

AN EMPIRICAL STUDY ON COMPARATIVE ANALYSIS OF JOB SATISFACTION OF ACADEMICIANS ASSOCIATED WITH GOVERNMENT AND PRIVATE UNIVERSITIES IN GUJARAT

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ABSTRACT

The study expects to concentrate initially, on compelling variables adding to job satisfaction and dissatisfaction of college academicians of Gujarat. What's more, also it inspects the level of job satisfaction of educators out in the public and private universities. The outcomes demonstrated that there were critical contrasts in job satisfaction amongst public and private academicians. Academician of public sector reported more satisfaction with their Authority, Supervision, Policies and facilities, Interpersonal relationships, Commitment, Salary and Workload than private sector academician. Authority, Supervision, Policies and facilities and Salary have significant impact on overall job satisfaction.

INTRODUCTION

An individual spends his major part of life at work. It is always of greater interest to know why an individual works and at which grade he/she is gratified with the task. Job satisfaction refers to an individual's positive emotional reaction to a particular job. It is an emotive reaction to a job that results from the person's comparison of actual outcomes with those that are desired, expected, or deserved. At present days, job satisfaction is a vital event for every organization because satisfied employees are known for good operation and vice versa. There are quite a bunch of ingredients to define the job satisfaction viz. pay scale, work, supervision, promotion, coworkers, work environment etc.

Job satisfaction is a set of favorable or unfavorable feelings with which employees consider their employment. It is a worker's sense of accomplishment and success and is generally perceived to be at once tied to

productivity as well as to personal welfare. The happier people are within their job, the more satisfied they are alleged to be. Job satisfaction implies doing a job one enjoys, doing it well, and being appropriately rewarded for one's efforts. Job satisfaction can be tempted by a mixture of elements, e.g., the caliber of one's relationship with their supervisor, the character of the physical surroundings in which they function, degree of fulfillment in their workplace, and so on.

Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction; describes how satisfied an individual is with his or her business. Job satisfaction is not the same as motivation, although it is closely linked, but satisfaction includes the management style and culture, employee engagement, empowerment and independent work groups. Job satisfaction is a very important attribute which is often evaluated by organizations.

LITERATURE REVIEW

Behavioral and social science research suggests that job satisfaction and job performance are positively correlated. The job satisfaction of an academician is a subject that has had considerable attention by researchers today. Job satisfaction can be influenced by a variety of factors. Opkara (2002) described that Factors such as pay, the study itself, supervision, relationships with co-workers and opportunities for promotions have been found to contribute to job satisfaction.

Schmidt (1976) proposed that school administrators relate job satisfaction to achievement and credit and advancement; yet, over the years the view has emerged that salary, good interpersonal relationships, and supervision were not linked up to atonement.

Job satisfaction of academician is derived from the satisfaction of higher-order needs, social relations, esteem, and actualization rather than lower order needs Sylvia & Hutchinson (1985). Indeed, Rothman (1981) contrasts the security and financial motives for entering teaching during the depression years with present-day idealistic and intellectual convictions, particularly because other professions pay equally well or better.

Job security is an essential facet of job satisfaction for the academicians. The more the job secure the more the academicians are satisfied with his or her job. According to D.B Rao(2000) the primary sources of satisfaction of academicians were in aspect of working with students, intellectual stimulation, autonomy, holidays and job security.

Working hours and nature of work both are the primary contributors to job satisfaction. Research completed by Balzer et al (1997) shows that satisfaction with one's work tasks is the greatest predictor of overall job satisfaction.

According to Maiké et al (2010), Time is such a scarce source, flexible arrangements are a top indicator of work life equality and employee satisfaction. According to Lisa (2008) conflict between work and family was

found to be a component in many household problems such as depression alcohol use and job satisfaction. The equilibrium between workplace and family affects every employee differently and the ability to handle these elements depends on the person. Many teachers may be in this situation and these genes could influence their level of job satisfaction as measured in this study.

Naval Bajpai and Deepak Srivastava (2004) indicates that layoff threats, quick turnover, less welfare schemes, and less scope for vertical growth increase job dissatisfaction. On the other hand, secure job environment, welfare policies and job stability increase the degree of job satisfaction.

Much of the previous research exploring job satisfaction suggests that satisfaction with one's job or work is related to the work tasks being undertaken. As well as in every kind of job the salary or salary has a confident relationship with job satisfaction and is an important facet of employee job satisfaction as Kamal et al (2009) described that However, in today's business climate of continuous changes and uncertainty, the importance of job satisfaction of organizational functioning and individual can be paid." The same was contributed by Nguyen et al (2003) in their surveys that "income is an important determinant of job satisfaction.

