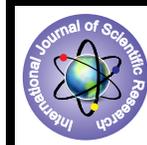


## Attributes Contributing Job Satisfaction Among Private University Academician - A Study in NCR



Commerce

KEYWORDS :

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### Introduction

Academician are light holders of the nation and play a pivotal role in building, shaping, nurturing and taking the country and society forward. In our social setup they respected, revered and recognised for their efforts, the society places immense expectations upon the teaching fraternity. Such expectations are indeed an honor and privilege for a teacher but along with it comes the pressure of meeting and managing those expectations. Teacher is a central unit of any academic institution, holding various responsibilities to induce rational thinking, personality building and development and inculcating the ethical values among the young generation. In order to evolve, develop and deliver, the teacher needs to be at peace with his / her mind and constantly endeavor to match the desire to excel and the expectation set. In order to meet such challenges without any interventions, obstacles and hurdles the teacher needs to have complete job satisfaction without which the motivation levels will drop and there would be a gap in expectation and delivery.

The role of Management Teachers is unquestionable in producing leaders and skilled work force in every field like Human Resource Management, Production Management, Quality and Inventory Control, Marketing and Sales, Strategic Management, Logistics Management and few more. Keeping in view the importance of management teachers, the present study is an attempt to study the job satisfaction level of management teachers. Job Satisfaction describes how content and happy an individual is with his / her job. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job and an attitude towards one's job. This definition suggests that individuals from attitudes towards their job by taking into account their feelings, their beliefs and their behaviors. Job satisfaction is defined as a collection of positive and negative feelings that an individual holds towards his / her job. It is all about how one feels about one's job.

Job Satisfaction can be defined as how workers express their feelings about their work. Firstly, these feelings depend on the individuals perception about the extent that his / her job can fulfill his/ her needs and desires. Secondly, it depends on one's awareness about what material and moral benefits his/ her job should provide. Also, Job Satisfaction is composed of the personal elements related to the individual character and other elements related work environment and its surroundings.

### Review of Literature

The term Job satisfaction is generally used in organizational endeavor in business management. One of the senses signs of deteriorating conditions in an organization is low job satisfaction (Keith Devi, 1993). Job satisfaction is the favorableness or unfavorableness with which employees view their work (Bruneberg, 1976). It signifies the amount of agreement between ones expectations of the job and the rewards to the job provides. Job satisfaction is concerned with a person or a group in the organization. Job satisfaction can be applicable more to parts of an individuals job. If each person is highly satisfied with his job then only it will be considered as group job satisfaction. Generally job satisfaction is related with number of employees variables such as turnover, absence, age, occupation and size of the

organization in which they works. The degree of satisfaction of job is largely depends on satisfaction of employee variables. According to Garton (1976), employees satisfaction and morale are attitudinal variables that reflect positive or negative feelings about particular persons or situations, satisfaction when applied to work contexts seems to refer to the extent to which an individual can meet individual, personal and professional needs as an employees (Strauss, 1974). Maslow (1970), Herzberg (1959), Hay and Miskel (1978) and others proposed the theories on job satisfaction. Wikipedia (2010) notes that job satisfaction describes how content an individual is with her/ his job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Paul and Pahua (2011) determined the specific factors that affected the job satisfaction levels of the academician in a public territoriality institution. They found that age and job position affected the job satisfaction levels of the respondents. However, variables such as gender, academic qualifications, length of employment and marital status showed no significance difference. According to Sharma and Jyoti (2010), academician job satisfaction is one of the key factors in institutional dynamics and is generally considered to be primary dependent variables in terms of which effectiveness of an organization human resource is evaluated. They identified the facets affecting the job satisfaction of a academician in order of importance and accordingly suggested strategic action for creating and maintaining their job satisfaction. They studied intrinsic and extrinsic factors to find out the level of job satisfaction and to see the effect of age, gender, marital status, education, occupation level and length of employment on the job satisfaction of academician. They mentioned that some of the positive aspects of work life like continuing high levels of autonomy, creativity, sense of achievement, ideal-ness and appropriateness of job, have significant contribution in job satisfaction of academician. The contributions of other dimensions namely pay, colleagues, students and working conditions were found insignificant. Kainth and Kaur (2010), noted that the average level of job satisfaction of the selected college academician. However, the level of job satisfaction of males were higher as compared to their female counterpart. Malik (2011) examined factors affecting job Satisfaction of academician of University of Baluchistan which is explained by Herzberg job Motivator and hygiene factors. They found that the faculty members were generally satisfied with their jobs. The demographic characteristics i.e age, years of experience, academic rank, degree) were negligible related to overall job satisfaction.

### Objective of the study

The aim of this study was to study the concept of job Satisfaction by determining the level of job satisfaction of management teachers and understanding if there exists a significant difference in the level of job satisfaction based on various parameters like different age, gender, years of work experience and marital status among management teachers under study.

### In order to know the significant difference between job satisfaction and various demographic variables, following hypothesis have been tested:

H1: There is no significant difference in the job satisfaction level of Management teachers of different age groups.

H2: There is no significant difference in the job satisfaction level of male and female management teachers.

H3: There is no significant difference in the job Satisfaction level of married and unmarried management teachers.

