A black and white photograph of a building facade. On the left, there is a brick wall. The main part of the image shows a wooden structure with a large, ornate spherical lamp hanging from a black metal arm. A large, white, stylized letter 'Q' is superimposed over the center of the image. Below the 'Q', the text 'Centrul Qualitas' is written in a white, sans-serif font.

Babeş-Bolyai University
UBB teaching and research staff
satisfaction survey

2024

Centrul
Qualitas

July 2024

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Methodology

The survey on job satisfaction of teaching and research staff at Babeş-Bolyai University (UBB) was conducted between May 30 and June 15 via the QuestionPro platform managed by the Qualitas Centre, with a survey questionnaire available in Romanian, Hungarian and German (Addendum 1).

To assess the overall job satisfaction of employees, we have adapted the *Michigan Organizational Assessment Questionnaire* (MOAQ-JSS, *Job Satisfaction* subscale) items developed by Cammann et al. (1983)¹, using a 6-step Likert scale.

A questionnaire survey on employees satisfaction with various aspects of their work modelled after the Job Satisfaction Survey (JSS, P. Spector, 1994)² along 9 dimensions of the activity: *satisfaction with remuneration (pay)*, *satisfaction with the performance of the direct supervisor*, *satisfaction with promotion opportunities*, *satisfaction with fringe (collateral) benefits*, *satisfaction with professional recognition*, *satisfaction with the environment they work in (working conditions)*, *satisfaction with coworkers*, *satisfaction with their work*, *satisfaction with communication in the organisation*. For this instrument, Spector used a 6-point Likert scale to rate satisfaction.

Survey participants

The survey was answered by 639 employees: 596 teaching staff and 30 researchers; 13 respondents did not indicate their position (Image 1).

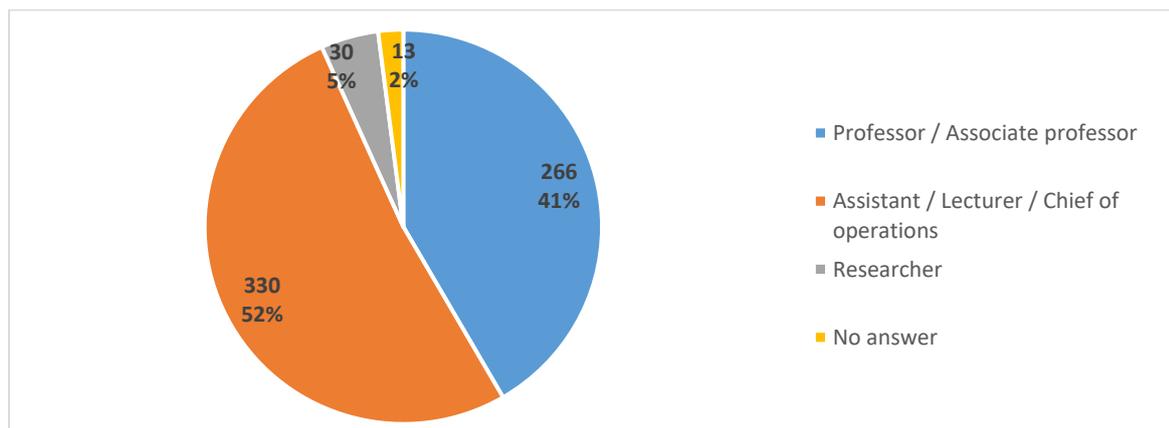


Image 1. Breakdown of respondents by job position

¹ Cammann, C., Fichman, M., Jenkins, D., & Klesh, J. (1983). *Assessing the attitudes and perceptions of organizational members*. In S. Seashore, E. Lawler, P. Mirvis, & C. Cammann (Eds.), *Assessing Organizational Change: A Guide to methods, measures, and practices*, New York: John Wiley.

² Spector Paul, E. (1994). *Job Satisfaction Survey*. Tampa, FL: Department of Psychology, University of South Florida.

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Of the 596 teachers, 69 did not specify the faculty where they work. The composition of the sample of respondents by faculties and academic positions is listed in Addendum 2.

Relative to the number of teaching staff and researchers employed on 1 January 2024, the response rate at institutional level is 38.50% (Image 2).

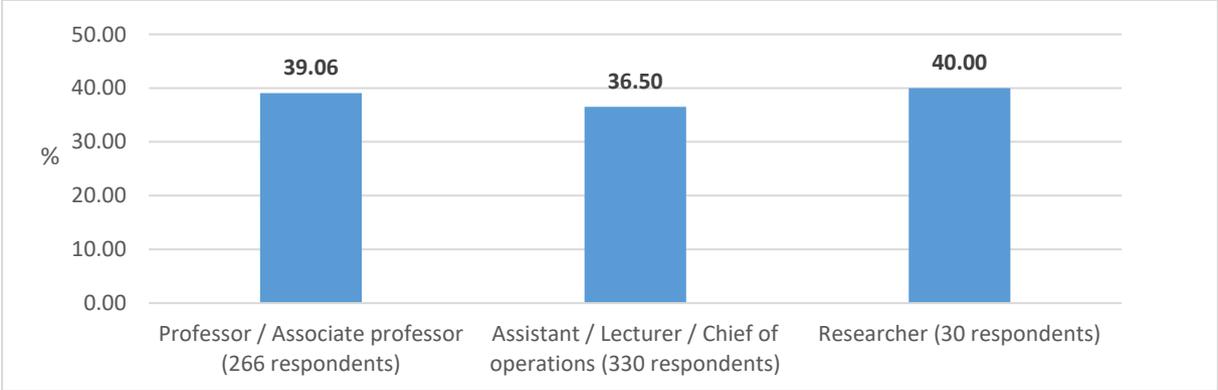


Image 2. Response ratio by job/ teaching position

By line of study, 434 respondents indicated that they work in the Romanian line of study, 136 in the Hungarian line of study and 26 in the German line of study (Image 3). The highest response rate was from the Hungarian line of study (43.87%) (Image 4).

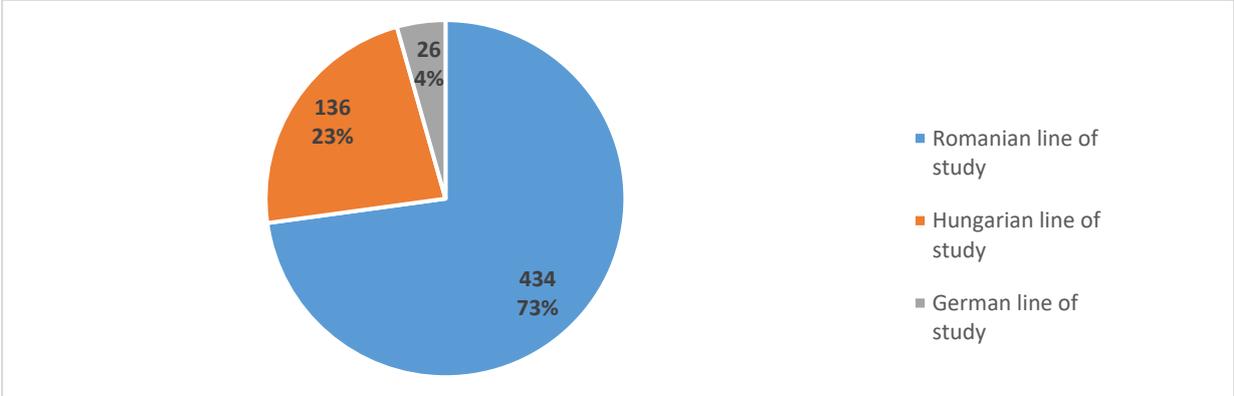


Image 3. Breakdown of respondents by line of study

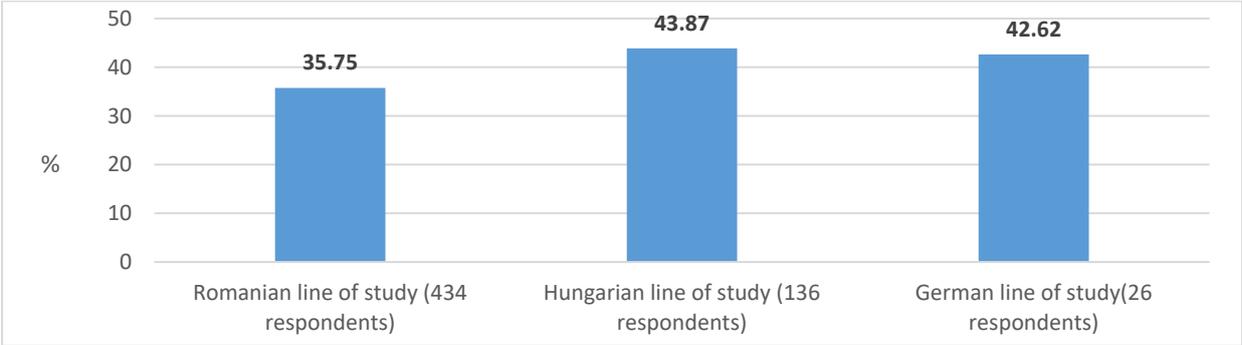


Image 4. Response ratio by line of study

A total of 199 respondents (31.79%) indicated that they had held managerial positions (Rector, Vice-Rector, Dean, Vice-Dean, Head of Department/Chair) during their employment at UBB, 266 (42.49%) that they have not held any, and 288 (46.01%) that they have held representative positions (Member of the UBB Senate, Member of the Faculty Council, Member of the Department Council)

By gender of the respondents, 273 were female and 250 were male, while 103 respondents did not state their gender (Image 5), the response rate in relation to the number of employees on 1 January 2024 was 27.24% for females and 27.41% for males.