RESEARCH METHODOLOGY

Single cross sectional descriptive research design was used for the study. Total 200 samples, 100 academicians from government university viz. Gujarat University, Saurashtra University, Bhavnagar University, Hemchandracharya North Gujarat University and Sardar Patel University were selected and 100 academicians from private university viz. Rai University, C. U. Shah University, Kadi University, Ganpat University and Ahmedabad University were selected as sample size. Academic job satisfaction questionnaire developed by M Al-Rubaish, Abdullah & Idris A Rahim, Sheikh & Abumadini, Mahdi & Wosornu, Lade. (2011) was used for the primary data collection. Academic job satisfaction questionnaire has eight factors which measure satisfaction on various parameters through 45 items on five point Likert scale where 1=strongly disagree and 5=strongly agree. The research was conducted using non probabilistic quota sampling method.

DATA ANALYSIS

Over all academic job satisfaction measure through 8 factors namely Authority, Supervision, Policies and facilities, work itself, Interpersonal relationship, commitment, salary and workload. One of the objective of this study is to find out the difference in the job satisfaction factors of government university affiliated academicians and private university affiliate academicians. Two independent samples was carried out to find out the difference.

Levene's Test for Equality of Variances was carried out to find out the homogeneity of variance and it concludes that Salary and workload have not the equal variance across the both groups. Table 1 shows that P

values for Authority, Supervision, Policies and facilities, Interpersonal relationships, Commitment, Salary and Workload are less than 0.05 which conclude that there is a significant difference in the mean score of academicians of Government and private university. T test Result of My work itself indicate no difference in the mean score. Government university academicians have the higher mean compared to private university academicians as t values are negative.

P value for the Levene's test is 0.416 (Table 2) which is higher than the significant value which indicates that there is no significant difference in the variance of the both groups. Two independent sample test indicate that there is a significant difference in the overall job satisfaction of government and private university academicians.

Table 1 Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Authority	Equal variances assumed	7.819	.006	-3.812	198	.000
	Equal variances not assumed			-3.812	185.241	.000
Supervision	Equal variances assumed	10.653	.001	-2.626	198	.009
	Equal variances not assumed			-2.626	185.872	.009
Policies and facilities	Equal variances assumed	19.964	.000	-4.932	198	.000
	Equal variances not assumed			-4.932	180.566	.000
My work itself	Equal variances assumed	7.017	.009	-1.481	198	.140
	Equal variances not assumed			-1.481	182.717	.140
Interpersonal	Equal variances assumed	16.635	.000	-2.603	198	.010

relationships	Equal variances not assumed			-2.603	177.412	.010
Commitment	Equal variances assumed	9.115	.003	-3.134	198	.002
	Equal variances not assumed			-3.134	181.980	.002
Salary	Equal variances assumed	1.572	.211	-3.711	198	.000
	Equal variances not assumed			-3.711	193.713	.000
Workload	Equal variances assumed	.237	.627	-3.570	198	.000
	Equal variances not assumed			-3.570	194.924	.000

Table 2 Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
		Over all Job satisfaction	Equal variances assumed	.663	.416	-5.746
	Equal variances not assumed			-5.746	196.309	.000

Second objective of this study was to find out the impact of eight studied factors on the overall job satisfaction. Multiple regressions was applied to find out the impact of factors on job satisfaction of the academician. Over all job satisfaction was inserted as the dependent variable and all eight factors are inserted as independent variables.

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.924 ^a	.853	.847	.34196

a. Predictors: (Constant), Workload, Supervision, Authority, Policies and facilities, My work itself, Interpersonal relationships, Salary, Commitment

The model summary of Overall job satisfaction and all eight factors is given in Table 3 and it shows the coefficient of determination (R^2) under model which is 0.853, which meant all eight factors combine explained 85.3 percent of the variations in overall job satisfaction.

Overall Satisfaction = a + b₁(Workload) + b₂(Supervision) + b₃(Authority) + b₄(Policies and facilities) + b₅(My work itself) + b₆(Interpersonal relationships) + b₇(Salary) + b₈(Commitment)

Where a= constant and b_i = Standardized Regression Weight where i=1,2,.....,7

$$a = \frac{(\sum y)(\sum x^2) - (\sum x)(\sum xy)}{n(\sum x^2) - (\sum x)^2}$$

$$b = \frac{n(\sum xy) - (\sum x)(\sum y)}{n(\sum x^2) - (\sum x)^2}$$

The ANOVA Table 4 is used to assess the overall significance of the regression model. In Table 4, the F-value (139.014) and the p-value is 0.000. This meant that model significant is significant as p-values less than 0.05 at $\alpha = 0.05$ level, so it provides enough evidence for the significant of the model.

