

Factors Affecting Job Satisfaction in Educational Institutions Vis a Vis its Managerial Implication

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Abstract – Job satisfaction represents one of the most difficult areas faced by today's employees in which it has a very large impact on the job satisfaction on the motivation of employees, while the level of motivation has an impact on performance of organization. The Satisfaction of employees depends on various intrinsic as well as extrinsic factors such as performance of employee, professional autonomy, pay, working conditions, and it is very important to pay attention towards the employees to make them satisfy. Satisfaction of employees is related with the performance of an individual, employee reward, quality of work life, etc. The study was conducted to check the Satisfaction level of employees in organizational activities whether these are curricular activities or non-curricular activities. The sample comprised of 60 employees from teaching as well as non-teaching departments of Chaudhary Ranbir Singh University, Jind. The scores were analyzed with the help of mean, S.D., t-test and ANOVA based on 5-scaled tool developed by the researcher itself. The results clearly pointed out that employee who are working in this organization are happy with their job and they it has found that satisfaction level of employees towards their job during engagement and after engagement is found high. The study also reveals that satisfaction level of employees' concerned with financial compensation plays an important role in the performance of employees as well as organization.

Keyword: Employee Engagement, Job Satisfaction, Development, Need Satisfaction.

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INTRODUCTION

Nowadays it is the phase where every organization has to face a lot of competition where Satisfaction of employees is an estimate, which shows that how employees are happy with their job and surrounding environment. In this situation, human resource plays an important role and satisfaction is one of the major thought in human resource management, as a result, every organization tries to do the right things at the right time.

A learning, which is done by the Hawthorne, is one of the major studies of job satisfaction. This study is conducted by the Elton Mayo (in 1924-1933) of the Harvard Business School to find out the effect of various conditions of employees productivity. The study shows that uniqueness changes in work conditions temporarily and increase productivity and it is known as Hawthorne Effects.

In nonprofessional tongue, employee satisfaction is that where employee is happy and would not complaint for things around him with the management decision where, Employee engagement is one-step

ahead of employee satisfaction. i.e. - employee is not only satisfied with the management decisions, salary, and things but also giving back to the organization.

Satisfaction of a job is that in which satisfaction of an employee's feeling is considered on the job, which works as a motivation regarding their work and it can be favorable or unfavorable with which employee view their job. Satisfaction of employee in every situation is a combination of psychological, physiological and environment circumstances, which cause an employee trustfully to say, "I am satisfied with my work" There are mainly three major theories of satisfaction;

- (1) Herzberg's Motivation- Hygiene theory,
- (2) Need fulfillment theory
- (3) Social reference - Group theory.

Satisfaction level of employees in today's time is very important which can be understood in mainly two ways; one is from organizations point of view

and one is from employee's point of view in which satisfaction helps to increase the productivity, turnover can be reduced; teamwork can also be improved, etc.

Here two variables are present on which satisfaction of employee depends in which one is organizational variables and other one is Personal variables. An organizational variable plays an important role in satisfaction of employees where they spend their major part of their position in organization by which the employee satisfaction in the organization can be increased by organizing and managing the organizational variables. There are some categories, which come under the head of organizational variables, which are organizational Development, Promotion and Career Development, Relationship with Supervisor, etc. On the Other side Personal Variables, helps in maintaining the motivation and personal factors of the employees to work effectively, efficiently, and there are number of personal a variable, which determines the satisfaction of employees and following, are the categories, which come under the head of personal variables such as: Personality, Expectation, Education, etc.

Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives (Cranny, Smith, & Stone, 1992). There is no limit for the employees to reach the full satisfaction, it may vary from employee to employee, and sometimes they need to change their behaviors in order to execute their duties more effectively to gain greater job satisfaction (Miller, 2006).

Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). Hoppock (1995) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).

REVIEW OF LITERATURE

According to Moyes, Shao & Newsome (2008) having good relationships with the colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may be related with the increasing of employee satisfaction. At the time of checking the employee satisfaction, it should be known that; -an employee may be more satisfied by a satisfying item, whereas the other employee may be less satisfied with the same item which means that the sum of all satisfying factors composes employee's satisfaction

