all satisfaction level of each group reveals that those who had served the university for 16-20 years were “very satisfied” while the remaining groups of faculty were “satisfied” of the university services, their functions and their rights and privileges. Obtained Gamma and p-values of 0.088 and 0.369, respectively, show that level of job satisfaction is not significantly related with number of years of service. This study agrees with Seneres (1997) which states that length of service is not related with employee's level of satisfaction (Table 9).

Table 9. Distribution of the Respondents as to Their Level of Job Satisfaction and Number of Years in Service (N = 210)

Level of Job Satisfaction	Respondent's No. of Years in Service										Total	
	5 and Below		6-10		11-15		16-20		21 and Above			
	f	%	f	%	f	%	f	%	f	%		
<b>I. UNIVERSITY SERVICES</b>												
<b>A. Planning and Implementation of Policies:</b>												
Very Satisfied	29	21.3	1	4.2	-	-	5	29.4	1	7.7	36	17.1
Satisfied	61	44.9	15	62.5	9	45.0	10	58.8	8	61.5	103	49.0
Slightly Satisfied	31	22.8	5	20.8	9	45.0	1	5.9	3	23.1	49	23.3
Dissatisfied	13	9.6	2	8.3	2	10.0	1	5.9	1	7.7	19	9.0
Very Dissatisfied	2	1.5	1	4.2	-	-	-	-	-	-	3	1.4
<b>Total</b>	<b>136</b>	<b>100</b>	<b>24</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.75 (S)</b>		<b>3.54 (S)</b>		<b>3.35 (SS)</b>		<b>4.12 (S)</b>		<b>3.69 (S)</b>		<b>3.71 (S)</b>	
<b>Gamma = -0.060<sup>ns</sup> P = 0.543</b>												
<b>B. Communication:</b>												
Very Satisfied	36	26.5	5	20.8	4	20.0	6	35.3	3	23.1	54	25.7
Satisfied	62	45.6	13	54.2	11	55.0	10	58.8	8	61.5	104	49.5
Slightly Satisfied	31	22.8	5	20.8	5	25.0	1	5.9	2	15.4	44	21.0
Dissatisfied	5	3.7	-	-	-	-	-	-	-	-	5	2.4
Very Dissatisfied	2	1.5	1	4.2	-	-	-	-	-	-	3	1.4
<b>Total</b>	<b>136</b>	<b>100</b>	<b>24</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.92 (S)</b>		<b>3.88 (S)</b>		<b>3.95 (S)</b>		<b>4.29 (VS)</b>		<b>4.07 (S)</b>		<b>3.96 (S)</b>	
<b>Gamma Value = 0.103<sup>ns</sup> P = 0.297</b>												
<b>C. Physical Working Condition</b>												
Very Satisfied	16	11.8	3	12.5	-	-	1	5.9	-	-	20	9.5
Satisfied	55	40.4	6	25.0	11	55.0	9	52.9	6	46.2	87	41.4
Slightly Satisfied	38	27.9	9	37.5	3	15.0	5	29.4	4	30.8	59	28.1
Dissatisfied	23	16.9	6	25.0	4	20.0	2	11.8	3	23.1	38	18.1
Very Dissatisfied	4	2.9	-	-	2	10.0	-	-	-	-	6	2.9
<b>Total</b>	<b>136</b>	<b>100</b>	<b>24</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.41 (S)</b>		<b>3.25 (SS)</b>		<b>3.15 (SS)</b>		<b>3.53 (S)</b>		<b>3.23 (SS)</b>		<b>3.37 (SS)</b>	
<b>Gamma Value = -0.073<sup>ns</sup> P = 0.428</b>												
<b>II. FUNCTIONS</b>												
<b>A. Employee's Roles and Functions:</b>												
Very Satisfied	41	30.1	9	37.5	5	25.0	8	47.1	7	53.8	70	33.3
Satisfied	70	51.5	11	45.8	10	50.0	8	47.1	4	30.8	103	49.0
Slightly Satisfied	23	16.9	3	12.5	5	25.0	1	5.9	2	15.4	34	16.2
Dissatisfied	1	0.7	1	4.2	-	-	-	-	-	-	2	1.1
Very Dissatisfied	1	0.7	-	-	-	-	-	-	-	-	1	0.5
<b>Total</b>	<b>136</b>	<b>100</b>	<b>24</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.10 (S)</b>		<b>4.17 (S)</b>		<b>4.00 (S)</b>		<b>4.41 (VS)</b>		<b>4.38 (VS)</b>		<b>4.14 (S)</b>	
<b>Gamma Value = 0.147<sup>ns</sup> P = 0.164</b>												

<sup>ns</sup> - Not significant at 5 % probability level

\* - Significant at 5% probability level

S - Satisfied

SS - Slightly Satisfied

VS - Very Satisfied



Table 9 Continued.

