TIME OBSERVANCE AND JOB SATISFACTION AMONG THE NON-TEACHING EMPLOYEES IN THE THREE CAMPUSES OF THE UNIVERSITY OF EASTERN PHILIPPINES

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Abstract - This study attempted to determine the job satisfaction among the non-teaching employees in the three campuses of the University of Eastern Philippines. Specifically, it sought to determine the profile of the respondents in terms of sex, age, civil status, number of children, educational attainment, length of service, and distance of residence from office; the level of job satisfaction of the respondents in terms of present job, work associate, pay, and working conditions; the level of implementation of policies on government working hours; and the level of time observance in the office in both morning and afternoon sessions. It also tried to find out if there is a significant relationship between the profile of the respondents and the level of job satisfaction; between the profile of the respondents and their level of time observance in the office; between job satisfaction and time observance; and between level of implementation of policies on government working hours and time observance.

This study utilized the descriptive-correlational research design. The population were the 203 non-teaching employees in the University of Eastern Philippines. There were 80 sample respondents who were purposively taken from the frontline offices that were always in direct contact with students and clients of the University, such as the cashier, accounting and registrar offices.

The data gathered were analyzed using frequency counts, percentages, and weighted means. The multiple regression analysis was utilized to test the relationship between the profile and job satisfaction, between profile and time observance, between job satisfaction and time observance, and between implementation of policies on working hours and time observance. The null hypotheses were tested at .05 level of significance.

The findings revealed that the majority of the respondents were female, married and have undergone graduate studies; and most were 30-39 years old who have served the University of Eastern Philippines for 15 or more years, and residing within 5 kilometers from the office. They generally had a high level of job satisfaction along all the indicators, except their pay where they had a low level of job satisfaction; they perceived that their supervisors were highly implementing the policies on government working hours; and they had a high level of time observance in both the morning and afternoon sessions.

In terms of relationships between the variables, all variables that were correlated, except job satisfaction and civil status and between length of service and time observance, had a significant relationship.

Keywords - Time Observance, Job Satisfaction, Policies on Working Hours

I. INTRODUCTION

The Philippine Constitution mandates public officials and employees to serve the people with utmost responsibility, integrity, loyalty and efficiency. This can be realized when the employees report to work regularly and punctually (Art. IV, Sec 1). To ensure this, the Civil Service Commission has prescribed the standard office hours for workers in the civil service, which shall be from eight o'clock in the morning to twelve o'clock noon and from one o'clock to five o'clock in the afternoon, five days a week except Saturdays, Sundays and public holidays. There are exemptions to the prescribed working hours, such as in the cases of employees in schools, courts, hospitals, and health clinics or those where the exigencies of the service demand deviation from normal office hours. It is evident that with this policy, proper observance of time is regarded as a primary indicator of performance.

Authorities on the subject of time management have some commonalities in describing time. It is a resource that is both necessary and indispensable since it is involved in every human endeavor. McCay looked at it as totally irreplaceable and has to be utilized to take advantage of its optimal value. In individual careers, increased job performance and promotions may result from good time-management practices. In addition, all types of organizations – business, civic, school, political, and religious – may receive productive, competitive, and financial benefits from observance of good time-management practices. Success or failure in human endeavor therefore depends upon the extent of time management.

Moorehead and Griffin consider the worker's observance of time as part of job related behavior that affects his productive performance. This perceived relationship has encouraged various writers to explore the dynamics of time and productivity, particularly on the aspects of observance and job satisfaction, two of the important indicators of this study. There may be many factors to consider in resolving the issue of attendance and punctuality in the office, particularly that of a state university. These factors may not at all be covered in this study in view of its magnitude. However, selected factors were carefully identified and considered as variables which may be useful in this attempt to document a phenomenon existing in the University of Eastern Philippines.

