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An Empirical Study of Job Satisfaction among the Faculty Members of Aided Colleges Affiliated to Kurukshetra University, Kurukshetra

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ABSTRACT

Almost all the individuals devote a significant part of his/her life-span at their place of work, so, the concept of job satisfaction is considered very seriously among all types of organizations. Job satisfaction refers to the feeling of satisfaction of a person about his/her job, which acts as a motivational force to employees towards their work. The present study has been conducted to measure the Job Satisfaction level among the faculty members of aided colleges affiliated to Kurukshetra University, Kurukshetra and further to investigate the relationship of job satisfaction with demographic factors i.e. age, gender, experience and discipline along with the level of job satisfaction with motivational and hygiene factors. The present study is based on the primary data collected by getting filled a self-administered five point Likert scale questionnaire from 180 faculty members of aided colleges affiliated to Kurukshetra University, Kurukshetra, Haryana (India) from representative 5 districts (i.e., Ambala, Karnal, Kurukshetra, Panipat, Yamuna Nagar) of Haryana. The data collected then analyzed by utilizing statistical techniques such as mean, standard deviation, T-test and One-way ANOVA. The present findings reveal that overall satisfaction of faculty members of aided colleges is moderate. Female faculties are more satisfied than male faculties. Overall satisfaction is also varying according to age, experience, discipline and marital status. Hygiene factors have greater impact on building positive job satisfaction level among employees than motivational factors.

KEYWORDS: Job Satisfaction, Motivational Factors, Hygiene Factors, Demographic Factors.

INTRODUCTION

Job satisfaction has been emerged as an important topic of concern over the years. Almost all the individuals devote a significant part of his/her life-span at their workplace, so, the concept of job satisfaction is considered very seriously among all types of business organizations. Job satisfaction can be defined as a state of having progressive or positive attitude towards their employment (Price, 1997). A satisfied employee will perform his duties in an effective and efficient manner and be devoted to his/her job as well as to the organization. Now-a-days, the level of job satisfaction

at workplace is of due interest for the organization to be aware about. Job satisfaction describes the level of satisfaction felt about the assigned job/ task, which acts as a motivational force to employees towards their work. It is a well-known fact that a pleased employee is the constructive one for the organisation. And a pleased employee, in general, is the one who is gratified with his/her job. Employee satisfaction or job satisfaction may be defined as a process resulting from assessment of one's job or related experiences into a gratifying or optimistic emotional state. Thus, it is significant for employers to be aware about the factors that shall have an influence over employee's job satisfaction level as it will have a crucial impact on performance level of the organization. Various components are considered important for an employee's job satisfaction. These components consist of pay, benefits, promotion, supervision, relationship with co-workers, work itself, recognition, achievement, working condition, responsibility, advancement, etc. on the job. These job characteristics affect how an employee feels regarding his/her job. If employees feel positive towards their job, it will enhance their production capacity i.e. possess a favorable effect on their performance level.

There are many theories of job satisfaction but the present study is based on **Frederick Herzberg's** two-factor theory commonly known as motivator-hygiene theory. Two-factor theory states that primarily employees have two types of needs, identified as hygiene needs and motivation needs. Herzberg, Mausner, Peterson, Capwell (1959) were the developer of this theory. They identified certain factors and classify those factors into satisfiers and dissatisfiers to an employee. Under satisfiers category, factors like achievement, recognition, responsibility etc. are covered, the presence of which causes satisfaction but these factors are absent on job, it will not count for dissatisfaction on job. On other side, under dissatisfiers category, factors like supervision, salary, working condition etc. are covered, absence of these factors on job do have a count for existence of dissatisfaction among employees, however, their presence does not have an impact on development of feeling of satisfaction on job.