### Research Methodology

This study was conducted amongst the management teachers of the colleges offering Post Graduate Management courses in Gautam Budh Nagar District, Uttar Pradesh with a sample size of 228 respondents. Simple random and convenience sampling methods were used to gather data from the respondents. 700 employees were asked to participate in the survey and the questionnaire was handed over to them through mail and collected manually. From the target sample, 315 of them responded and returned the questionnaire. 228 (N=228) questionnaires were found to be complete and valid for the purpose of the study. Overall response rate was 33%. Job Satisfaction was measured through standard and validated job Satisfaction Scale for college teachers developed by Amar Singh and T.R. Sharma (1999) which contains 30 items on five point Likert scale.

First data was analyzed based on mean weighted scores to assess the job satisfaction level of management teachers. To test the various hypothesis independent sample t-test and multivariate analysis ANOVA were used.

### Results and Discussions

First objective of the study was to determine the level of job Satisfaction of the employees.

1. The weighted mean was 3.84 which indicates a high level of job satisfaction.
2. 69.4% faculty members indicated that they are very satisfied with their job as they fall in two categories i.e. Very satisfied and extremely satisfied.
3. Management teachers aged between 50-60 years have been found to be extremely satisfied by their jobs.
4. Management teachers of 30-40 years experience category have found to be extremely satisfied with jobs.

### Hypothesis Evaluation and Discussion

H1: There is no significant difference in the job satisfaction level of management teachers of different age groups.

The respondents were categorized in 5 age groups namely 20-30 (N=56), 30-40 (N=134), 40-50 (N=25), 50-60 (N=7), 60-56 (N=6) and ANOVA test was applied. The significant ANOVA results ( $p=0.004<0.05$ ) shows that null hypothesis is rejected and there is a significant difference in the job satisfaction level between management teachers of different age groups.

This result is consistent with other studies which have shown a significant relationship between age and job satisfaction, indicating that older workers are more satisfied with their jobs than younger workers. (Herzberg, 1957; Griffin, 1984)

H2: There is no significant difference in the job satisfaction level of male and female management teachers.

In order to test the above hypothesis i.e. To examine whether there exists any significant difference in the level of job satisfaction between male and female management teachers t-test was used. For the male employees (N=130) the weighted mean was 3.92 and for the female employees (N=98) it was 3.72. On applying t-test the following statistics were reported:

**T(226, N=228)=1.313, p=0.190..05.**

Hence it may be considered that male and female faculty members do not differ in terms of job satisfaction. This result was in line with Hesli and Lee (2013) as they also determined that men

and women do not differ significantly from one another in their satisfaction levels. Cano and Miller (1992) in a study of agricultural education teachers also found that both males and females were equally satisfied with their jobs.

H3: There is no significant differences between in the job satisfaction level of management teachers having different years of experience. The respondents were categorized in 5 experience groups namely experience less than 10 years (N=129), 10-20 years (N=75), 20-30 years (N=14), 30-40 years (N=4), more than 40 years (N=6) and ANOVA test was applied. The significant ANOVA results ( $p=0.004..05$ ) shows that there is significant difference in the job satisfaction level between management teachers having different total years of experiences. Here job satisfaction is increasing with increasing job experience. The significant ANOVA result ( $p=0.004..05$ ) shows that there is significant difference in the job satisfaction level between faculty members having different total years of experiences. ALdmour (2011) and Sessanga and Garrett (2005) also concluded that staff with a long experience was satisfied and happy doing their work whereas staff with a short experience was not.

H4: There is no significant differences in the job satisfaction level of married and unmarried management teachers.

To test the above hypothesis i.e. To examine whether there exists any significant differences in level of job satisfaction between married and unmarried teachers, t-test was used. For the unmarried teachers (N=73) the weighted mean was 3.79 and the married teachers (N=153) it was 3.86. On applying t test the following statistics were reported.

**t(226, N=228)= -0.395, p=0.693>0.05**

Hence it may be considered that unmarried and married management teachers do not differ in terms of job satisfaction and both unmarried and married management teachers are satisfied with their jobs as is evident from the mean weighted scores. This is also supported by the earlier researches. This results is consistent with other studies (Herzberg 1957).

### Conclusion

It is essential for employees to have an overall positive feelings of job satisfaction and motivation. On the basis of analysis of results it was concluded that overall job satisfaction of management teachers was very high which is a very good sign for the prosperity of the nation as they are instrumental in developing business leaders. The study was aimed to study and compare job satisfaction level of management teachers with different demographic variables. The study brings out some startling revelations in the context of demographic variables that with age there is a significant difference in job satisfaction and the satisfaction generally increases with age as a faculty experiences stability and maturity. The same is not seen apparent in case of gender, marital status but when it comes to overall experience there is a significant difference in the job satisfaction level of management teachers.

### Limitations

Several limitations had an impact on the results and generalizability of the findings which occurred during the research design phase due to differentiated response rates, heterogeneity of job responsibilities of respondents. Other limitations were due to the complex nature of job satisfaction and its varied antecedents that had an impact on the results. Lack of response and the inability to check all the responses served as other limitations during the recording and codifications process of responses after the questionnaires administration phase.

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