Despite the official policies on observance of official working hours, tardiness and absenteeism in the public sector is a daily occurrence. Sunico cited a survey conducted by the Department of Labor and Employment in 1992 where it was shown that employee absenteeism and tardiness rate was 10.16 percent which is the equivalent of at least 75 employees completely absent from the office for the whole year. If these employees receive an average of P3,000 a month in salaries, their absence means that the government lost about P2, 700.00 in terms of wasted man-hours which should have been devoted to the delivery of essential service to various sectors of society.

The impact of this negative time behavior cannot be set aside. When certain employees are absent, the number of personnel actually available for a given task is likewise reduced affecting the delivery of public services. Tardiness, too, bears uponboth the employee's effectiveness and organizational productivity.

The University of Eastern Philippines has recognized the problematic situation of attendance among employees as a serious policy issue. What triggers this pattern of behavior among employees? Why do employees become tardy or absent from work? How much does the university incur in terms of wasted time? It was on these premises that this study has been proposed.

II. OBJECTIVES

Generally, this study attempted to determine the time observance among the non-teaching employees of selected offices in the three campuses of the University of Eastern Philippines.

Specifically it aimed to:

1. determine the profile of the respondents in terms of the following:
   a. sex;
   b. age;
   c. civil status;
   d. number of children;
   e. educational attainment;
   f. length of service; and
   g. distance of residence from office;

2. determine the level of job satisfaction of the respondents in terms of:
   a. present job;
   b. work associate;
   c. pay; and
   d. working condition;

3. identify the policies on government working hours of the University of Eastern Philippines;
4. find out the level of time observance in the office in both the morning and afternoon sessions;
5. find out if there is a significant relationship between the profile of the respondents and their level of job satisfaction;
6. find out if there is a significant relationship between the profile of the respondents and their level of time observance in the office;
7. find out if there is a significant relationship between their level of job satisfaction and level of time observance in the office; and
8. determine if there is a significant relationship between level of implementation of policies on government working hours and level of time observance.

III. METHODOLOGY

The study was conducted in the three campuses of the University of Eastern Philippines, namely Main Campus, Laoang and Catubig campuses. The university is the only state university in Northern Samar. The main campus is located in Catarman, the capital town of the province. The Laoang and Catubig campuses are approximately 45 and 65 kilometers respectively, away eastward from the main campus.

The University of Eastern Philippines – Laoang used to be the Laoang National Technical School (LNTS), which is located in the town proper of Laoang, an island town. On the other hand, the University of Eastern Philippines – Catubig was formerly known as the Pedro Rebadulla Memorial Agricultural College (PRMAC). Both were integrated into the University of Eastern Philippines in 2002 by virtue of R.A. 8292.

The respondents of the study were 80 randomly selected permanent non-teaching employees on the first and second levels in the three campuses of the University of Eastern Philippines. Only personnel who actually report to the administration building daily were included as respondents of the study in order to have unhampered observation on their time observance behavior, particularly on tardiness, absenteeism and utilization of time (both for official business and for personal use). Furthermore, only employees who are on the regular work schedule of 8:00 AM – 12:00 Noon and 1:00 – 5:00 PM were taken as respondents of this study.

The independent variables of the study are the employees' demographic profile which includes age, sex, civil status, number of children, educational attainment, length of service, and distance of residence from office; job satisfaction or the extent in which the employees like or dislike their jobs; and implementation of policies.

The dependent variable is time observance for time-in, breaktime, time for other purposes and time-out for both morning and afternoon sessions.

Both the independent and dependent variables were measured using questionnaires.

The descriptive-correlational research method was used in this study in order to describe the existing situations in the three campuses of the University of Eastern Philippines as to the extent of time observance and job satisfaction of the non-teaching employees. It also described the demographic profile of the respondents and looked into the relationships between the demographic profile and job satisfaction, between demographic profile and level of time observance, and between job satisfaction and level of time observance.