REVIEW OF LITERATURE

Men work to lead his life along with various individual reasons. The employees perform their work with full dedication and interest if they are happy with the same (Mahalakshmi & John, 2015). The importance of job satisfaction is first noticeable in the year 1959, when Herzberg, who put forward the theory that job satisfaction is a function of motivators (which supplement to job satisfaction) and hygiene's (which results into job dissatisfaction). However, Schwab et al. (1971) found no apparent implications of hygiene and motivation factors over the employees performance. Gawel (1997) identified that teachers considers salary as a "strong motivational factor," as against the theory developed by Herzberg which states that hygiene factors do not motivate. Job Satisfaction may be defined as a favorable or unfavorable subjective/ emotional feeling with which employees assess their work (Saraswati, 2013). It is stated that job satisfaction is an attitude that individuals have about their jobs. Every organization came into existence with the ultimate aim to earn maximum profit. And to achieve this ultimate objective, the organization should concentrate on its employees and take care of them (Ravichandran et al., 2015). As only a satisfied worker can be a productive worker (Petty et al., 1984). In today's world, study of Job satisfaction is also important due to high cost involved in faculty selection and recruitment, institutes are progressively concerned with retaining employees (Sarna, 2015). Sesanga & Garrett, (2005) examined the faculty members of Uganda and concluded that there happens a robust relationship between the job satisfaction with the

factors like interpersonal relations, promotion, salary, supervision and work place. Lancy and Sheehan (1997) identified that the environmental factors such as workplace atmosphere, morale, relationships with colleagues, and sense of community are the ultimate interpreters to analyse the prevailing level of job satisfaction among employees. Singh & Singh (2007) found that female faculty was facing high level of family role stress and experiences job satisfaction as against those who were facing low level of family role stress. However, Necsoi (2011) observed a negative correlation between job satisfaction and level of stress. Female section is witnessing a high level of nervousness and unhappiness as a result having no or less level of job satisfaction as against male counterparts. Dr. Ms Pabla (2012) conducted a study for measuring job satisfaction among faculty members of Punjab Technical University, Jalandhar and identified that female teachers are not very much satisfied with their job as compared to male teachers, who seems to be more satisfied with the job under the present circumstances. It is further revealed that teachers employed in rural areas are less satisfied as compared to teachers who are employed in urban areas. However, Nigam and Jain (2014) examined that there was no significant difference is found in job satisfaction level on gender based. But a substantial divergence was identified in female faculty job satisfaction between art and commerce and also between male faculty of art and commerce. Bala Pronay (2011) found that workplace, training and its outcome are the satisfied concerns for teachers. Hagos et al. (2015) identified that level of satisfaction is less among female faculty members as against male faculty members, however, age and teaching experience of academic staff were insignificantly related to overall job satisfaction level. Nitin Nayak & Madhumita Nayak (2014) revealed that marital status is a crucial component to be considered while determining the level of job satisfaction among employees and concludes that level of satisfaction among married employees are more when compared to unmarried ones. Brown & McIntosh (1998) have found out that the aspect related to salary or pay has the slightest influence over determining the overall job satisfaction level and also magnets the attention required on part of employers towards some noteworthy factors having a major contribution towards determining the level of job satisfaction among employees i.e. working environment, bonus, canteen facilities etc. are also considered as major contributors to job satisfaction but are less significant when compared to pay (Vrinda & Jacob, 2015). However, Hagos et al. (2015) considered salary as the least satisfying factor and achievement as most motivating aspect. But, Ravichandran et al. (2015) found that promotion gives maximum satisfaction. Ghazi et al. (2009) identified that academicians were contented with work varieties, compensation, creativity, moral values, work itself, and support from colleagues. On the other hand, there are some unique problems in the workplace responsible for job dissatisfaction i.e. perceived discrimination, cross-cultural communication differences along with issues related to gender (Madhavan, 2001). It is important for employers to overcome all such problems which acts as a hurdle in the path to ensure higher levels of job satisfaction. Only highly satisfied individuals can ensure a complete devotion or commitment towards organization and also capable to achieve organizational strategic goals, thus sustaining organizational competitive advantage (Dessler, 2010). As, job satisfaction among employees will reduce cost, time and effort as a outcome of which overall productivity improves and total output with the highest success rate (Lal et al., 2015).

STATEMENT OF PROBLEM

Today, the concept of job satisfaction and related issues are attracting significant attention from every corner of the organization. It has become important for every employer to ensure their employee's job satisfaction level as it has a significant influence over the performance of an organization. Determination of job satisfaction level among employees is equally important for all kinds of organization. But while reviewing the available literature, it was found that very few research works were conducted regarding analyzing the level of job satisfaction among academics' in developing countries. However, a number of research works were conducted in context of western and developed countries. Initially, this was the reason that why this topic has been selected for the present study. Along with to address various questions such as: What is the satisfaction level of faculty members of aided colleges with motivational and hygiene factors? How do the demographic variables effect the level of job satisfaction among the employees (faculty members of aided colleges)? Hence there arises a need to address the aforesaid questions, thus, the need to conduct the present study also arises to answer the above questions.