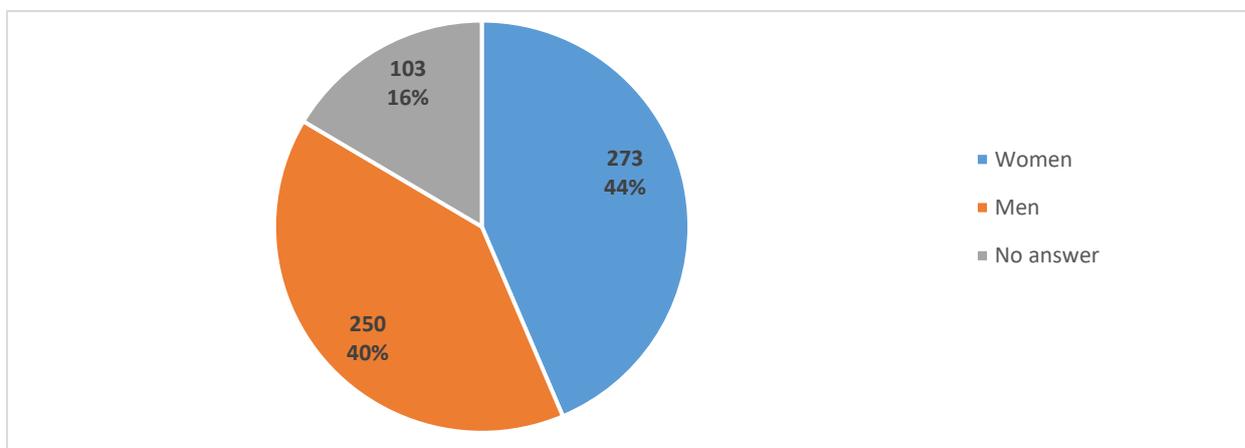


Image 5. Breakdown of respondents by gender

By age, the highest percentages fall in the 35-39 (24.12%) and 40-44 (20.29%) age groups (Image 6).

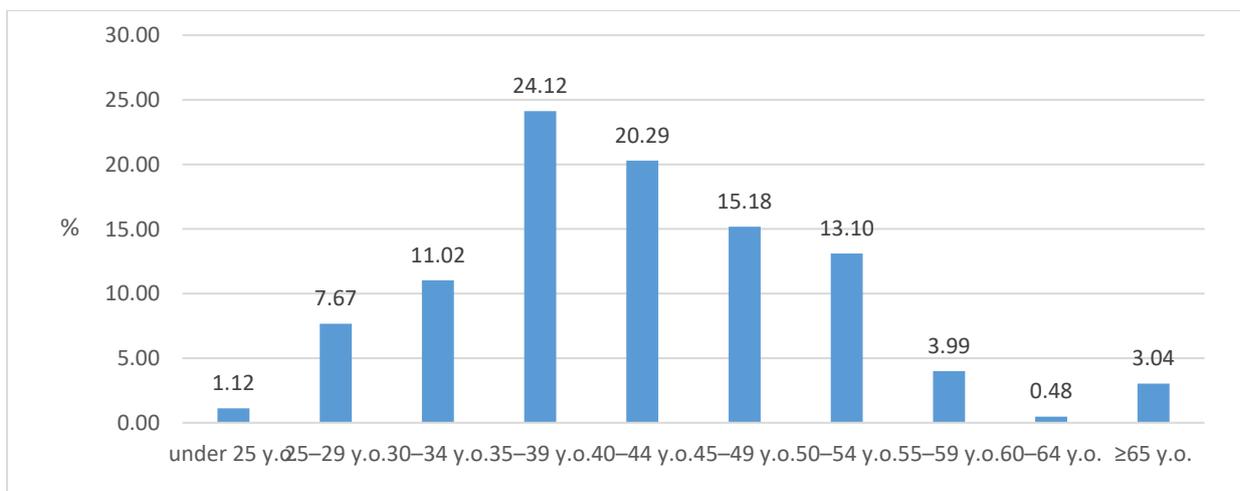


Image 6. Breakdown of respondents by age group

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Data processing

The data processing and score analysis was based on the responses of the 626 persons who indicated their teaching position.

To measure the overall satisfaction of the employees, the average values obtained for the following items of the questionnaire were used: general satisfaction, satisfaction with the teaching activity, satisfaction with the research activity, satisfaction with working in the faculty/research centre, satisfaction with working in UBB.

- 65 Overall, I am satisfied with my job.
- 66 Overall, I am satisfied with my teaching/student interaction.
- 67 Overall, I am satisfied with my research activity.
- 68 Overall, I enjoy my job in the faculty/centre where I work.
- 69 Overall, I enjoy working at UBB.

To measure the satisfaction of employees with different aspects of their work, the average values across the items considered for each of the nine dimensions proposed by Spector as well as the overall satisfaction score, measured as the average of the values across the nine dimensions, were used.

Satisfaction with remuneration (pay)

- 1. I feel I am being paid a fair amount for the work I do.
- 20. I am happy with my income.

Satisfaction with promotion opportunities

- 2. There is really too little chance for promotion on my job.
- 15. The chances for promotion are smaller than at other universities in Romania.
- 22. I am happy with my chances for promotion on the job.
- 37. I am optimistic about my professional career at university.

Satisfaction with the performance of the direct supervisor

- 3. My supervisor is quite competent in doing his/her job.
- 9. My supervisor is unfair to me.
- 16. My supervisor shows too little interest in the feelings of my coworkers in the department/centre.
- 35. Discussing problems related to the faculty/centre with the faculty/centre leadership is not difficult.

Satisfaction with fringe (collateral) benefits

4. I am not satisfied with the benefits I receive for my work in the university.
10. The benefits I receive are as good as most other universities in Romania offer.
21. There are few rewards for the effort I put into my work.

Satisfaction with professional recognition

5. When I do a good job, I receive the recognition for it that I should receive.
11. I feel that the work I do and my achievements are not appreciated enough.
51. My opinion does count in faculty/centre decision-making.

Satisfaction with the environment they work in (working conditions)

6. Many of our rules and procedures make doing a good job difficult.
12. My efforts to do a good job are seldom blocked.
42. Teaching and/or research rooms are properly equipped.
43. In terms of teaching activities, I am generally happy with the timetable.
46. The technical infrastructure of offices and laboratories is adapted to teaching and/or research activities.

Satisfaction with coworkers

7. I like the people I work with.
19. I find I have to work harder at my job because of the people I work with.
44. The academic quality of the people in the department/centre is superior to most universities in Romania.
54. There is good cooperation among coworkers.

Satisfaction with their work

8. I sometimes feel my job is meaningless.
13. I like doing the things I do at the university.
25. I feel energized at work.
26. I am excited about my work.

Satisfaction with communication in the organisation

14. I often feel that I do not know what is going on with the university.
23. There is too much bickering and fighting in the department/centre.
29. Work assignments are not fully explained.
36. I enjoy my coworkers in the department/centre.

UBB teaching and research staff satisfaction survey

Presenting survey results

Teacher and researcher job satisfaction

At institutional level, the average value for overall satisfaction is 4.64 (Image 7). The highest value was scored for satisfaction with the work in UBB (5.05) and the lowest for satisfaction with the work in research (4.05).

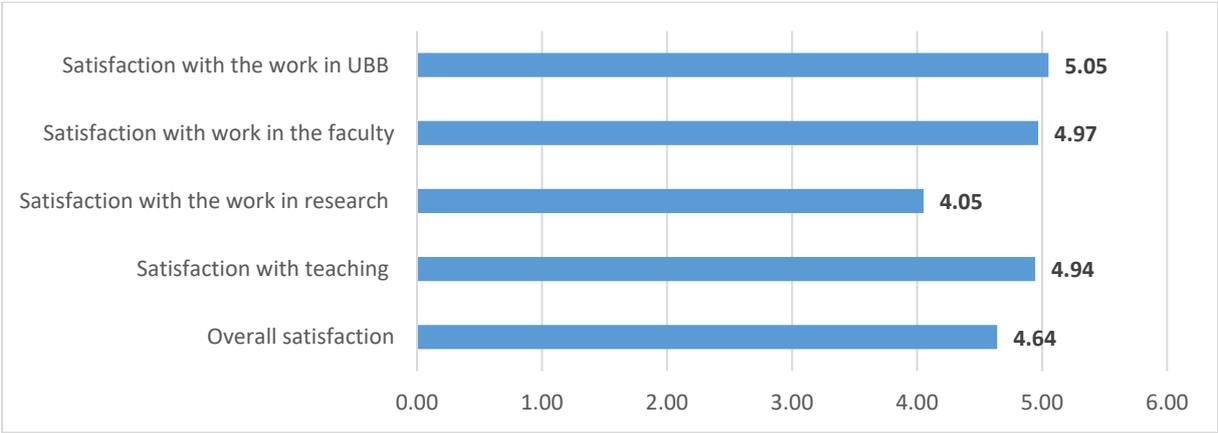


Image 7. Average level of overall satisfaction and satisfaction regarding the main components of professional activity at institutional level (MOAQ-JSS)

In terms of satisfaction with work related areas, the highest level of satisfaction was with the nature of work (4.77), the performance of direct supervisor (4.62) and coworkers (4.55). The lowest score was for promotion opportunities (3.19). The score for overall satisfaction, measured as the average of the scores across the nine dimensions is 4.02 (Image 8).

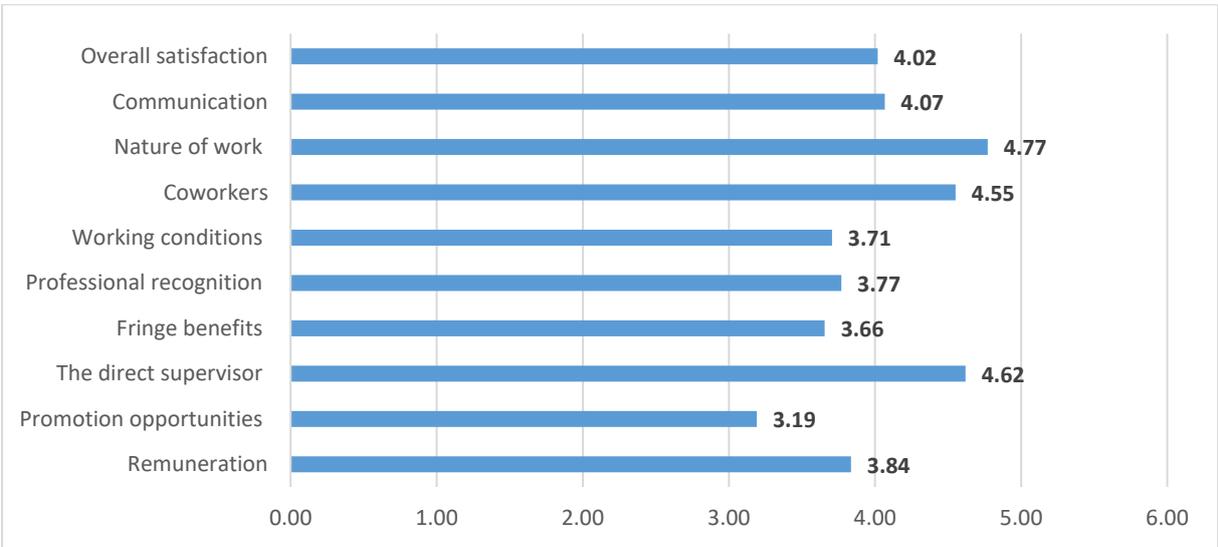


Image 8. Average level of satisfaction of UBB teachers and researchers in relation to their professional activity on the JSS (Spector) scale

Teacher and researcher job satisfaction in relation to their job title/ position

In relation to the job/position held, the values obtained for the average level of *overall satisfaction* and the level of satisfaction with the main components of the job are very close together. The highest values are generally reported for professors and associate professors (Image 9), with the exception of *satisfaction with teaching* (4.97 for assistant professors/ lecturers and teaching assistants; 4.93 for professors and associate professors) and *satisfaction with research work*, where the highest value was reported for researchers and research assistants (4.48) and the lowest for teaching assistants and assistant professors/ lecturers (3.81), which is also the only one under 4.00.