The study used a four-part research questionnaire, which was patterned after the instrument used by Aranton. Part I generated information on the profile of the respondents such as sex, age, civil status, number of children, educational attainment, and length of service. Part II was used to yield information about the extent of job satisfaction of the respondents. This was sub-divided into four groups, namely: as to my job, as to my work associates, as to my pay, and as to the working condition.

Part III consisted of statements on the implementation of policies on government working hours that was used to document the respondents' observation on their superior/supervisor as they report to office daily during working days and how they implement and impose on their subordinates the rules and policies on time observance.

Part IV consisted of items on observable acts, such as arrival, breaktime, time devoted to actual work, time spent for personal purposes, and departure, both in the morning and in the afternoon sessions.

The response categories and their weighted points in all parts of the questionnaire are as follows:

The level of satisfaction of the respondents considered five aspects of their work environment, such as the work itself, the co-workers, pay scale and working condition, level of implementation of policies, and level of time observance were determined through their response in the questionnaire.

The sum of the weighted scores in every part of the questionnaire of each respondent and the mean scores were computed.

The instrument used in this study was patterned from the questionnaire used by Aranton on the time observance among employees of selected offices of the local government of Iligan City. Inasmuch as it was already validated, there was no more need to have it validated.

The purposive sampling technique was used in the study. Only the personnel in the Cashier's, Accounting, and Registrar's offices were considered in this study considering that they are the frontline offices that are always in direct contact with students and clients of the University. The main criterion for the final choice of these respondents was their presence in the office during the period of the study, doing over-the–counter transactions, where their behavior in time observance could be studied closely. However, only 80 employees who were observed to be consistently in their office during the duration of the study were finally considered.

After the questionnaire had been polished and approved by the Graduate School of the University of Eastern Philippines, a formal request was made to the University President and to the Executive Directors of the Laoang and Catubig campuses to allow the researcher to conduct the study during a specific period only.

The questionnaires were administered in the three campuses after a brief confidential observation period on time behavior of employees. Assistance from students who were conducting on-the-job training in the university was solicited to enable the researcher to have a simultaneous observation of all sample offices in one full day to cover many facets of time observance of target employees.

The research assistants were first convened for half a day for briefing on the mechanics of the observation to be undertaken, with emphasis on confidentiality of the study to avoid any artificial reaction from the respondents. Assignment of offices was made for each assistant during the briefing session, using the sketch of the location offices and personnel concerned.

Daily observations taken from the logbook and Daily Time Records (DTRs) were looked into by the assistants to validate the time observance of employees and these were submitted to the researcher. The period of observation was done for only five (5) working days in a week, and for four weeks in one month.

After the observation period, the questionnaires were personally administered by the researcher.

Different statistical tools were used in this study depending on the analytical requirements of the data. For the descriptive data, frequency counts, percentages, and means were used.

To test the null hypothesis that there is no significant relationship between the profile of the respondents and their job satisfaction and time observance, and between job satisfaction and time observance, the Multiple Regression Analysis was utilized.

The relationships were tested at .05 level of significance.

IV. FINDINGS

The Employees' Profile

Sex. The data in Table 1 show that out of the 80 non-teaching employees who were the respondents of this study, 43 or 53.75 percent were female and 37 or 46.25 percent were male. This means that there are more female non-teaching employees than male in the three campuses of the University of Eastern Philippines.

Age. The findings revealed that 24 or 30 percent of the non-teaching employees of selected offices in the three campuses had ages from 30 to 39; 23 or 28.75

percent were 50 years old or above; 18 or 22.5 percent were 40 to 49 years old; and 15 or 18.75 percent were 20 to 29 years old. This finding shows that the majority of the non-teaching employees were 30-39 years old and above. This implies that the majority of the non-teaching employees are in their prime years, are dynamic and are capable of being productive. This confirms the findings of Gibson and Klein that at this age, regardless of the length of time they had been in the job, employees have increased coping capacity, perhaps as a result of greater stability, ego strengths and similar factors.