Level of Job Satisfaction	Number of Years Employed										Total	
	5 and Below		6-10		11-15		16-20		21 and Above			
	f	%	f	%	f	%	f	%	f	%		
<b>B. Supervisory Consideration</b>												
Very Satisfied	20	14.7	2	8.3	1	5.0	2	11.8	1	7.7	26	12.4
Satisfied	44	32.4	8	33.3	7	35.0	9	52.9	7	53.8	75	35.7
Slightly Satisfied	42	30.9	8	33.3	5	25.0	3	17.6	4	30.8	62	29.5
Dissatisfied	24	17.6	5	20.8	5	25.0	3	17.6	-	-	37	17.6
Very Dissatisfied	6	4.4	1	4.2	2	10.0	-	-	1	7.7	10	4.8
<b>Total</b>	<b>136</b>	<b>100</b>	<b>24</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.35 (SS)</b>		<b>3.21 (SS)</b>		<b>3.00 (SS)</b>		<b>3.59 (S)</b>		<b>3.54 (SS)</b>		<b>3.33 (SS)</b>	
<b>Gamma Value = 0.010<sup>ns</sup></b>							<b>P=0.913</b>					
<b>III. RIGHTS AND PRIVILEGES</b>												
<b>A. Training, Career, Social and Spiritual Development</b>												
Very Satisfied	41	30.1	6	25.0	4	20.0	5	29.4	8	61.5	64	30.5
Satisfied	59	43.4	13	54.2	11	55.0	10	58.8	2	15.4	95	45.2
Slightly Satisfied	28	20.6	3	12.5	3	15.0	2	11.8	2	15.4	38	18.1
Dissatisfied	5	3.7	2	8.3	2	10.0	-	-	1	7.7	10	4.8
Very Dissatisfied	3	2.2	-	-	-	-	-	-	-	-	3	1.4
<b>Total</b>	<b>136</b>	<b>100</b>	<b>24</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.96 (S)</b>		<b>3.96 (S)</b>		<b>3.85 (S)</b>		<b>4.18 (S)</b>		<b>4.31 (VS)</b>		<b>3.99 (S)</b>	
<b>Gamma Value = 0.094<sup>ns</sup></b>							<b>P=0.364</b>					
<b>B. Remuneration and Benefits:</b>												
Very Satisfied	61	44.9	7	29.2	5	25.0	7	41.2	9	69.2	89	42.4
Satisfied	50	36.8	10	41.7	9	45.0	7	41.2	2	15.4	78	37.1
Slightly Satisfied	16	11.8	3	12.5	4	20.0	3	17.6	2	15.4	28	13.3
Dissatisfied	7	5.1	3	12.5	2	10.0	-	-	-	-	12	5.7
Very Dissatisfied	2	1.5	1	4.2	-	-	-	-	-	-	3	1.4
<b>Total</b>	<b>136</b>	<b>100</b>	<b>24</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>4.18 (S)</b>		<b>3.79 (S)</b>		<b>3.85 (S)</b>		<b>4.24 (VS)</b>		<b>4.54 (VS)</b>		<b>4.13 (S)</b>	
<b>Gamma = -0.055<sup>ns</sup></b>							<b>P=0.581</b>					
<b>OVER-ALL SATISFACTION:</b>												
Very Satisfied	36	26.5	4	16.7	4	20.0	7	41.2	4	30.8	55	26.2
Satisfied	57	41.9	11	45.8	10	50.0	7	41.2	8	61.5	93	44.3
Slightly Satisfied	39	28.7	7	29.2	5	25.0	3	17.6	-	-	54	25.7
Dissatisfied	2	1.5	2	8.3	1	5.0	-	-	1	7.7	6	2.9
Very Dissatisfied	2	1.5	-	-	-	-	-	-	-	-	2	1.0
<b>Total</b>	<b>136</b>	<b>100</b>	<b>24</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>210</b>	<b>100</b>
<b>Mean</b>	<b>3.90 (S)</b>		<b>3.71 (S)</b>		<b>3.85 (S)</b>		<b>4.24 (VS)</b>		<b>4.15 (S)</b>		<b>3.92 (S)</b>	
<b>Gamma = 0.088<sup>ns</sup></b>							<b>P=0.369</b>					

<sup>ns</sup> - Not significant at 5 % probability level \* Satisfied at 5% probability level  
 NS - Not Satisfied S - Satisfied  
 SS - Slightly Satisfied VS - Very Satisfied

## CONCLUSIONS AND RECOMMENDATIONS

In the light of the above findings, the following conclusions are drawn:

1. The majority of CPU faculty were in their early 40's, most (68.6%) of them were females, 118 out of 210 were Baptists, 42.4% were Catholics and a smaller percentage belong to other religions. Also, majority (66.2%) had finished until baccalaureate degree only, 28.1% of the respondents had earned their graduate degrees and 5.7% had their post graduate degrees. The mean length of service of respondents was 9.6 years and their mean basic monthly income was P13,242.

2. Faculty members were mostly "satisfied" in areas of planning and implementation of policies; communication; roles and functions; supervisory consideration; and training, career, social and spiritual development. They were only "slightly satisfied" with their physical working condition and remuneration and benefits. As a whole, over-all satisfaction result shows that faculty members of Central Philippine University were "satisfied" with services given by the school, their functions and their rights and privileges.

3. There is no significant relationship between faculty level of job satisfaction and selected variables such as age, sex, civil status and religion. However, there is a significant inverse relationship that exists between faculty level of satisfaction and educational attainment and basic monthly income. This means that the higher education and basic monthly income one has, the lower his level of satisfaction.

In the light of the findings and conclusions, the following recommendations are hereby presented:

1. Administrators must develop sound policies to improve the physical workplace, increase benefits and ameliorate conditions of the faculty since they were only "slightly satisfied" in these areas.

2. Educational attainment has been found out to have a significant inverse relationship with level of satisfaction, which means that those who had attained higher education standing and were considered "learned" were less satisfied than those who had attained lower education standing. Administrators then must give attention to the services of the university, employee's functions, and their rights and privileges and how well are these being implemented to satisfy the needs and desires of the faculty.

3. Basic monthly income has also been found out to be significantly inversely related with level of satisfaction. This finding implies that money for this matter is not the only basis of a person's satisfaction. It is therefore recommended that administrators must look into other areas of concern of their faculty. Recognition for the good work done, pleasant and wholesome working condition, opportunities for growth and better relationships are but some of the few important areas to be considered.

4. Follow up study must be conducted yearly to determine not only the level of satisfaction of faculty but also their sentiments, opinions and reactions about matters related to their conditions.

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