level. As a general definition, the employee satisfaction may be described as how pleased an employee is with his or her position of employment. Luthans discussed (1998) there are three important dimensions of job satisfaction: (a) it is an emotional response to a job situation. As such it cannot be seen, it can only be uncertain; (b) it is often determined by how well result meet or go beyond expectations; and (c) it represents several related attitudes towards the work itself, promotion opportunities, pay, supervisor and co-workers which are most important sort of a job about which people have professional reaction. Training and skill development is one of the best ways to gain job satisfaction. Brikend aziri explained (2011) financial compensation has a great impact on the overall satisfaction of employees. According to Jain and Kaur (2014) a satisfied, happy and hardworking employee is the largest asset in the organization where researcher is talking about the work environment which is a part of satisfaction of employees. Kant and Punia (2014) argued that satisfaction of teacher's lies in communicating information and knowledge in educational institutes. There are 3 types of work environment which includes physical, mental and social environment. They says that workload, stress, overtime, fatigue, boredom are some factors to increase dissatisfaction on the other side good working condition, refreshment & recreation facility, health & safety facility, fun at workplace increase the degree of job satisfaction. According to the Khan et al. (2012) there are few key factors which are useful for the satisfaction of the employees, i.e., workplace environment, reward and recognition, training and development and team work. According to Neog and Barua's (2014) it is very important to study the relationship between fair compensation and job satisfaction, supervisor support and job satisfaction, working environment and job satisfaction and job security and job satisfaction. It is must to pay the attention towards enhancing the employee job satisfaction level. According to the Parvin and Kabir (2011) Money is a good motivator, actually all employees' work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee. To motivate the employees there is a need to increase the employee salary and compensation, the good pay back can be one of the key factors affecting job satisfaction, also in this way one can increase the service quality and organizational performance.

RESEARCH METHODOLOGY

Purpose of the study

This study evaluates the engagement of employees in organizational activities. Certain questions need to be answered for evaluation: (a) my work gives me a feeling of personal accomplishment. (b) I get excellent support from my Superior. These

evaluations were performed using the questionnaire and observed method.

The purpose of this paper is to examine the Satisfaction level of employees in organizational activities. Examination is done on the basis of some demographic factors such as age, gender, marital status and experience of employees. The objective of the study is:

- To examine the Satisfaction Level of employees on Chaudhary Ranbir Singh University, Jind on the basis of Demographic factors such as age, gender, marital status, and experience of employees.

Design, Methodology and Approach

This study is exploratory cum descriptive in nature and based on primary data through self-structured questionnaire regarding employee engagement. The questionnaire is consisting nine statements, which are converted into three factors through factor analysis. This paper is based on the sample size of 60 participants who are the employees of Chaudhary Ranbir Singh University, Jind.

Data Analysis and Findings

In this Paper, the researchers tried to find out the Satisfaction level of employees regarding their work during engagement on the basis of some demographic factors such as age, gender, marital status, and experience of employees. The result of this study bring out that people in this organization are satisfied with their current position. The major findings of the study are shown with the help of Tables 1-3. With the help of factor analysis, three factors have been carried out which show different results of engagement, which are affected by the employees of Chaudhary Ranbir Singh University and named as:

- Organizational Support
- Better work life
- Job Accomplishment

The scores were analyzed with the help of mean, S.D., t-test and ANOVA, and results are given as follows, Cronbach's alpha comes out to be .749 and any value greater than 0.80 is considered as significantly more reliable according to field (2000) and any value greater than 0.50 is considered as significantly reliable. Field discussed that the higher value of Cronbach's alpha shows high internal consistency, which is considered as the best method of reliability testing.

RESULTS AND DISCUSSION

Satisfaction level of employees through organizational Support

Table 1 discusses about the Satisfaction level of employees, which they get through organizational support. The result shows that the participants of 36-40 years age group (mean = 4.46) are more satisfied with the organizational support; however the F- value indicates that the difference in the age group is insignificant. Data Reveals that on the basis of gender, males' (mean = 4.18) have more satisfaction level through organizational support rather than females but male and females do not differ significantly. On the basis of marital status, both married employees (mean = 4.18) have more satisfaction level regarding their job through organizational support. Further ANOVA applied to adjudge significance difference in other demographic variables. Results with regard to Experience who have 2-3 years (mean = 4.21) have more satisfaction level with the organizational support. The F-value (0.36) shows that there is no significance difference on the basis of experience of employees.