Civil Status. The data show that 60 or 75 percent of the 80 non-teaching employees are married; 17 or 21.25 were single; and only 3 or 3.75 percentare widowed. It can be implied that the majority of the non-teaching personnel are married and can be expected to have a sense of responsibility in doing their job.

Number of Children. The data on number of children reveal that 40 or 50 percent had 1-3 children; 19 or 23.75 percent had 4-6 and the same number had no children because many of them were unmarried; and two had 7-9 children. Exactly half of the total number of respondents had only 1-3 children. This suggests that generally the employees can be expected to incur less absences since according to Steers and Rhodes, absenteeism is expected to increase with family size.

Educational Attainment. Out of the 80 non-teaching employees, 50 or 62.5 percent have undertaken graduate studies; 20 or 25 percent were college graduates; and 10 or 12.5 percent had educational attainment of college level or below. Education-wise, it is evident that the majority of the non-teaching employees were highly qualified for their positions although some did not have yet a college degree.

Length of Service. As regards the length of service, 32 or 40 percent of the respondents have rendered services for 15 years or more; 13 or 16.25 percent have stayed in the service for 10 to 14 years; 15 or 18.75 percent have rendered 5 to 9 years of service; and 22 or 27.5 percent have been in the service for 5 years or less. The majority of the respondents had 15 years or more of experience, and has a long attachment to their workplace. It can be deduced that the non-teaching employees of the University have gained sufficient experience on how to perform their functions, having stayed long in their present place of work.

Level of Job Satisfaction

As to My Job. The finding reveals that the majority of the respondents were highly satisfied with their job because they found it satisfying, challenging and not boring. On the other hand, others found their job less satisfying because they just somehow forced themselves to do their work. Generally, the respondents were highly satisfied with their job as evidenced by the mean of 3.5. It can be implied that the non-teaching employees, being satisfied with their job, perform their work satisfactorily. This supports the findings of Baird where the counsellors had an overall satisfaction with their job and of Brown, et al. that their psychologist respondents had levels of satisfaction that were placed in the satisfied to very satisfied range.

As to My Work Associates. In terms of their job satisfaction in relation to their work associates, the respondents were highly satisfied in terms of all the items under this indicator, except in the item on their fellow workers engaging in idle talk that interrupts office works, which got a "moderate" rating. The mean is 3.7, which means that the employee respondents were highly satisfied with their work associates. It can be implied that the non-teaching employees in the three campuses maintained a good camaraderie with their officemates and this healthy work relationship could further motivate them to perform their job well. This confirms the findings of Joseph which revealed that the teachers were satisfied with their co-workers.

As to My Pay. In terms of this indicator, the respondents were highly satisfied in terms of the adequacy of their pay in providing for their family's basic expenses. However, they had a low level of satisfaction with their pay since it did not give them financial security, it was not commensurate to the number of hours required to do their work, and they were not given incentives if they excelled in their performance. The mean of 2.3 signifies that the majority were not satisfied with their present pay. This implies that even if they were highly satisfied with their job and were happy working with their officemates, their low level of satisfaction with their pay could reduce their morale which, in turn, could reduce their productivity. This parallels Joseph's finding that his teacher respondents were only partially satisfied with their present compensation.

As to the Working Condition. In terms of their working condition, the mean of 4.03 signifies that the respondents were generally highly satisfied with their work place. They liked working in it because it provided them comfort and all the resources that they needed in their work. It can be implied that they are satisfied with their job since their highly satisfactory working condition somehow compensates for their low work pay. This supports the findings of Joseph that his respondents were satisfied with their working conditions.

Level of Implementation of Policies on Government Working Hours

The data reveal that the respondents were generally highly satisfied with the way their office head/supervisor implemented policies on office attendance and on office punctuality. They were likewise highly satisfied because their supervisor checks the presence of employees in the office; imposes discipline on employees who are tardy and

who are unreasonably absent; follows rules and regulations with regard to government time and attendance policies; does not practice favoritism in the office; and monitors employees' presence in their our posts. However, they seemed to dislike the way their head/supervisor imposed disciplinary actions on employees who were unreasonably absent. The mean of 3.54 means that there is a high level of implementation of the policies on government working hours by their head/supervisor. It can be implied that the non-teaching employees are sensitive to what their supervisors are doing in the office and that they have a good working relationship with their superiors.