OBJECTIVES

- To measure overall level of job satisfaction (motivational and hygiene factors) among the faculty members of aided colleges.
- To examine the relationship of job satisfaction with demographic factors i.e. gender, age, experience, discipline.

RESEARCH METHODOLOGY

The current study being undertaken is descriptive in nature. Keeping in view the research problem, all appropriate statistical methods are being utilized.

- **Sampling Unit-** The sampling unit for the conduct of current study was teaching faculty working in various aided colleges.
- **Sampling Frame-** Sampling frame consists of the teachers of aided colleges affiliated to Kurukshetra University, Kurukshetra, Haryana (India).
- **Sampling Size-** The total sample size was restricted to 180 teachers including assistant professors, associate professor from art, science, commerce, management, other disciplines from the aided colleges affiliated to Kurukshetra University, Kurukshetra, Haryana (India).
- **Sampling Design-** Keeping in view the nature of data required, convenient-purposive sampling technique have been opted. The respondents for the survey has been selected from the aided colleges affiliated to Kurukshetra University, Kurukshetra located at Ambala, Karnal, Kurukshetra, Panipat, Yamuna Nagar.
- **Data Collection-** For the purpose of data collection a questionnaire with five point Likert scale was used which ranged from 5 (strongly agree) to 1 (strongly disagree) so as to analyse the degree of job satisfaction among the faculty members of aided colleges affiliated to Kurukshetra University, Kurukshetra and a period of three months was consumed for completing the data collection process.

- **Statistical Techniques-** Mean, standard deviation, One-way ANOVA, and T-test were used to analyze the data collected and to achieve the desired objectives.

DATA ANALYSIS

To analyse reliability of data, reliability statistic Cronbach's alpha (α) is used. The value of Cronbach's alpha is more than 0.6 ($\alpha > 0.6$), which is a clear indication that the survey instrument (questionnaire) is a reliable tool to conduct the present research problem. Mean and standard deviation are used to determine overall job satisfaction of faculty members of aided colleges. It is found that faculty members' overall satisfaction mean is 3.72 and standard deviation is 0.58 (table 1). To analyze job satisfaction with motivational and hygiene factors, mean and standard deviation are used.

Table 1: Mean and standard deviation of overall job satisfaction

	Mean	SD
Overall job satisfaction	3.72	0.58

Table 1 (a): Mean and standard deviation of motivational and hygiene factors

Motivational Factors	Mean	SD	Hygiene Factors	Mean	SD
Promotion	3.88	0.57	Relationship with co-workers	4.06	0.49
Advancement	3.74	0.60	Relationship with administrator	3.79	0.44
Recognition	3.82	0.54	Policy	3.86	0.46
Appreciation	3.80	0.48	Salary	3.90	0.36
Achievement	3.92	0.32	Rules and procedures	3.76	0.43
Overall mean & SD of motivational factors	3.83	0.07	Overall mean & SD of hygiene factors	3.87	0.12

As evident from the table 1 (a), Hygiene factors (mean 3.87, SD 0.12) are contributing more towards job satisfaction as compared to motivational factors (mean 3.83, SD 0.07) i.e. hygiene factors have greater impact on building positive job satisfaction level among employees than motivational factors. Among motivational factors, faculty members are more satisfied with achievement (mean 3.92, SD 0.32) as there exists some rewards for those who do their job in an effective and efficient manner and working for their present organization will lead to the future they desire. Achievement (mean 3.92, SD 0.32) is followed by promotion (mean 3.88, SD 0.57), recognition (mean 3.82, SD 0.54), appreciation (mean 3.80, SD 0.48) and advancement (mean 3.74, SD 0.60). It can be seen that faculty members are least satisfied with advancement (mean 3.74, SD 0.60) as the institution may not be able to provide adequate facilities for job advancement to their employees. On the other hand, out of above stated hygiene factors, faculty members are more satisfied with relationship with co-workers (mean 4.06, SD 0.49) as faculty members like to work with their colleagues followed by salary (mean 3.90, SD 0.36), policy of the organisation (mean 3.86, SD 0.46), relationship with administrator (mean

3.79, SD 0.44) and rules and procedures (mean 3.76, SD 0.43). Rules and procedures (mean 3.76, SD 0.43) is considered as the least satisfying hygiene factor which means that the existing rules and procedures are acting as an obstacle in the way to perform their job efficiently.