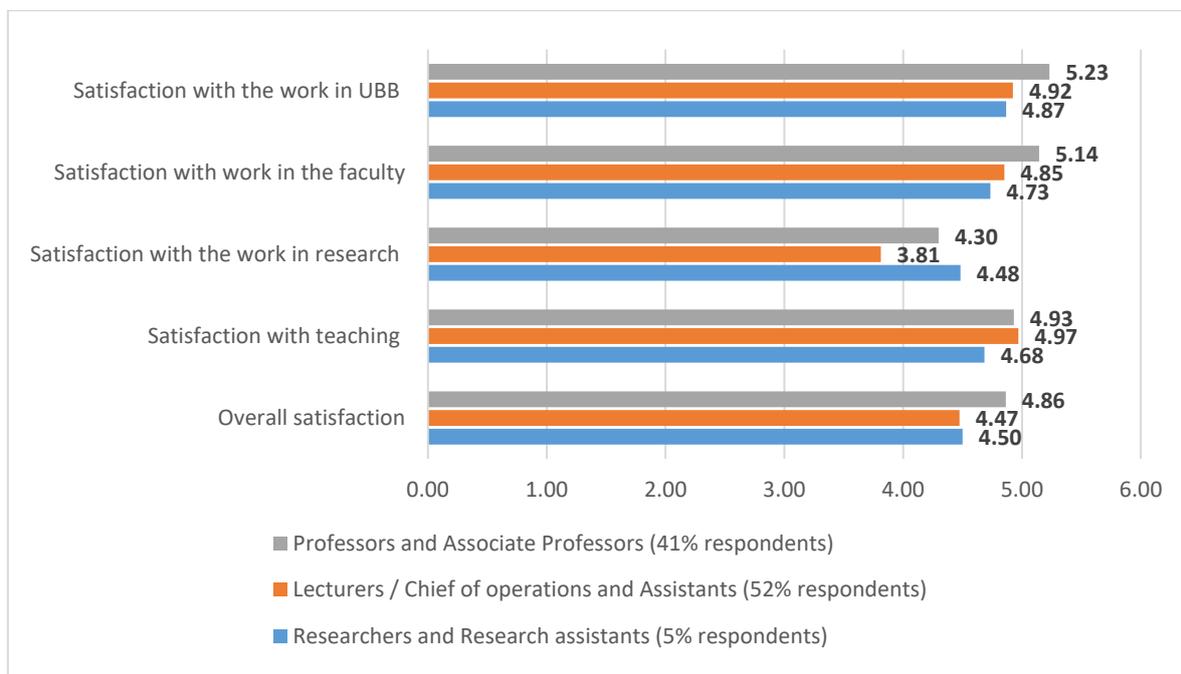


Image 9. Average level of overall satisfaction and satisfaction regarding the main components of professional activity by job title/ position (*MOAQ-JSS*)

In terms of satisfaction with work sectors, the highest scores were reported on *the nature of work* (4.86 - professors and associate professors; 4.71 - assistant professors/ lecturers and teaching assistants; 4.63 - researchers and research assistants). Professors and associate professors generally gave the highest scores, except for the *Communication* dimension (3.98 - professors and associate professors; 4.13 - assistant professors/ lecturers and teaching assistants; 4.12 - researchers and research assistants) and *Coworkers* (4.52 - professors and associate professors; 4.56 - assistant professors/ lecturers and teaching assistants; 4.76 - researchers and research assistants). All points scored for *promotion opportunities*, *working*

UBB teaching and research staff satisfaction survey

conditions, professional recognition and fringe benefits were below 4.00 (Image 10). More marked differences were observed for remuneration, where only the subsample of professors and associate professors scored above 4.00 (4.47 - professors and associate professors; 3.39 - assistant professors/ lecturers and teaching assistants; 3.10 - researchers and research assistants) and promotion opportunities where all scores were below 3.50 (3.48 - professors and associate professors; 4.13 - assistant professors/ lecturers and teaching assistants; 4.12 - researchers and research assistants). The overall satisfaction score (the average of the scores across the nine JSS dimensions) was above 4.00 only for professors and associate professors (4.17 - professors and associate professors; 3.91 - assistant professors/ lecturers and teaching assistants; 3.87 - researchers and research assistants).

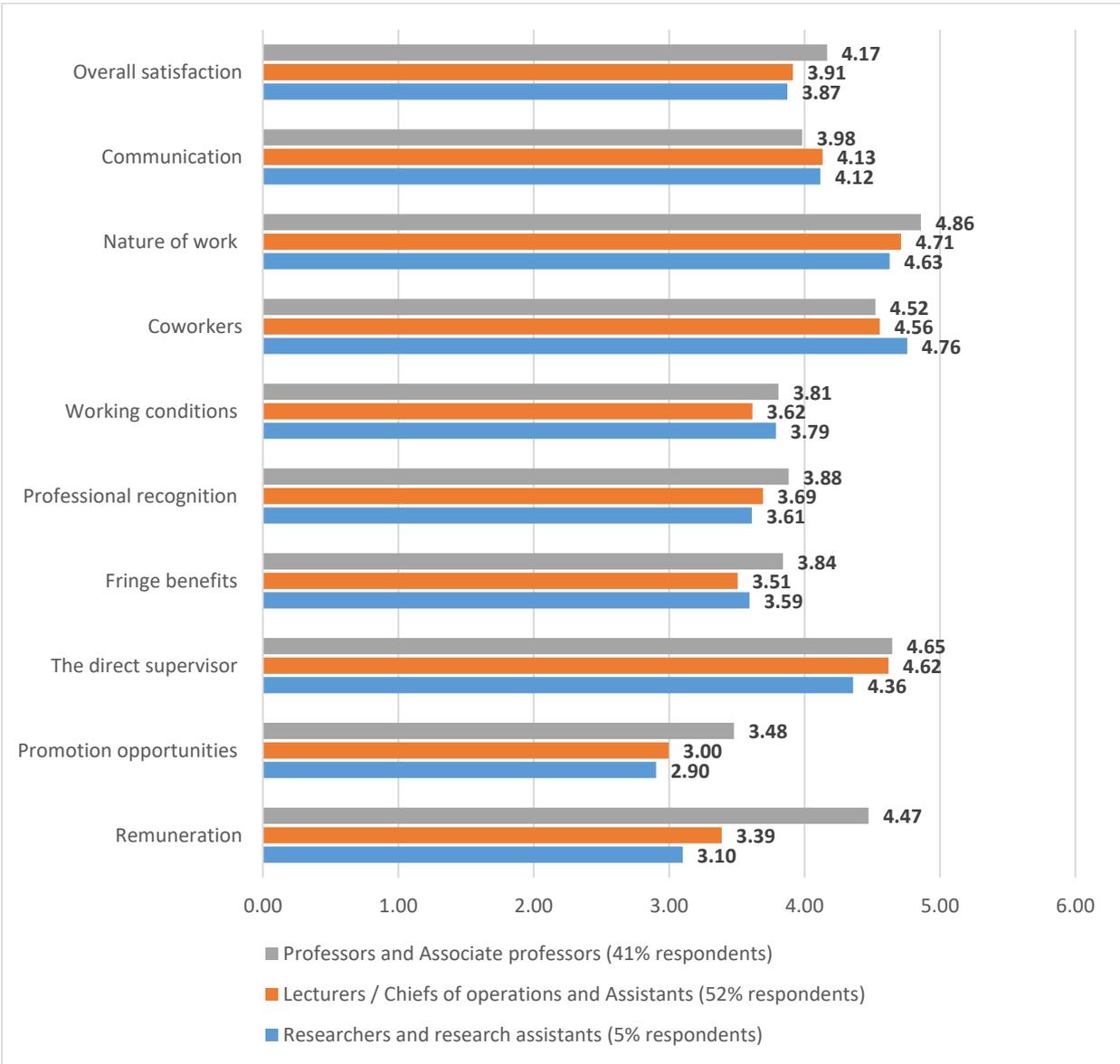


Image 10. Average level of satisfaction of UBB teachers and researchers in relation to their professional activity on the JSS (*Spector*) scale by job title/ position

Teacher and researcher job satisfaction in terms of hierarchical level

Of the 626 respondents, 199 (31.79%) indicated that they had held managerial positions during their professional career at UBB, 266 (42.50%) that they had not; 288 (47.76%) that they had held representative positions.

The data indicates a slightly higher level of *overall satisfaction* (4.81), as well as satisfaction with the various components of professional activity for those who have held managerial positions (Image 11).