Level of Time Observance of the Non-Teaching Employees

Morning. For the morning session, the non-teaching employees had a very high level of observance in terms of reporting to the office on or before the prescribed time of arrival; using time exclusively for office work; reporting back to the office after the break time; doing office work even when one has health problems; and not using a portion of office hours for travel time. However, the findings revealed a moderate level of time observance in terms of not entertaining visitors during office time and the monitoring by security personnel the going in and out of employees from the office during office time. The grand mean of 3.86, which is equivalent to high level of time observance, implies that the non-teaching employees generally comply with Rule VXII, Section 5 of the Omnibus Rules implementing Executive Order 192.

Afternoon. The data on the level of time observation in the afternoon session reveal that the non-teaching employees in the three campuses of the University of Eastern Philippines generally had a very high level of observance in terms of reporting to the office on or before the prescribed time of arrival; leaving the office at the prescribed time of departure; reporting to office even if there are important personal transactions to make; doing office work even if one had health problems; and not using a portion of office hours for travel time. On the other hand, they had a moderate level of time observance in terms of entertaining visitors during office hours and the monitoring by the security personnel the going in and out of employees from the office during office hours. On the whole, the grand mean of 3.87 means that they also had a high level of time observance in the afternoon session. It can be implied that the employees are very much aware of the rules on the standard office hours that the Civil Service Commission has prescribed for workers in the civil service and do their best to observe them in the performance of their job.

The above findings disconfirm the finding of Naduma where attendance practices were found to be unsatisfactory. The respondents incurred time wastage in each of the indicators, such as: tardiness, use of break time, under time, use of office hours for personal purposes, and absence.

Test of Relationship

To test the null hypotheses in this study the multiple regression analysis was used.

Employees' Profile and Job Satisfaction. It was found out that all the variables under profile, namely: sex, age, number of children, educational attainment, and length of service were found to be significantly related to job satisfaction. However, civil status was not significantly related.

Sex. Sex was significant since the F-Ratio of 1.02623 was greater than the significant F of 0.3142. Thus, the null hypothesis that there is no significant relationship between sex and job satisfaction is disconfirmed. The coefficient of determination of 1.3% explains the degree of relationship between sex and level of job satisfaction. This means that an employee's satisfaction in his/her job greatly depends on his/her sex. This supports the findings of Gosselin and Kramen-Khan and Hansen that sex can predict job satisfaction and that female employees were more satisfied than their male counterparts, but negates Black and Holden's finding that female psychologists were less satisfied with their salary than the male.

Age. Age was also found to be significant considering that the F-ratio of 5.6934 was greater than the significant F of 0.0195. Thus, the null hypothesis of no significant relationship between age and job satisfaction was rejected. The degree of relationship between these two variables was 6.80%. This implies that age is a major predictor of job satisfaction. This is consistent with the findings of numerous related studies, such as those of Kong, et al., Rhodes, Doering, et al., Near, et al., Jewel, Luthans and Thomas, Moltaz, Wright and Hamilton, Sassi, et al.,Abu-Saad and Hendrix, Spector, and Gobson and Klein whose findings revealed a positive association between age and job satisfaction. Jewel's finding is that job satisfaction drops out at about age 55 and that of Luthans and Thomas where a lower level of job satisfaction was found among employees who were above 40 years old. This suggests than an older employee may experience pressure from factors such as changing technologies, role overload or increasing emphasis on objective productivity measures. On the contrary, both Spector's and Gibson and Klein's studies showed an increased level of job satisfaction with age. Sassi, et al. likewise observed higher levels of job satisfaction in workers over 40 than under 40. Similarly, Wright and Hamilton and Moltaz found out that younger workers were more dissatisfied than older workers. After having stayed in their jobs for some time, older workers tend to adjust their work values to the conditions of the workplace, resulting in greater job satisfaction.