In brief, faculty members are more satisfied with achievement followed by promotion, recognition, appreciation and least satisfied by appreciation from motivational factors. On the other hand, in hygiene factors faculty are more satisfied by relationship with co-workers followed by salary, policy of the organisation, relationship with administrator and least satisfied by rules and procedures.

However, overall satisfaction of faculty members of aided colleges is moderate as mean of all the motivational and hygiene factors is above than average score of 2.50.

For fulfilling the second objective of present study following hypothesis have been framed:

Hypothesis: 1

H0: Overall job satisfaction is not diverging with gender.

H1: Overall satisfaction diverges with gender.

Table 2
On the basis of gender

Variable	Total faculty		Male (111)		Female (69)		T-test	Sig.
	Mean	SD	Mean	SD	Mean	SD		
Overall job satisfaction	3.73	0.57	3.71	0.61	3.74	0.53	-0.308	.255

To analyze, whether there is any significant difference between male (111) and female (69) faculties' over overall satisfaction level, Mean, standard deviation and T-test are used. As shown in table 2, t value is insignificant @ 5%. So, alternative (H1) hypothesis that overall satisfaction varies according to gender is accepted. In simple words, there is a significant mean difference in the level of job satisfaction on gender basis. Female faculty are enjoying higher level of job satisfaction (mean 3.74, SD 0.53) as compared to male faculty (mean 3.71, SD 0.61).

Hypothesis: 2**H0: Overall satisfaction does not diverge with experience.****H1: Overall satisfaction diverges with experience.**

Table 3
ANOVA on the basis of experience

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.941	3	.314	.933	.426
Within Groups	59.171	176	.336		
Total	60.111	179			

Table 3 (a)
Mean and Standard Deviation
(On the basis of experience)

Experience	N	Mean	Standard Deviation
<5 years	43	3.70	0.67
5-10 years	84	3.67	0.52
10-15 years	14	3.79	0.58
>15 years	39	3.85	0.59

Table 3 highlights insignificant (.426) result at 5% level of significance, so alternative hypothesis (H1) that overall satisfaction differs according to experience is accepted. By analyzing mean and standard deviation [table-3(a)], it can be concluded that faculty members with experience of >15 years (mean 3.85, SD 0.59) are more satisfied as compared to other employees having experience of <15 years (mean 3.72, SD 0.06).

Hypothesis: 3**H0: Overall satisfaction does not diverge with age.****H1: Overall satisfaction diverges with age.**

Table 4
ANOVA on the basis of age

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.142	3	.381	1.136	.336
Within Groups	58.969	176	.335		
Total	60.111	179			

Table 4 (a)
Mean and Standard Deviation
(On the basis of age)

Experience	N	Mean	Standard Deviation
Less than 25 years	31	3.68	0.70
25-35 years	68	3.68	0.50
35-45 years	33	3.67	0.65
Above 45 years	48	3.85	0.55

Table 4 indicates that results are insignificant (.336) at 5% level of significance, so null hypothesis that overall satisfaction does not vary according to age is rejected. There is difference in the level of overall satisfaction according to age. If mean and standard deviation are analyzed [table 4(a)], faculty having age >45 years (mean 3.85, SD 0.55) is more satisfied as compared to other employees (mean 3.68, SD 0.01).

Hypothesis: 4

H0: Discipline does not have any impact on overall satisfaction.

H1: Discipline have an impact on overall satisfaction.

To analyze, the hypothesis that is there any difference in overall level of job satisfaction according to discipline, mean, standard deviation, ANOVA are used.

Table 5
ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.588	3	.196	.580	.629
Within Groups	59.523	176	.338		
Total	60.111	179			

Table 5 (a)
Mean and Standard Deviation
(On the basis of discipline)

Discipline	N	Mean	Standard Deviation
Arts	53	3.79	0.45
Science	46	3.67	0.70
Commerce	37	3.76	0.55
Others	44	3.66	0.61

Above table 5 indicates that results are insignificant (.629) at 5% level of significance, so null hypotheses (H₀) is rejected, i.e. there is difference in overall satisfaction according to discipline. Art faculties are more satisfied (Mean 3.79 & SD 0.45), when compared to other discipline faculties (Mean 3.70, SD 0.62) as indicated by table 5(a).