Table 1: Satisfaction level of employees through organizational support

Variables		Organizational support				
		N	Mean	SD	Test Values	Significance
Age	25-30 years	42	3.96	0.69	f-value = 2.95	0.06
	31-35 years	10	4.32	0.35		
	36-40 years	8	4.46	0.51		
Gender	Male	37	4.18	0.59	t-value= 1.45	0.07
	Female	23	3.93	0.71		
Marital Status	Married	41	4.18	0.57	t-value= 1.5	0.23
	Unmarried	19	3.89	0.76		
Experience	Less than 1 yr	5	3.9	0.44	f-value= 0.36	0.84
	1-2 years	7	4.12	0.79		
	2-3years	19	4.21	0.47		
	3-4 years	9	3.96	0.74		
	Above 4 years	20	4.06	0.76		

*Significant at 0.05 level of significance

Satisfaction level of employees through Better work life

Table 2 discusses about the Better work life of employees, which they get after having full satisfaction. The result show that the participants of 35-40 years age group (mean = 4.42) have more better work life when they are satisfied; however the F- value indicates that the difference in the age group is insignificant. Data Reveals that on the basis of gender, males' (mean = 4.14) have more better work life when they are satisfied with their work rather than females but male and females do not differ significantly. On the basis of marital status, married employees (mean = 4.24) have more better work life when they get satisfaction through their work or job rather than unmarried but married and unmarried employees do not differ significantly. Further ANOVA applied to adjudge significance difference in other demographic variables. Results with regard to

Experience who have 1-2 years (mean = 4.19) have better work life when they are satisfied with their job as well as work they get on the job. The F-value (0.08) shows that there is no significance difference on the basis of experience of employees.

Table 2: Satisfaction level of employees through better work life

Variables		Better work life				
		N	Mean	SD	Test Values	Significance
Age	25-30 years	42	4.02	0.62	f-value = 2.39	0.1
	31-35 years	10	4.33	0.42		
	36-40 years	8	4.42	0.5		
Gender	Male	37	4.14	0.56	t-value = 0.35	0.25
	Female	23	4.09	0.66		
Marital Status	Married	41	4.24	0.48	t-value = 1.92	0.12
	Unmarried	19	3.88	0.75		
Experience	Less than 1 year	5	4.07	0.44	f-value = 0.08	0.99
	1-2 years	7	4.19	0.98		
	2-3 years	19	4.14	0.49		
	3-4 years	9	4.04	0.48		
	Above 4 years	20	4.13	0.65		

*Significant at 0.05 level of significance

Satisfaction level of employees through Job Accomplishment

Table 3 discusses about the job accomplishment of employees through satisfaction level. The result shows that the participants of 31-35 years age group (mean = 3.38) get more satisfaction level through job accomplishment; however the F- value indicates that the difference in the age group is insignificant. Data Reveals that on the basis of gender, males' (mean = 3.88) get more satisfaction level through job accomplishment rather than females but male and females shows that there is a significance difference on the basis of gender of employee with F- value (0.08). On the basis of marital status, married employees (mean = 3.94) have more satisfaction level through job accomplishment rather than unmarried employees but married and unmarried employees do not differ significantly. Further ANOVA applied to adjudge significance difference in other demographic variables. Results with regard to Experience who have 1-2 years (mean = 4.29) have more satisfaction level through job accomplishment. The F-value (2.14) shows that there is no significance difference on the basis of experience of employees.

Table 3: Satisfaction level of employees through Job Accomplishment

Variables		Job Accomplishment				
		N	Mean	SD	Test Values	Significance
Age	25-30 years	42	3.83	0.46	f-value= 0.6	0.55
	31-35 years	10	3.98	0.52		
	36-40 years	8	3.97	0.25		
Gender	Male	37	3.88	0.51	t-value= 0.08	0.03*
	Female	23	3.87	0.34		
Marital Status	Married	41	3.94	0.42	t-value = 1.57	0.97
	Unmarried	19	3.74	0.48		
Experience	Less than 1 year	5	3.8	0.27	f-value= 2.14	0.09
	1-2 years	7	4.29	0.47		
	2-3 years	19	3.8	0.4		
	3-4 years	9	3.97	0.23		
	Above 4 years	20	3.78	0.53		

*Significant at 0.05 level of significance

CONCLUSION

This study was designed to evaluate the Satisfaction level of employees, which they get through the engagement in organizational activities whether they are curricular or non-curricular activities. The result of this study clearly shows that employees working in Chaudhary Ranbir Singh University, Jind have more satisfaction level through engaged in their workers they found happy with their current time, which shows good level of satisfaction. Therefore, it can be concluded that satisfaction level of employees in Chaudhary Ranbir Singh University, Jind is well present and satisfaction level of employees regarding their work is highly positive and organization should also have to consider the rewards and recognition to increase the satisfaction level of employees. Organization should focus on the rewards and recognition schemes in the organization to increase employees engagement in organizational activities while providing satisfaction to them where satisfaction level of employees can be increased through many ways like, provide them non-financial benefits, communicate good news, challenges and also share organizational information to make feel them as they are part of the organization. Celebrate individual, team, and organizational successes. Catch employees doing something right, and say "Thank you."

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