Civil Status. The civil status was not found to be significant because the F-Ratio of 0.25507 was less

than the significant F of 0.6150. Therefore, the null hypothesis of no significant relationship between civil status and job satisfaction was confirmed. This means that employees are capable of being satisfied or dissatisfied with their job regardless of their civil status.

Number of Children. The number of children was found to be significant with the F-Ratio of 1.73220 being greater than the significant F of 0.1930. The coefficient of determination was 2.12% which indicates the degree of relationship between number of children and job satisfaction. Number of children is associated with job satisfaction. It can be inferred that the less number of children an employee has the higher is his/her level of job satisfaction since s/he has less responsibilities to his/her family with only a few members to attend to.

Educational Attainment. This variable was found to be significantly related to job satisfaction since the F-Ratio of 0.84496 was greater than the significant F of 0.3658. The 1.07% coefficient of determination explains how much educational attainment influences job satisfaction. It can be implied that since educational attainment and job satisfaction are positively related, the higher the educational attainment of an employee, the more satisfied s/he is with his/her job. This however negates Glenn, et al.'s finding where education has a negative impact on job satisfaction.

Length of Service. The length of service was found to be significant because of the F-Ratio of 1.43297 was greater than the significant F of 0.2349. This led to the acceptance of the research hypothesis. Its coefficient of determination of 1.8% indicates the degree of this relationship. This implies that an employee who has stayed longer in his/her job is more satisfied that a new employee. This is consistent with Gosselin's finding that job tenure influences job satisfaction.

Distance of Residence from Office. The F-ration for this variable is 2.74178, which is greater than the significant F of 0.1018, with a coefficient of determination of 3.40%. This means that distance of one's residence from his/her office affects his/her level of job satisfaction. The farther one's residence from the office, the less satisfied s/he is with his job perhaps due to the length of time that s/he spends in going to and from his/her place of work.

Employees' Profile and Level of Time Observance. Table 6 presents the summary result on the relationship between the profile of the respondents in terms of sex, age, civil status, number of children, educational attainment, length of service, and distance of residence from the office, and time observance.

Sex. Sex was found to be significant with level of time observance because the F-Ratio of 7.55579 was greater than the significant F of 0.0074. The coefficient of determination was 8.83% explains the degree of relationship between the variables. This finding suggests that sex is associated with time observance. Women are more prone to make absences than men perhaps since it is to the former that the traditional family responsibilities, such as caring for the sick children, are assigned.

Age. This variable was also found significantly related to time observance as reflected in the F-ratio of 3.175536, which is greater than the significant F of 0.0786. The coefficient of determination of 3.91% indicates the influence of age on time observance. It can be said that the older an employee is, the higher is his/her level of time observance. This supports Naduma's finding that employees who were 50 years and above did not use official working time for personal business.

Civil Status. Civil status was significant with time observance since the F-Ratio of 0.96901 was greater than the significant F of 0.3280 with 1.23% coefficient of determination. It can be inferred that an employee's civil status determines his/her time observance in the office. Since unmarried employees generally have less family responsibilities, they can be expected to observe office hours more efficiently than those who are married.

Number of Children. Number of children was also found to be significant with level of time observance because of the F-Ratio of 1.63991 which was greater than the significant F of 0.2041. The degree of influence of number of children to time observance was 2.06%. This implies that absenteeism and tardiness are expected to increase with family size.

Educational Attainment. Educational attainment is related to time observance because the F-Ratio of 3.88631 was found to be greater than the significant F of 0.0522. The coefficient of determination of 4.75% indicates the influence of educational attainment on time observance. This negates Naduma's finding that employees who were pursuing graduate studies incurred more absences than those with lower educational attainment.