DISCUSSION

Based on results, it can be concluded that overall satisfaction of faculty members of aided colleges is moderate. The present findings support the results of S. Khalid et al. (2012), who also described that overall level of job satisfaction among the faculty members is fair and moderate. Their satisfaction with motivation and hygiene factors shows that achievement (Hagos et al., 2015), promotion (Ravichandran et al., 2015), recognition are the variables which satisfy faculty members of aided colleges most and advancement is the least satisfying variable in motivational factors. In hygienic factors relationship with co-workers, salary is most satisfying factors, whereas policy, relationship with administrator and rules & procedures are the least satisfying factors of hygiene factor group. However, Hagos et al. (2015) doesn't tally with the present finding and considered salary as the least satisfying factor.

Further, in present investigation impact of demographic factors on overall level of job satisfaction of faculty members of aided colleges such as age, gender, experience, discipline was analyzed. It was found that satisfaction is varying according to gender. Female faculties are more satisfied than male faculties. However, Dr. Ms Pabla (2012) revealed that gender plays a crucial role in determining the level of job satisfaction and concludes that male faculty members were more satisfied as against female faculty members. Hagos et al. (2015) also revealed that gender facilitated the divergence in overall level of job satisfaction and female faculty members were less satisfied when compared to male members. But Nigam & Jain (2014) didn't identify any significant divergences, in levels of job satisfaction on gender basis. Overall satisfaction is also varying according to age, experience and marital status. It is found that as age and experience increases, their satisfaction level also got increased. Tahere et al. (2012) also found that a person having more job experience will witness upper levels of job satisfaction which may be a result of his/her more dominance at workplace and more familiarity w.r.t. the possible difficulties associated with the job. Sarker et al. (2003) also identified a positive relationship between tenure and job satisfaction. Warr (1992) revealed that older employees inclining to report higher satisfaction level than young ones. As older employees have definite work beliefs which are less anticipated among younger employees (Clark et al., 1996). However, Hagos et al. (2015) concluded that age and teaching experience were insignificantly contributing towards building up the overall job satisfaction level. Age and teaching experience of staff were even or constant with reference to the levels of job satisfaction (Hagos et al., 2015). Discipline is also a major contributor towards building up job satisfaction as it explains both nature and complexity of job. The result of present study indicates that faculty members belonging to art discipline are more satisfied as compared to other discipline's faculty members.

CONCLUSION

A noteworthy portion of a person's total life-span is spent at workplace to perform the assigned work. Work is the social expectancy to which a person appears to settle. And it is possible only if he/she is gratified with his/her job profile. A satisfied employee always performs the assigned duties in a well manner. Thus, it becomes a topic of due care on part of employers to be aware about the factors which have an influence over the employee's job satisfaction level as it has an equal relevance on the performance of the organization by reducing cost, time, effort and improving productivity, total output and growth rate of the organization. There are various motivational (advancement, achievement, promotion, recognition and appreciation) and hygiene factors (relations with co-workers, administrator, company policy, salary and rules & procedures) which are responsible for job satisfaction or dissatisfaction among the employees. Thus, it can be concluded that employers should understand carefully all these factors that results into satisfaction or dissatisfaction in context of job or work assigned to employees as it possesses a positive or negative impact on the performance of the organization.

SCOPE FOR FURTHER RESEARCH

The findings of the present study provide some directions for future. One of the important area for future research is to study the level of job satisfaction among faculty members of various universities in Haryana. On the other hand, job satisfaction is a wider term. But, present study took into consideration only few motivational factors (promotion, achievement, recognition, advancement, and appreciation) and hygiene factors (relationship with co-workers, relationship with administrator, policy, salary and rules & procedures). This fact restricted the scope of current study. Thus, other variables (independent) could be inculcated in the future study i.e. career prospects, status, quality of supervision, fringe benefits, working conditions etc. to better investigate the job satisfaction level among faculty members of aided colleges. Further, the study can be expanded to other professions also.

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