Table 4 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	130.045	8	16.256	139.014	.000 ^b
	Residual	22.335	191	.117		
	Total	152.380	199			

a. Dependent Variable: satisfaction

b. Predictors: (Constant), Workload, Supervision, Authority, Policies and facilities, My work itself, Interpersonal relationships, Salary, Commitment

Table 5 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.072	.135		.534	.594
	Authority	.202	.052	.220	3.892	.000
	Supervision	.139	.044	.150	3.177	.002
	Policies and facilities	.241	.057	.244	4.190	.000
	My work itself	-.055	.073	-.051	-.748	.456
	Interpersonal relationships	-.010	.108	-.008	-.095	.924
	Commitment	-.011	.121	-.009	-.089	.930
	Salary	.423	.083	.404	5.105	.000
	Workload	.083	.089	.071	.935	.351

a. Dependent Variable: satisfaction

Further Table 5 provides the coefficient of the model. According to the table 5 it can be said that Authority, Supervision, Policies and facilities and Salary are significantly influence on the overall job satisfaction as the p value of all the said factors are less than 0.05. My work itself, Interpersonal relationships, Commitment and Workload have no significant impact on overall job satisfaction. Salary has the most significant impact on the overall job satisfaction followed by Policies and facilities, Authority and Supervision.

CONCLUSION

Academician of public sector reported more satisfaction with their Authority, Supervision, Policies and facilities, Interpersonal relationships, Commitment, Salary and Workload than private sector academician. Authority, Supervision, Policies and facilities and Salary have significant impact on overall job satisfaction. The academicians of private colleges are taking limited salary because the employer of private colleges basically focuses on price cutting strategy and put additional work load on faculty members. Moreover, in that respect is no proper policy of advancement for private sector academicians that caused dissatisfaction in them. To increase the satisfaction level of academicians of private colleges a proper attention should be paid on

salary, benefits and promotional opportunities and like that the employers of private sector colleges will be capable to retain faculty members, a valuable asset of their creation.

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ANNXURE

Name	:	_____			
Gender	:	<input type="checkbox"/>	Male	<input type="checkbox"/>	Female
Marital Status	:	<input type="checkbox"/>	Married	<input type="checkbox"/>	Unmarried
Age	:	_____			
University	:	<input type="checkbox"/>	Private	<input type="checkbox"/>	Government

For each of the following statement, circle your response showing your level of agreement or disagreement.

5=Strongly Agree

4= Agree

3= Neutral

2= Disagree

1= Strongly Disagree

1	I have sufficient professional authority and autonomy at work	5	4	3	2	1
2	My salary is higher than in other universities	5	4	3	2	1
3	Amenities (closets, etc) are clean	5	4	3	2	1
4	Capable administration in College/University	5	4	3	2	1
5	Chances for socialization with colleagues during work	5	4	3	2	1
6	Clear job position, scope and responsibilities	5	4	3	2	1
7	Coordinated and integrated activities	5	4	3	2	1
8	Fair university policies	5	4	3	2	1
9	Flexible work procedures	5	4	3	2	1
10	Good interpersonal communication and cooperation	5	4	3	2	1
11	I am aware of quality concepts while performing my duties	5	4	3	2	1
12	I am ready to put extra efforts to accomplish my work	5	4	3	2	1
13	I can accomplish my assigned workload	5	4	3	2	1
14	I can trust my immediate supervisor	5	4	3	2	1
15	I have clear achievable goals and standards for my position	5	4	3	2	1
16	I have freedom of choice when performing my duties	5	4	3	2	1
17	I have freedom of decision how to accomplish my assigned	5	4	3	2	1
18	My immediate supervisor does a good and efficient job	5	4	3	2	1
19	My immediate supervisor treats staff fairly	5	4	3	2	1
20	My immediate supervisor uses positive feedback with staff	5	4	3	2	1
21	My job encourages competitive spirit	5	4	3	2	1
22	I feel that my university has a high degree of loyalty to me	5	4	3	2	1
23	I get the necessary information to accomplish my work	5	4	3	2	1
24	I have a high degree of loyalty to this University	5	4	3	2	1
25	I have been recognized for my accomplishments	5	4	3	2	1
26	I have been rewarded for my good performance	5	4	3	2	1
27	The office/area of work is comfortable and safe	5	4	3	2	1
28	My job is compatible with my experience	5	4	3	2	1
29	I receive regular and timely feedback on my performance	5	4	3	2	1
30	In general I am satisfied with my job	5	4	3	2	1
31	Job promotion is based on job performance and achievement	5	4	3	2	1

32	My department has a policy manual	5	4	3	2	1
33	My opportunity for promotion is unlimited	5	4	3	2	1
34	My present job provides good opportunities for promotion	5	4	3	2	1
35	My required workload reduces the quality of performance	5	4	3	2	1
36	My salary is fair and sufficient	5	4	3	2	1
37	My university has clear policies regarding salaries and allowances	5	4	3	2	1
38	My work does not make me stressed	5	4	3	2	1
39	No administrative tension with my immediate supervisor	5	4	3	2	1
40	Number of personnel is sufficient to run the work	5	4	3	2	1
41	Sense of friendship and team spirit with colleagues	5	4	3	2	1
42	The available equipment works properly	5	4	3	2	1
43	The University helps me to pursue my professional growth	5	4	3	2	1
44	There is NO shortness in financial resources	5	4	3	2	1
45	Work relations are satisfactory	5	4	3	2	1
46	Overall I am satisfied with my college	5	4	3	2	1