Length of Service. The length of service was not found to be significant with time observance because the F-Ratio of 0.01390 was less than the significant F of 0.9064. This led to the acceptance of the null hypothesis that there is no significant relationship between length of service and level of time observance. It can be implied that the length of service of an employee is not a guarantee of a very good attendance behavior.

Distance of Residence from Office. Since the F-ratio of 3.2041 is greater than the F significant of 0.1432, with 1.19% as the coefficient of determination, it can be said that an employee's level of time observance depends to a certain degree on how far or near his/her residence is from the office. It can be inferred that the farther is one's home from the office, the more is the tendency for him to have more absences or to be tardy than one who lives near the office.

Job Satisfaction and Time Observance. As revealed in Table 7, job satisfaction was found to be significant with level of time observance because the F-Ratio of 4.83667 was greater than the significant F of 0.0477. The coefficient of determination of 5.84% explains the degree of their relationship. This means that the higher the level of job satisfaction, the higher is the level of time observance, and vice versa. It can be inferred that a highly satisfied employee will incur less absences and will tend to observe the working hours properly than one who has a low level of job satisfaction.

Implementation of Policies on Working Hours and Time Observance. The F ratio of 4.836677 is greater than the significant F of 0.0308. Thus, implementation of policies is significantly related to level of time observance. It can be said that if the supervisor seriously implements the policies on time observance, it follows that his subordinates are wont to also religiously observe office hours.

RECOMMENDATIONS

The following recommendations were formulated based on the findings of the study:

1. The significant findings of this study are valuable information that employing and professional organizations, such as the University of Eastern Philippines, have to take into serious consideration in formulating management policies and decisions if they are have to be more efficient, achieve better results and survive in an increasingly competitive business environment.
2. The University of Eastern Philippines, with its three campuses, and any similarly situated organizations should consider the sex, age, educational attainment, number of children, and number of years' experience, and distance of the applicants' residence from office among the qualifications of future employees since all these variables were found to be positively associated with job satisfaction and level of time observance.
3. Although the majority of the respondents were pursuing graduate studies, a significant few are college undergraduates. It will serve the University well if these employees will be required to go back to school and finish a degree. One way to encourage them to do this is to grant them financial assistance through the University Scholarship Program.
4. A significant number of employees have their residence, which is more than five kilometers away from the University and presumably commute daily to report to work. In order to minimize problems on absenteeism and tardiness among these employees, the University should provide housing facilities for them and their families at a reasonable/affordable price.
5. There was an observed widespread dissatisfaction with their present pay among the respondents since it was alleged that their pay did not give them financial security and was not commensurate to their number of working hours. State universities and other such organizations should invest in Employees Assistance Programs or any other organizational innovations of which individual's outside work becomes an important concern for the organization. This scheme can help remove or reduce the impact of a dissatisfying pay, and perhaps minimize turnover especially of efficient employees, and can mutually benefit the employees and the organization.
6. Most of the employees complained that they were not given incentives when they excelled in their work. Office heads/supervisors should be sensitive enough to see the exemplary accomplishments of their subordinates and grant or recommend rewards for them, both intrinsic and extrinsic.
7. Inasmuch as the findings revealed high levels of satisfaction and implementation of government working hours and a very high level of time observance, measures should be seriously taken by the University Management to sustain these observed characteristics of the employees.
8. State Universities and similar organizations should consider the areas of most and least satisfaction and try to match them with the needs of potential employees.
9. Employees themselves should actively participate in issues concerning Management Improvement in order that their concerns can be heard by management and addressed accordingly.
10. For married employees, especially the women, who were found by numerous studies to have higher incidence of absences and tardiness, alternative work schedules may be offered as a means to balance "work" and "non-work" roles.
11. The challenge in future research is to look into both internal and external factors that cause job satisfaction or dissatisfaction.
12. Another important question that may be addressed in future research is whether an employee's personality affects job satisfaction and time observance.

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