Title: Job satisfiers and dissatisfiers among the employees of the Adventist International Institute of Advanced Studies (AIIAS): an analysis

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Abstract:

The purpose of this study was to determine the ranks of motivational and hygiene factors as indicators of job satisfaction and dissatisfaction among employees of AIIAS as perceived and desired. The study also attempted to determine the present emotional disposition of the employees towards their work as they are grouped according to levels of job satisfaction and dissatisfaction.

This study is delimited to the perceptions of AIIAS employees on how Herzberg’s ten hygiene and motivation factors of job satisfaction and job dissatisfaction existed and are desired. The researcher utilized the descriptive survey method of research, with the questionnaire as the main source of data. No sampling technique was used since all questionnaires were collected from all 75 employees (regular workers).

Four research questions were posed for the study. The findings show that the rank order of motivational and hygiene factors as indicators of job satisfaction and dissatisfaction (four are selected, from highest to lowest) are motivational factors as perceived and as desired, and hygiene factors as perceived and as desired.
Conclusions were that all respondents seemed to desire more than they perceived in some of the ten factors of Herzberg’s theory of motivation (job satisfaction) and hygiene (job dissatisfaction), and the majority of the employees perceived that their “job is the best so far” or either “second best”, even though 29.30% of the total population perceived their present as “a stepping stone”, “job is not what I want”. Or “job is way below expectation”.

Based on the findings and conclusions of the study, the following major recommendations are made:

1. A management audit should be undertaken by the institution to determine if the right person is assigned to the right job.
2. A formal as well as informal training program should be developed, particularly for those in the secretarial, ancillary services and others who need it.
3. A program for career planning is also to be desired, to give employees an assurance of a good career prospect with AIIAS.
4. A performance appraisal to help the administration implement a fair working atmosphere at AIIAS should be considered.
5. Further upgrading through professional development of all employees particularly faculty, department heads, etc., by attendance or sending them to some relevant professional associations, clubs, or groups.