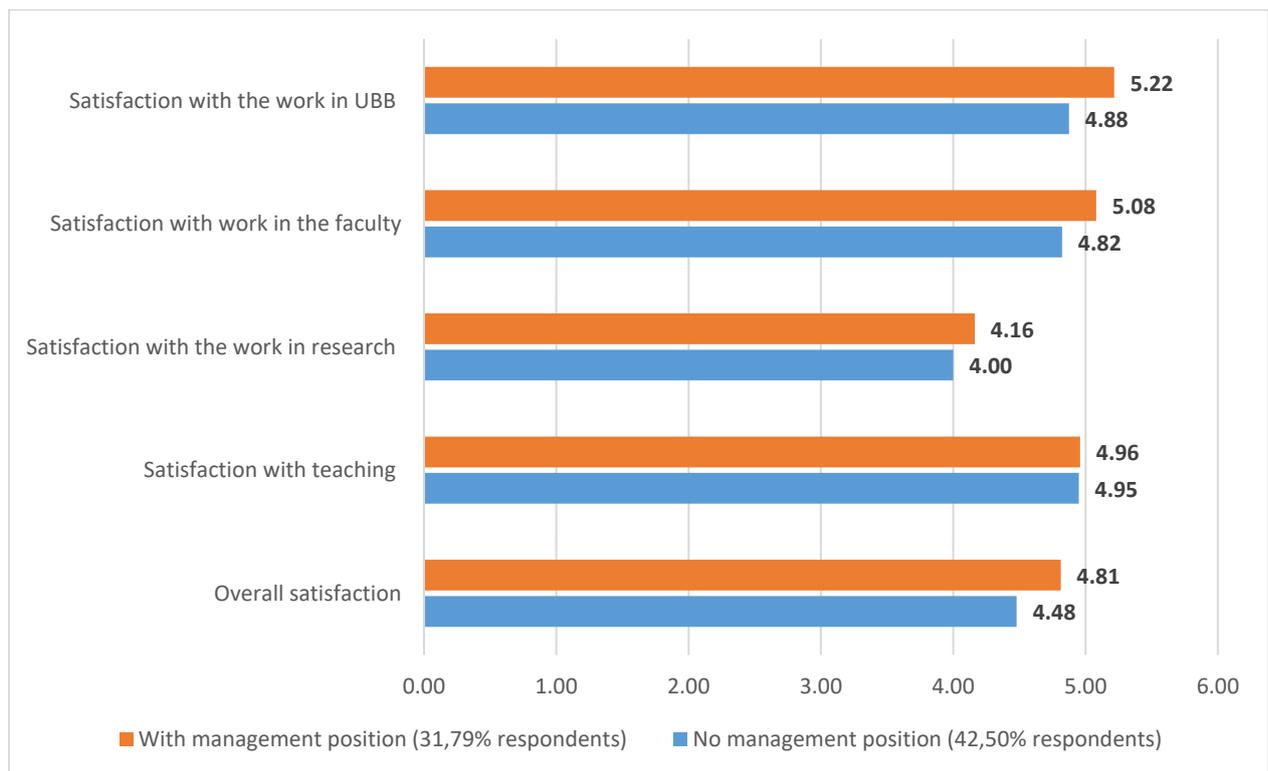


Image 11. Average level of overall satisfaction and satisfaction regarding the main components of professional activity by hierarchical level (*MOAQ-JSS*)

In relation to work across the JSS dimensions, the largest gaps in satisfaction levels were observed for *promotion opportunities* (4.29 for those who held managerial positions compared to 3.09 for those who did not) and *fringe benefits* (4.37 for those who held managerial positions compared to 3.43 for those who did not). In contrast, the scores for satisfaction with the *nature of work*, with *coworkers* and with the *performance of the direct supervisor* are higher for those without managerial positions (Image 12).

UBB teaching and research staff satisfaction survey

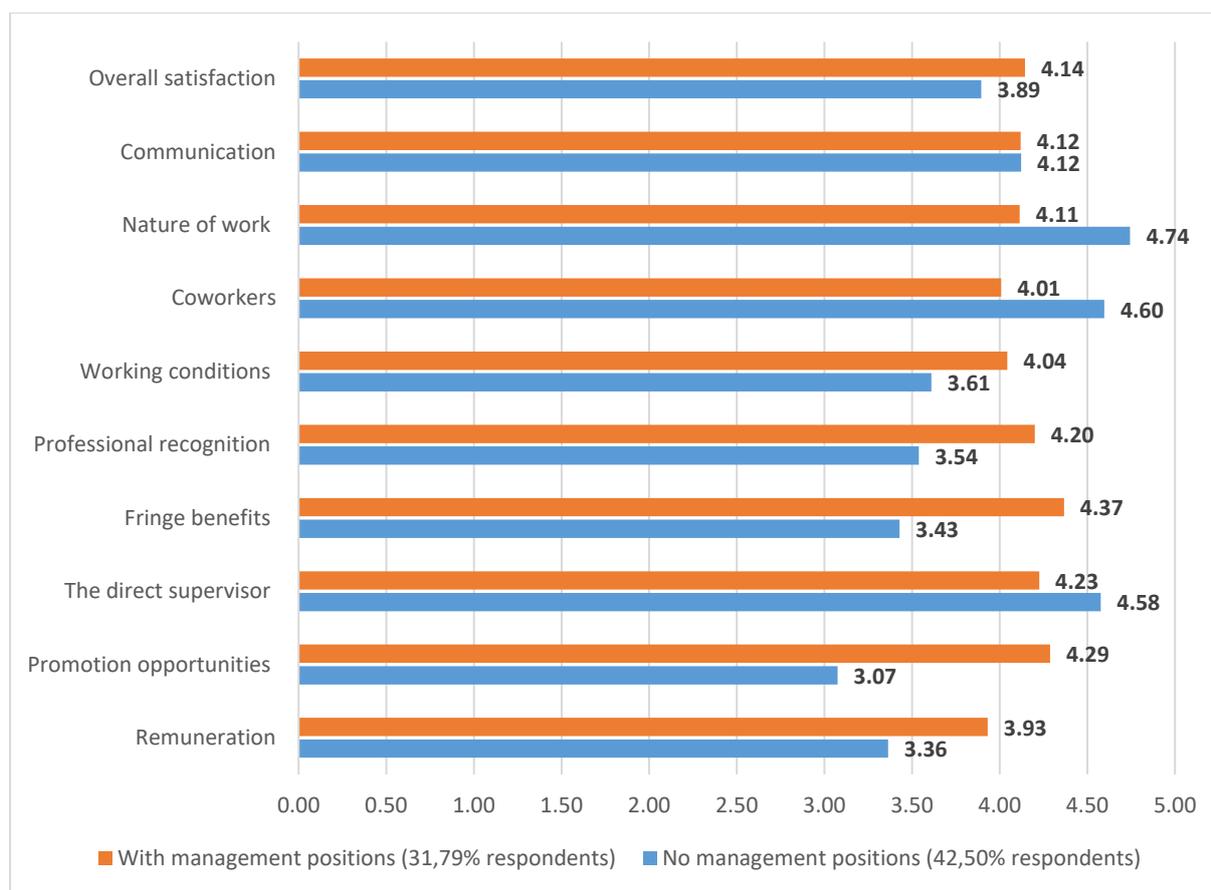


Image 12. Average level of satisfaction of teachers and researchers in relation to their professional activity on the JSS (*Spector*) scale by hierarchical level

Teacher job satisfaction by line of study relevant to the position held

By line of study (Image 13), the highest values, including in terms of overall satisfaction, fall in the sub-sample of teachers in the German line of study (overall satisfaction level: 4.85 German line of study; 4.70 Romanian line of study; 4.39 Hungarian line of study), apart from satisfaction with work at the faculty (5.09 Hungarian line of study; 4.94 Romanian line of study; 4.88 German line of study). However, the level of job satisfaction across the nine JSS dimensions was rated by the German line respondents with the lowest scores on six of them (Image 14), with values below 3.00 for *promotion opportunities* (2.56) and *fringe benefits* (2.83) and values below 3.50 for *professional recognition* (3.15) and *remuneration* (3.35). In contrast, teachers in this line of study gave the highest scores for the *performance of the direct supervisor* (4.70), satisfaction with the *nature of work* (4.96) and *working conditions* (3.85).

We note that the average values for satisfaction with promotion opportunities are below 3.50 for all three lines of study (3.24 Hungarian line of study; 3.22 Romanian line of study; 2.56 German line of study).

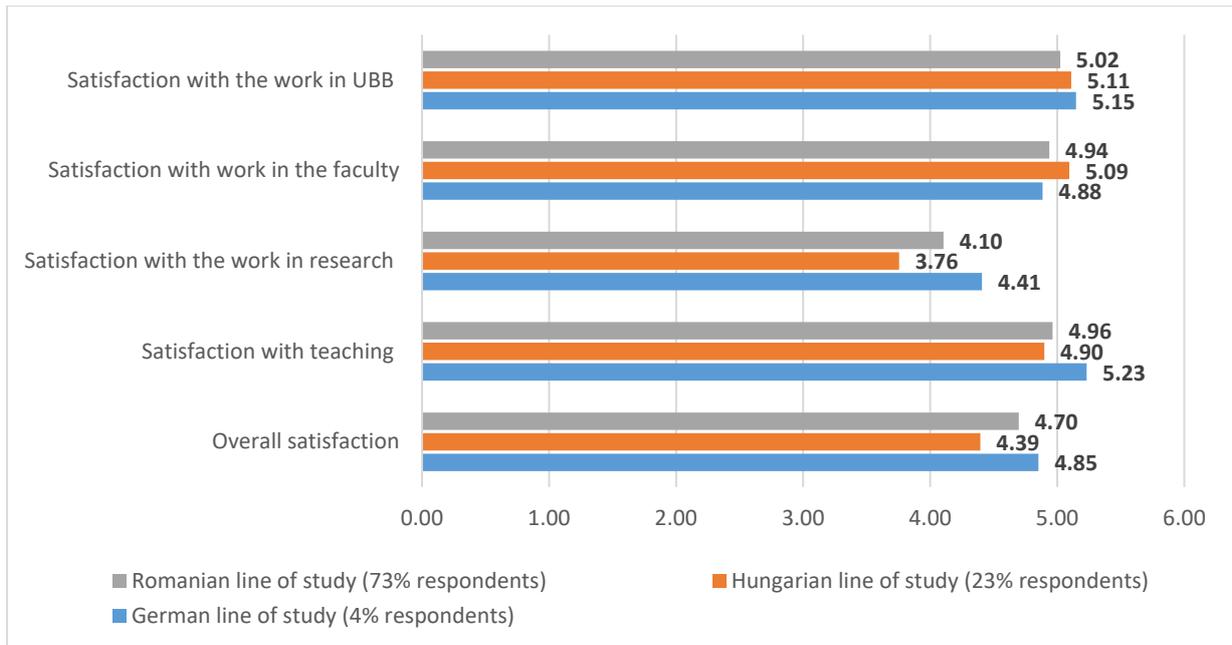


Image 13. Average level of overall satisfaction and satisfaction regarding the main components of professional activity by line of study (MOAQ-JSS)

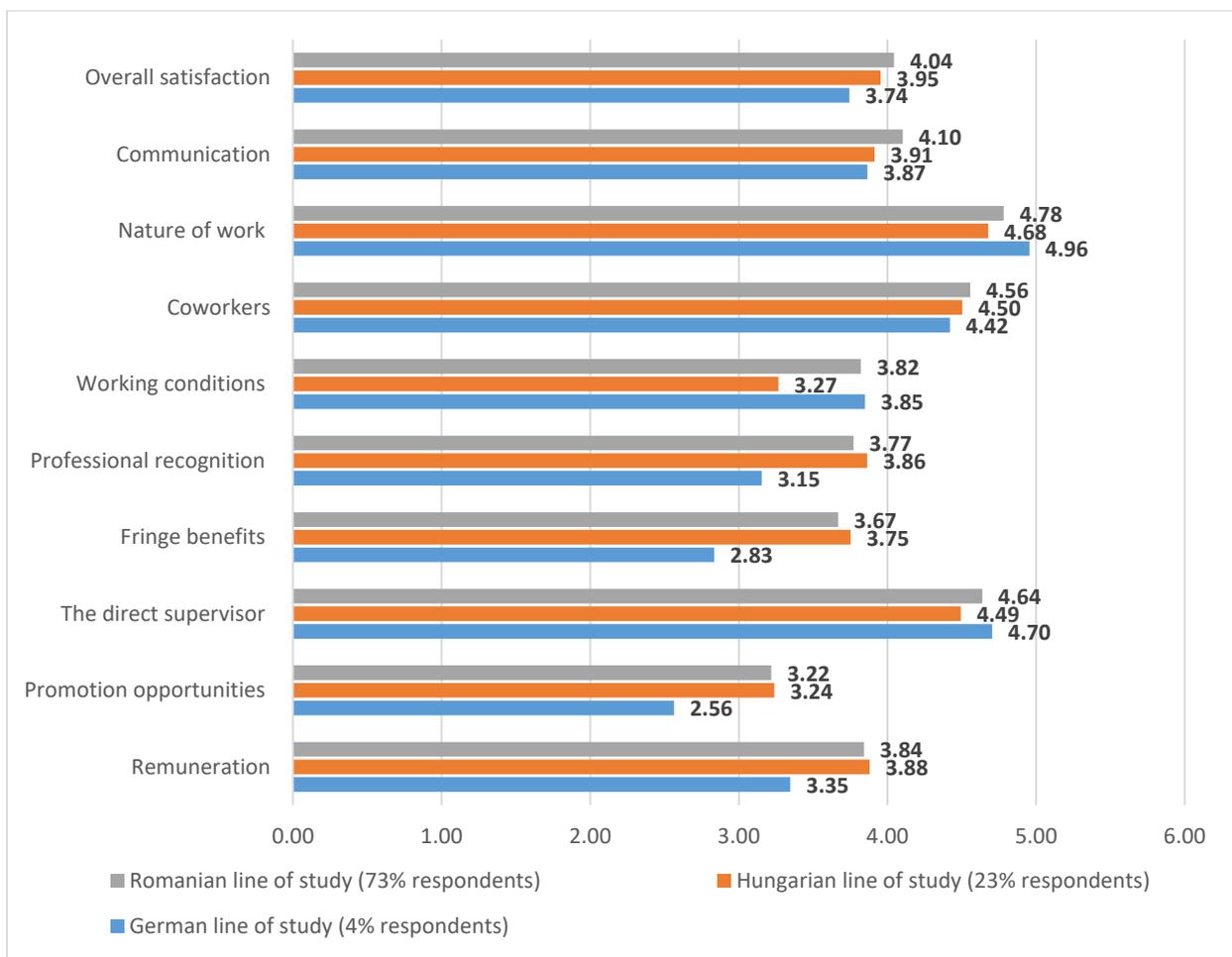


Image 14. Average level of satisfaction of teachers in relation to their professional activity on the JSS (Spector) scale by line of study

UBB teaching and research staff satisfaction survey

Teacher and researcher job satisfaction by gender of respondents

The ratings by gender for *overall satisfaction* (4.72 for women and 4.75 for men) and for the various aspects of professional activity are very close to each other with scores generally above 4.50, even over 5.00 for *satisfaction with working at UBB* and for *satisfaction with work in the faculty* (Image 15). Lower values were obtained for *satisfaction with research work* (3.99 for women and 4.22 for men). By comparison, the points given by the 103 respondents who did not indicate their gender (16% in the sample) are slightly lower (4.06 for overall satisfaction; 3.73 for satisfaction with research work).

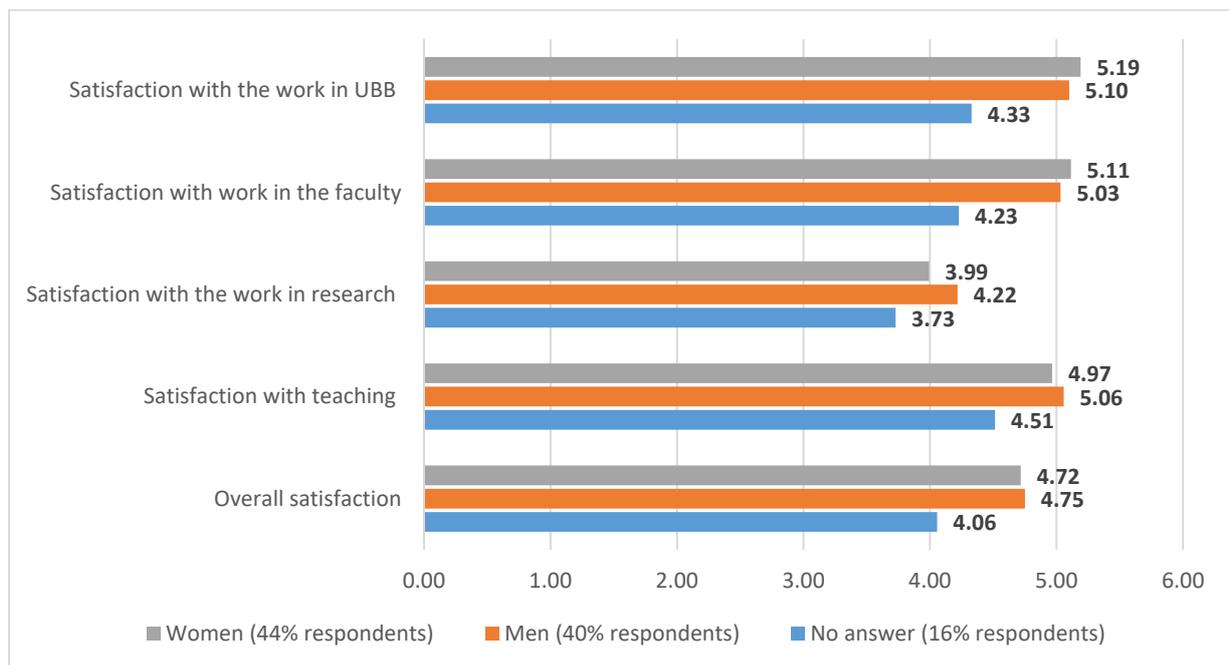


Image 15. Average level of overall satisfaction and satisfaction regarding the main components of professional activity by gender of respondents (*MOAQ-JSS*)

The analysis of the level of satisfaction across the nine dimensions proposed by Spector shows generally close scores by gender of respondents, the average value for *overall satisfaction* being 4.05 for women and 4.17 for men (Image 16). The highest values were found for *satisfaction with the nature of work* (4.83 for women and 4.81 for men), with the *performance of the direct supervisor* (4.78 for women and 4.70 for men) and with *coworkers* (4.65 for women and 4.59 for men). Values are lower for satisfaction with *promotion opportunities* (3.06 for women and 3.50 for men). All scores given by respondents who did not indicate their gender are significantly lower, the lowest being for satisfaction with *promotion opportunities* (2.75) and *professional recognition* (3.00), while the average value for overall satisfaction is 3.35.

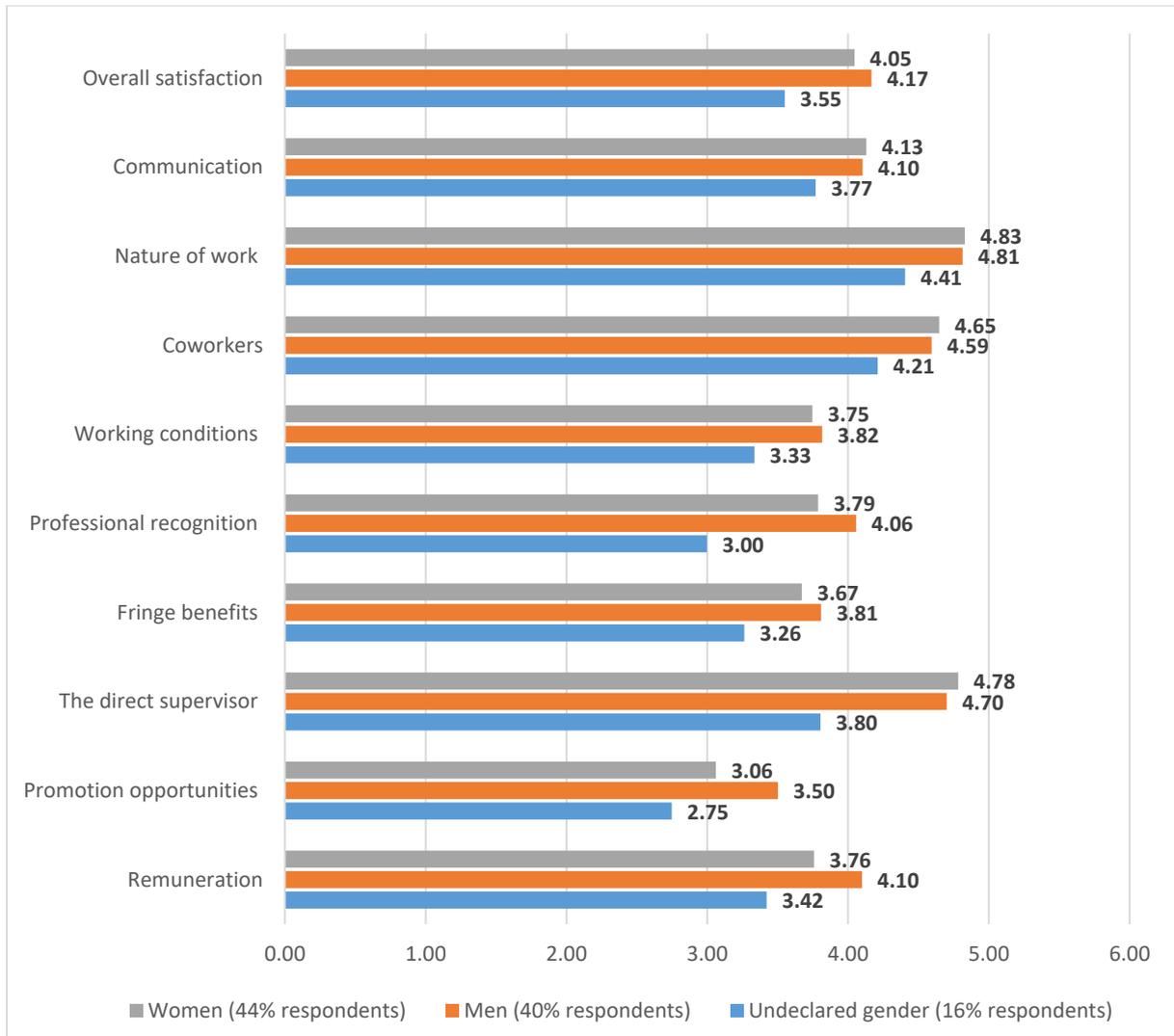


Image 16. Average level of satisfaction of teachers and researchers in relation to their professional activity on the JSS (*Spector*) scale by gender of respondents

Teacher job satisfaction at faculty level

Data on job satisfaction (MOAQ-JSS) at faculty level is listed in Addendum 3.

The statistics provided below (maximum, minimum, variance, quartile values) reveal the following data on the average scores for job satisfaction (MOAQ-JSS) at faculty level:

- *Overall satisfaction:* scores largely fall between 4.00 and 5.00; 50% of the average values obtained at faculty level are less than or equal to 4.77 and 25% are equal to or greater than 4.91; for the sub-sample of professors and associate professors, 50% of the values are less than or equal to 5.00 and 25% are equal to or greater than 5.33; for the sub-sample of assistant professors/ lecturers and teaching assistants, 50% of the values are less than or equal to 4.35 and 25% are equal to or greater than 4.87.

UBB teaching and research staff satisfaction survey

	Overall satisfaction	Satisfaction with teaching activity	Satisfaction with research activity	Satisfaction with faculty work	Satisfaction with working at UBB
Total faculty respondents					
Highest value	5.43	5.57	5.00	5.57	6.00
Lowest value	2.80	4.55	3.20	2.80	3.20
Variance	0.25	0.08	0.19	0.28	0.31
First Quartile (Q1)	4.46	4.88	3.74	4.77	5.00
Second Quartile (Q2)	4.77	5.11	4.02	5.00	5.15
Third Quartile (Q3)	4.91	5.27	4.40	5.07	5.56
Professors and associate professors					
Highest value	6.00	6.00	5.67	6.00	6.00
Lowest value	3.50	4.23	3.50	4.00	3.50
Variance	0.26	0.19	0.38	0.21	0.30
First Quartile (Q1)	4.84	4.78	3.90	5.07	5.17
Second Quartile (Q2)	5.00	5.00	4.48	5.35	5.41
Third Quartile (Q3)	5.33	5.35	5.00	5.54	5.67
Assistant professors/ lecturers and teaching assistants					
Highest value	5.50	6.00	4.86	5.40	6.00
Lowest value	2.33	4.43	3.00	2.00	3.00
Variance	0.39	0.12	0.18	0.49	0.40
First Quartile (Q1)	4.05	4.94	3.50	4.44	4.81
Second Quartile (Q2)	4.35	5.07	3.68	4.73	5.16
Third Quartile (Q3)	4.87	5.34	4.05	5.04	5.45

- The scores for *satisfaction with teaching* and *job satisfaction* at UBB are higher, ranging mostly between 4.50 and 5.50;
- Scores for *satisfaction with research work* are lower, ranging mostly between 3.50 and 4.50; 50% of the average values obtained at faculty level are less than or equal to 4.02, and 25% are equal to or higher than 4.40; for the sub-sample of professors and associate professors, 50% of the values are less than or equal to 4.48 and 25% are equal to or greater than 5.00; for the sub-sample of assistant professors/ lecturers and teaching assistants, 50% of the values are less than or equal to 3.68 and 25% are equal to or greater than 4.04.

The overall chart of faculty scores (Addendum 3) indicates the following:

- *overall satisfaction*: all values are higher than 4.00, with the exception of the Faculty of Business (2.80); the maximum value is 5.43 (Faculty of Orthodox Theology);
- *satisfaction with teaching activity*: all scores are above 4.50 and range between 4.55 (Faculty of Theatre and Film) and 5.57 (Faculty of Orthodox Theology, Faculty of Greek-Catholic Theology and Faculty of Reformed Theology and Music);
- *satisfaction with research activity*: all scores are above 3.50, except for the Faculty of Business (3.20), and the highest is 5.00 (Faculty of Orthodox Theology);
- *satisfaction with the work in the faculty*: all values are higher than 4.50, except for the Faculty of Business (2.80) and the Faculty of Environmental Science and Engineering (4.29);
- *satisfaction with work at UBB*: all values are higher than 4.50, except for the Faculty of Business (3.20) and the Faculty of Mathematics and Computer Science (4.48); the highest possible value, 6.00, was scored at the Faculty of Reformed Theology and Music.

In terms of satisfaction of teachers and researchers with the aspects of professional activity along the nine dimensions proposed by Spector, the values of the scores obtained at faculty level are listed in Addendum 4. Their analysis, as well as the statistical variables presented below (maximum, minimum, variance, quartile values) indicated the following:

- Overall satisfaction (average of the scores at faculty level along the nine dimensions of professional activity proposed by Spector), range from 3.00 (Faculty of Business) to 4.57 (Faculty of Orthodox Theology); 50% of the average values obtained are less than or equal to 4.08, and 25% are equal to or greater than 4.17.

UBB teaching and research staff satisfaction survey

	Salary	Opportunities for promotion	Performance of direct supervisor	Fringe benefits	Professional recognition	Working conditions	Coworkers	Nature of work	Communication	Overall level of satisfaction*
Total faculty respondents										
Highest value	5.10	4.11	5.20	4.50	4.40	4.70	5.03	5.20	4.63	4.57
Lowest value	2.80	2.48	3.05	2.97	1.87	2.89	3.45	3.64	3.55	3.00
Variance	0.31	0.20	0.21	0.14	0.31	0.20	0.10	0.13	0.06	0.10
First Quartile	3.65	2.87	4.27	3.39	3.50	3.42	4.27	4.54	3.89	3.74
Second	3.95	3.24	4.45	3.66	3.75	3.79	4.48	4.71	4.00	4.08
Third Quartile	4.45	3.61	4.61	3.92	4.07	3.96	4.61	4.91	4.24	4.17
Professors and associate professors										
Highest value	6.00	4.71	5.75	5.44	5.56	4.93	4.88	5.73	4.58	4.99
Lowest value	2.75	2.87	3.13	2.83	2.33	2.70	3.75	4.20	3.32	3.33
Variance	0.45	0.23	0.35	0.39	0.51	0.35	0.08	0.13	0.12	0.15
First Quartile	4.24	3.51	4.34	3.64	3.56	3.42	4.33	4.75	3.89	4.06
Second	4.55	3.83	4.72	4.03	4.01	3.97	4.51	4.91	4.03	4.27
Third Quartile	5.14	4.07	5.04	4.41	4.54	4.31	4.71	5.27	4.43	4.59
Assistant professors/ lecturers and teaching assistants										
Highest value	4.81	3.92	5.18	4.00	4.44	4.70	5.12	4.98	4.77	4.40
Lowest value	2.48	1.13	2.69	2.82	1.44	2.30	3.25	3.20	3.17	2.76
Variance	0.37	0.50	0.37	0.14	0.36	0.28	0.19	0.22	0.12	0.15
First Quartile	3.16	2.51	3.86	3.03	3.18	3.29	4.18	4.40	3.82	3.58
Second	3.60	2.92	4.38	3.52	3.64	3.59	4.34	4.63	4.06	3.81
Third Quartile	3.92	3.47	4.52	3.71	3.90	3.87	4.71	4.82	4.17	4.04

- Overall satisfaction scores for teachers and researchers (average of the scores at faculty level along the nine dimensions of professional activity proposed by Spector), range from 3.00 (Faculty of Business) to 4.57 (Faculty of Orthodox Theology); 50% of the average values obtained are less than or equal to 4.08, and 25% are equal to or greater than 4.17.
- *Remuneration*. All average scores are higher than 3.00, except for the Faculty of Business (2.80), and the highest value is at the Faculty of Roman Catholic Theology (5.10); 50% of the average scores obtained at faculty level are less than or equal to 3.95, and 25% are equal to or higher than 4.45.
- *Opportunities for promotion*. The distribution of scores ranges between 2.48 (Faculty of Reformed Theology and Music) and 4.11 (Faculty of Orthodox Theology); 50% of the values are less than or equal to 3.24, and 25% are equal to or greater than 3.61.
- *Performance of direct supervisor*. The distribution of scores ranges between 3.05 (Faculty of Business) and 5.20 (Faculty of Sociology and Social Work); 50% of the values are less than or equal to 4.45, and 25% are equal to or greater than 4.61.
- *Fringe benefits*. The distribution of scores at faculty level ranges between 2.97 (Faculty of Business) and 4.50 (Faculty of Roman Catholic Theology); 50% of the values are less than or equal to 3.66, and 25% are equal to or greater than 3.92.
- *Professional recognition*. The large majority of faculty scores are above 3.00, with the exception of the Faculty of Business (1.87) and the Faculty of Engineering (2.67), and the highest score goes to the Faculty of Roman Catholic Theology (4.40); 50% of the scores are less than or equal to 3.73, and 25% are equal to or higher than 4.07.
- *Working conditions*. The scores range above 3.00, with the exception of the Faculty of Letters (2.89), and the highest score goes to the Faculty of Orthodox Theology (4.70); 50% of the scores are less than or equal to 3.79, and 25% are equal to or higher than 3.96.
- *Coworkers*. All scores are above 4.00, with the exception of the Faculty of Business (3.45) and the highest score goes to the Faculty of Physics (5.03); 50% of the scores are less than or equal to 4.48, and 25% are equal to or higher than 4.61.
- *Nature of work*. The scores are above 4.00, with the exception of the Faculty of Business (3.64) and the Faculty of Roman Catholic Theology (3.88), and the highest score goes to the Faculty of Reformed Theology and Music (5.20); 50% of the scores are less than or equal to 4.71, and 25% are equal to or higher than 4.91.
- *Communication*. Scores range between 3.55 (Faculty of Business) and 4.63 (Faculty of Physics); 50% of the values are less than or equal to 4.00, and 25% are equal to or greater than 4.24. For the sub-sample of professors and associate professors, scores range between

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3.32 (Faculty of Biology and Geology) and 4.58 (Faculty of Engineering); 50% of the values are less than or equal to 4.03, and 25% are equal to or greater than 4.43. For the sub-sample of assistant professors/ lecturers and teaching assistants, scores range between 3.17 (Faculty of Business) and 4.77 (Faculty of Physics); 50% of the values are less than or equal to 4.06, and 25% are equal to or greater than 4.17.

Summary overview and conclusions

The results on the overall job satisfaction of UBB teachers and researchers, rated on a six-point Lickert scale (a modified version of the *Michigan Organizational Assessment Questionnaire - MOAQ-JSS, Job Satisfaction* subscale, proposed by Cammann et al., 1983), indicate a high level; 84.66% of the respondents gave scores of 4, 5 or 6 (Image 17), the average score obtained at the institutional level being 4.64.

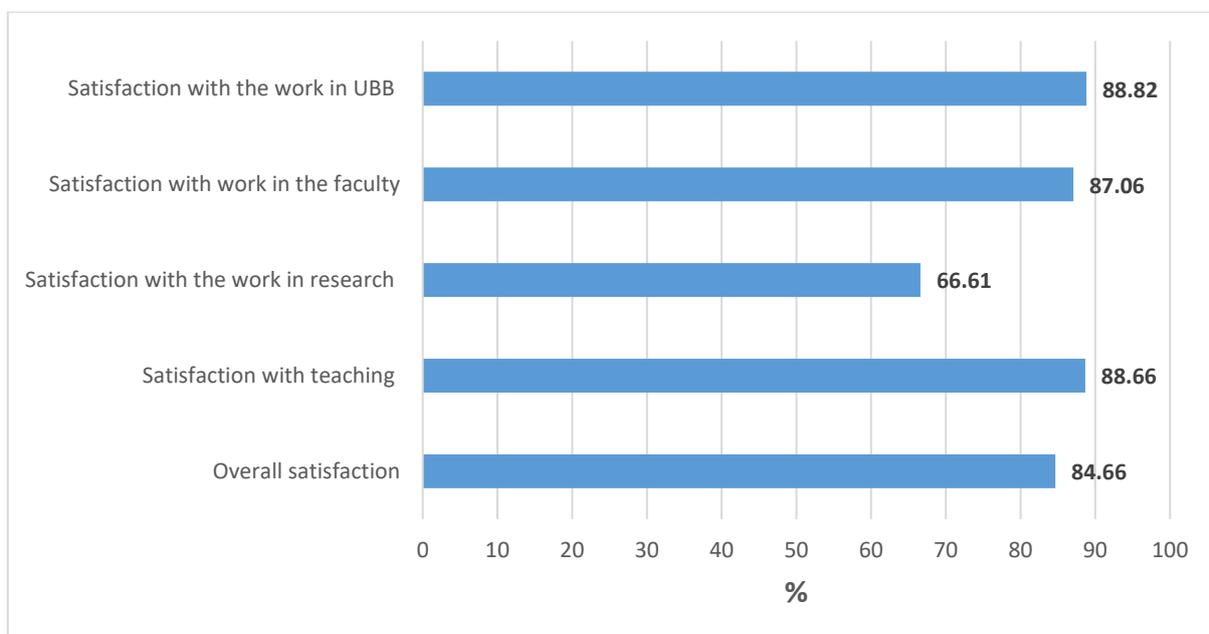


Image 17. Percentage of scores of 4, 5 or 6 on the overall satisfaction level and satisfaction with the main components of work (*MOAQ-JSS*)

The level of satisfaction reported by the respondents is higher for *working at UBB* (88.82% of the scores are 4, 5 or 6; the score at institutional level is 5.05) and for *teaching activity* (88.66% of the scores are 4, 5 or 6; the score at institutional level is 4.94). Lower values were reported on the level of satisfaction with research work (66.61% of the scores are 4, 5 or 6; the score at institutional level is 4.05).

In relation to the job/ position held, the overall level of satisfaction is higher for professors and associate professors (4.86) than for assistant professors/ lecturers and teaching

assistants (4.47) respectively researchers and research assistants (4.50). In relation to *research work*, the highest average score at institutional level was reported by researchers and research assistants (4.48) and the lowest (3.81) by assistant professors/ lecturers and teaching assistants.

The values reported for the average level of satisfaction of teachers and researchers, determined as the average of the scores rated for satisfaction with various aspects of the job (the nine dimensions proposed by Spector in 1994 *Job Satisfaction Survey*: *remuneration, performance of direct supervisor, promotion opportunities, fringe benefits, professional recognition, working conditions, nature of work, coworkers, communication*) are lower (Image 18).

Considering the variables used for sub-sampling (job/position, line of study, gender, hierarchical position), the following aspects may be noted:

- the values of satisfaction scores (both overall satisfaction and average level of satisfaction) given by professors and associate professors are higher than those given by assistant professors/lecturers and teaching assistants;
- for the German line of study, the average score obtained for overall satisfaction (*MOAQ-JSS*) is the highest (4.85), while the score for the average level of satisfaction (*JSS*, Spector) is the lowest (3.74);
- the satisfaction scores (both overall satisfaction and average satisfaction) given by women (4,72 and 4,05 respectively) are close to those given by men (4,75 and 4,17 respectively), while the scores given by respondents who did not indicate their gender are significantly lower (4,06 and 3,55 respectively);
- respondents who have held managerial positions throughout their academic careers scored slightly higher than their peers who have not held such positions.

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Image 18. Scores for overall satisfaction (*MOAQ-JSS*) and average satisfaction (*JSS, Spector*) respectively

It should be noted that no statistically significant correlations were found between the variables used for sub-sampling and the scores for any of the items included in the survey.

The results at faculty level on overall satisfaction (*MOAQ-JSS*) range from 5.43 (Faculty of Orthodox Theology) to 2.80 (Faculty of Business), and the distribution of the average level of satisfaction (*JSS, Spector*) ranges from 4.57 (Faculty of Orthodox Theology) to 3.00 (Faculty of Business).

In conclusion, the level of satisfaction of teachers and researchers with their professional activity is high, especially in relation to their *work at UBB* and lower in relation to their *research* activity, an aspect that requires further investigation.

Satisfaction with various aspects of work at UBB is high, particularly with the *nature of work* (4.77). Scores on *opportunities for promotion* are lowest for all sub-samples, but more pronounced (below 3.00) for the sub-sample of researchers, assistant professors/ lecturers and teaching assistants. The lowest value is recorded for the respondents of the German line of study.

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Addendum 1. Survey used to assess the level of satisfaction of teachers and researchers at UBB

The statements below outline how teachers and researchers view various aspects of their professional work at the university. Please select for each statement the number that best reflects your opinion, whether you agree or disagree with the statement:

1. Strongly disagree

4. Slightly agree

2. Moderately disagree

5. Moderately agree

3. Slightly disagree

6. Strongly agree

A.

- 1 I feel I am being paid a fair amount for the work I do.
- 2 There is really too little chance for promotion on my job.
- 3 My supervisor is quite competent in doing his/her job.
- 4 I am not satisfied with the benefits I receive for my work in the university.
- 5 When I do a good job, I receive the recognition for it that I should receive.
- 6 Many of our rules and procedures make doing a good job difficult.
- 7 I like the people I work with.
- 8 I sometimes feel my job is meaningless.
- 9 My supervisor is unfair to me.
- 10 The benefits I receive are as good as most other universities in Romania offer.
- 11 I feel that the work I do and my achievements are not appreciated enough.
- 12 My efforts to do a good job are seldom blocked.
- 13 I like doing the things I do at the university.
- 14 I often feel that I do not know what is going on with the university.
- 15 The chances for promotion are smaller than at other universities in Romania.
- 16 My supervisor shows too little interest in the feelings of my department coworkers.
- 17 I have too much to do at work.
- 18 I often feel that I do not know what is going on with the faculty.
- 19 I find I have to work harder at my job because of the people I work with.
- 20 I feel satisfied with my salary.
- 21 There are few rewards for the effort I put into my work.
- 22 I am happy with my chances for promotion on the job.
- 23 There is too much bickering and fighting in the department.

- 24 My teaching-research requires long periods of intense concentration.
- 25 I feel energized at work.
- 26 I am excited about my work.
- 27 At work, I tend to get very absorbed in my tasks.
- 28 I have too much to do at work.
- 29 Work assignments are not fully explained.
- 30 I don't get enough time to do research.
- 31 The number of hours allocated to teaching activities has increased in recent years.
- 32 Considering all the work I have to do, the amount of administrative tasks is reasonable.
- 33 There is a lot of pressure from senior management for increased research performance.
- 34 There is a lot of pressure from senior management to raise additional funds from research, services, courses/training.
- 35 Discussing problems with the faculty leadership is not difficult.
- 36 I enjoy my coworkers in the department.
- 37 I am optimistic about my professional career at university.
- 38 Teaching and research activities detract from the time I would like to spend with family/friends.
- 39 I focus on finishing work tasks in any situation.
- 40 I find it difficult to work with so many students simultaneously.
- 41 I have autonomy in selecting the contents and methods used in teaching.
- 42 Teaching and/or research rooms are properly equipped.
- 43 In terms of teaching activities, I am generally happy with the timetable.
- 44 The academic quality of the department staff is superior to most universities in Romania.
- 45 I focus on completing as many tasks as possible.
- 46 The technical infrastructure of offices and laboratories is adapted to teaching and research activities.
- 47 The availability of specialised literature provided by the university allows me to perform my work at a high standard.
- 48 I don't mind sharing an office with other coworkers.
- 49 The faculty is provided with adequate premises for consultations and training activities with
- 50 There are many avenues I can pursue to achieve my current career goals.
- 51 My opinion does count in faculty decision-making.
- 52 The financial resources available for research are in line with the performance standards required of me.
- 53 I am happy with my cooperation with the administrative staff in the faculty.
- 54 There is good cooperation among coworkers.

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- 55 I focus on completing my duties properly.
56 I'm always pressed for time in my work.
57 The amount of workload received is fair.
58 Material resources are shared equitably.
59 I am happy with the technical infrastructure I use to carry out my work.
60 I am happy with the technical support provided by the university during online activities.

B. Please check the number that best reflects your employment situation, selecting the following options:

- | | 1 – Never | 2 | 3 | 4 | 5 | 6 – Very frequently |
|----|-----------|---|---|---|---|---------------------|
| 61 | | | | | | |
| 62 | | | | | | |
| 63 | | | | | | |
| 64 | | | | | | |

C. Please check the number that best reflects your overall level of satisfaction with your work where the numbers stand for:

- | | 1 – Strongly disagree | 2 | 3 | 4 | 5 | 6 – Strongly agree |
|----|-----------------------|---|---|---|---|--------------------|
| 65 | | | | | | |
| 66 | | | | | | |
| 67 | | | | | | |
| 68 | | | | | | |
| 69 | | | | | | |

Socio-demographic indicators

1. Your age group

- | | | | | | | | | | | | |
|---|--------------------------|----------|---|--------------------------|---------|---|--------------------------|---------|----|--------------------------|------------------------|
| 1 | <input type="checkbox"/> | under 25 | 4 | <input type="checkbox"/> | 35 - 39 | 7 | <input type="checkbox"/> | 50 - 54 | 10 | <input type="checkbox"/> | over 65 |
| 2 | <input type="checkbox"/> | 25 - 29 | 5 | <input type="checkbox"/> | 40 - 44 | 8 | <input type="checkbox"/> | 55 - 59 | 11 | <input type="checkbox"/> | I prefer not to answer |
| 3 | <input type="checkbox"/> | 30 - 34 | 6 | <input type="checkbox"/> | 45 - 49 | 9 | <input type="checkbox"/> | 60 - 64 | | | |

2. Your position

- 1 Teaching assistant/ Assistant professor/ Lecturer
- 2 Associate professor/ Professor
- 3 Research assistant/ Scientific researcher III
- 4 Scientific researcher II/ Scientific researcher I

3. Your teaching load falls under the line of study

- 1 Romanian
- 2 Hungarian
- 3 German

4. Length of employment at UBB

- 1 under 5 years
- 2 5-9 years
- 3 10-14 years
- 4 15-19 years
- 5 20-24 years
- 6 25-29 years
- 7 30-34 years
- 8 35-39 years
- 9 over 40 years

5. As an employee of UBB, have you ever held any of the following positions?

- 1 Management position (Head of Department/ Chair, Dean, Vice-Dean, Rector, Vice-Rector)
- 2 Position of representation (Senate Member, Faculty Council Member, Department Council Member)

6. You are currently employed

- 1 On a permanent basis
- 2 On a temporary basis
- 3 Other, specify _____
- e.g. hourly-paid activities contract* *contract for services*
- 4 Faculty:
- 5 Department

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7. On average, your monthly income last year at UBB was: (check the range that best describes your situation)

- 1 under 2,000 lei 4 7,501-10,000 lei 7 Over 20,000 lei
- 2 2,001-5,000 lei 5 10,001-15,000 lei 8 I prefer not to answer
- 3 5,001-7,500 lei 6 15,001-20,000 lei

8. Gender

- 1 Female 2 Male
- 3 I prefer not to answer

9. Please check if you have dependants:

- 1 Children 2 Elderly in care 3 Other, specify _____

Thank you for your input!

Addendum 2. Breakdown of sample of respondents by faculties and teaching positions

Faculty of ...		Total		Professors and associate professors		Assistant professors/ lecturers and teaching assistants		No answer
		No.	%	No.	%	No.	%	
1	Mathematics Computer Science	44	32.84	22	38.60	22	28.57	0
2	Physics	14	42.42	3	16.67	9	60.00	2
3	Chemistry and Chemical Engineering	26	32.91	11	29.73	15	35.71	0
4	Biology and Geology	29	40.85	11	42.31	17	37.78	1
5	Geography	30	40.00	8	32.00	20	40.00	2
6	Environmental Science and Engineering	17	53.13	6	37.50	10	62.50	1
7	Law	32	71.11	13	61.90	19	79.17	0
8	Letters	48	26.67	23	44.23	25	19.53	0
9	History and Philosophy	21	23.60	12	26.67	9	20.45	0
10	Sociology and Social Work	32	61.54	16	66.67	15	53.57	1
11	Psychology and Education Sciences	42	29.58	16	27.12	22	26.51	4
12	Economics and Business Administration	55	25.82	28	26.17	27	25.47	0
13	European Studies	9	19.15	4	17.39	5	20.83	0
14	Business	5	14.71	2	9.52	3	23.08	0
15	Political, Administrative and Communication Sciences	33	29.20	14	30.43	18	26.87	1
16	Physical Education and Sport	16	34.78	5	31.25	10	33.33	1
17	Orthodox Theology	14	42.42	6	37.50	8	47.06	0
18	Greek Catholic Theology	7	38.89	2	25.00	5	50.00	0
19	Reformed Theology and Music	7	46.67	3	60.00	4	40.00	0
20	Roman Catholic Theology	5	41.67	3	42.86	2	40.00	0
21	Theatre and Film	33	33.67	10	23.81	23	41.07	0
22	Engineering	8	33.33	3	30.00	5	35.71	0
	UBB TOTAL	527	33.25	221	32.45	293	32.41	13

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Addendum 3. Teachers' overall satisfaction with their professional activity at faculty level (MOAQ-JSS)

Sr. No.	Faculty of...	Overall satisfaction	Satisfaction with teaching activity	Satisfaction with research activity	Satisfaction with faculty work	Satisfaction with working at UBB
1.	Mathematics Computer Science	4.16	4.75	3.61	4.61	4.48
2.	Physics	4.77	5.08	4.15	5.08	5.00
3.	Chemistry and Chemical Engineering	4.46	5.00	4.38	5.00	5.08
4.	Biology and Geology	4.21	4.79	3.83	5.07	5.17
5.	Geography	4.53	5.10	4.07	4.77	5.10
6.	Environmental Science and Engineering	4.47	4.76	3.88	4.29	4.88
7.	Law	4.91	5.41	4.34	5.28	5.22
8.	Letters	4.54	5.19	4.38	4.96	5.04
9.	History and Philosophy	4.71	4.90	3.76	5.05	5.14
10.	Sociology and Social Work	4.94	5.16	4.03	5.31	5.41
11.	Psychology and Education Sciences	4.33	4.95	3.68	4.76	4.93
12.	Economics and Business Administration	4.76	4.93	3.60	5.07	5.13
13.	European Studies	5.00	5.11	4.44	4.89	5.44
14.	Business	2.80	5.20	3.20	2.80	3.20
15.	Political, Administrative and Communication Sciences	4.91	4.66	3.63	4.75	5.16
16.	Physical Education and Sport	5.06	5.31	3.81	5.06	5.56
17.	Orthodox Theology	5.43	5.57	5.00	5.36	5.79
18.	Greek Catholic Theology	4.86	5.57	4.57	5.00	5.57
19.	Reformed Theology and Music	4.86	5.57	4.57	5.57	6.00
20.	Roman Catholic Theology	4.80	5.20	4.80	5.00	5.80
21.	Theatre and Film	4.45	4.55	3.87	4.82	5.00
22.	Engineering	5.00	5.25	4.00	5.00	5.75

Addendum 4. *Teachers' average level of satisfaction with their professional activity on the JSS scale at faculty level*

Sr. No.	Faculty of...	Salary	Opportunities for promotion	Performance of direct supervisor	Fringe benefits	Professional recognition	Working conditions	Coworkers	Nature of work	Communication	Overall level of satisfaction*
1.	Mathematics Computer Science	3.28	3.01	4.31	3.18	3.50	3.12	4.51	4.56	4.02	3.72
2.	Physics	3.31	3.63	4.97	3.52	4.09	3.72	5.03	5.06	4.63	4.22
3.	Chemistry and Chemical	3.81	3.03	4.13	3.36	3.50	3.33	4.49	4.70	3.88	3.80
4.	Biology and Geology	4.02	2.60	4.55	3.33	3.65	3.10	4.29	4.52	3.63	3.74
5.	Geography	3.75	2.91	4.40	3.62	3.64	3.86	4.18	4.74	3.94	3.89
6.	Environmental Science and Engineering	3.50	2.93	4.25	3.42	3.47	3.88	4.23	4.24	3.60	3.73
7.	Law	4.05	3.37	4.59	3.90	3.78	3.90	4.75	4.74	4.24	4.15
8.	Letters	3.58	2.78	4.48	3.18	3.24	2.89	4.35	4.81	3.90	3.69
9.	History and Philosophy	4.07	3.55	4.48	3.66	4.07	3.68	4.48	4.69	4.07	4.08
10.	Sociology and Social Work	3.95	3.21	5.20	3.62	4.33	3.68	4.50	4.89	3.95	4.15
11.	Psychology and Education Sciences	3.67	3.33	4.39	3.66	3.55	3.56	4.41	4.71	3.80	3.90
12.	Economics and Business Administration	3.83	3.08	4.78	3.66	3.92	4.30	4.83	4.89	4.18	4.16
13.	European Studies	4.78	3.76	4.43	4.34	4.26	4.40	4.43	4.72	4.25	4.38
14.	Business	2.80	2.56	3.05	2.97	1.87	3.08	3.45	3.64	3.55	3.00
15.	Political, Administrative and Communication	3.94	3.42	4.70	3.77	3.87	3.94	4.60	4.52	4.30	4.12
16.	Physical Education and	4.66	3.85	4.28	4.01	3.69	3.88	4.63	4.96	4.02	4.22
17.	Orthodox Theology	4.93	4.11	4.57	4.19	4.27	4.70	4.95	5.10	4.30	4.57
18.	Greek Catholic Theology	4.29	3.61	4.71	3.89	3.97	4.09	4.54	4.57	4.07	4.19
19.	Reformed Theology and	4.50	2.48	3.83	4.13	3.71	4.03	4.51	5.20	4.26	4.07
20.	Roman Catholic Theology	5.10	2.68	4.40	4.50	4.40	3.88	4.25	3.88	3.90	4.11
21.	Theatre and Film	3.83	3.65	4.48	3.77	3.90	3.46	4.27	4.55	3.98	3.99
22.	Engineering	4.44	3.28	3.47	3.40	2.67	3.45	4.06	4.95	3.94	3.74

Note. Values for overall satisfaction were averaged across the nine dimensions

