

JOB SATISFACTION AMONG MANAGEMENT FACULTIES OF PRIVATE COLLEGES/UNIVERSITY IN DELHI/NCR REGION

*Kanika Singh

**Sonam Rani

***Himanshu Matta

Abstract

Job satisfaction is the psychological state of employee to feel good or bad towards his or her job. Since management faculties are the catalyst in producing good quality future managers to the economy and society, it becomes very significant to maintain the positive job satisfaction level as job satisfaction has direct impact the teacher's efficiency to teach well. Moreover, positive job satisfaction level will help in producing good quality researches in the field of management. This research paper aims at identifying the factors impacting the job satisfaction level of Management Faculties in Private Colleges / University as well as the overall job satisfaction level of Management Faculties in Private Colleges / Universities in Delhi / NCR. Results have shown significant difference in satisfaction level of males and female faculties, later been more unsatisfied with their jobs. Maternity benefits and rewards and recognitions among other motivators are recommended in the end for improving job satisfaction level of private college management faculties.

Keywords: Job Satisfaction, Private Colleges, Management Faculties, Delhi/NCR, Rewards and Recognitions, Work culture, Job Security.

Introduction

Job satisfaction is the psychological state of employee to feel good or bad toward his or her job. In other words, it's the contentment arising out of interplay of employee's positive and negative feelings toward his or her work. Job satisfaction is assumed to mirror an individual's affective and/or cognitive assessment of his or her working conditions and job attributes (Chouhan et al. 2013). On the other hand, the teaching is regarding as the noblest profession, a continuous process and indicator of social development. (Khan et al. 2014). Management teachers on the other hand must have the ability to get them satisfied from their respective jobs. The attitude of Management teachers towards education influences the nature and extent of their participation in the education and related educational programme (Verma and Chouhan 2014). There are various factors which affect the job satisfaction level of management faculties like the amount of salary must be related to the position of the employee, too less salary leads to un-satisfaction, Work culture which includes the administrative policies and beliefs related to doing job. Generally top management's style of leadership and their beliefs and working style have an impact on work culture. It also includes attitude and approach of employees towards work, Superior's style of leadership and attitude towards his/her subordinates have an impact on the subordinate's job satisfaction level. Cordial superior-subordinate relationships lead to

better job satisfaction. Job security includes the measures by the organization like pension and retirement benefits, insurance, provident fund, gratuity and other benefits. Lack of these benefits leads to sense of insecurity among the employees, Task and responsibilities, Interpersonal relationship between colleagues-cordial relationships helps to meet the social needs of employees, working environment which includes the facilities like proper sitting arrangement for teachers, availability of teaching aid materials like markers etc., Rewards and recognition to excellent professors in field of research and teaching, Work-life balance which includes the institutes/universities efforts (flexi-time) to help faculties to carry out profession without neglecting their personal life, Travel time. Since management faculties are the catalyst in producing good quality future managers to the economy and society, it becomes very significant to maintain the positive job satisfaction level as job satisfaction has direct impact the teacher's efficiency to teach well. Moreover, positive job satisfaction level will help in producing good quality researches in the field of management. In the light of the above reasons the research aims at identifying the factors impacting the job satisfaction level of Management Faculties in Private Colleges / University as well as the overall job satisfaction level of Management Faculties in Private Colleges / Universities in Delhi / NCR.

*Research Scholar (Economics), Amity University, Uttar Pradesh

**Research Scholar (Management), Amity University Uttar Pradesh

***Research Scholar (Management), Amity University Uttar Pradesh

Literature Review

There are various researches on Job satisfaction like Mark G. Resheske, (2001) in their empirical study done an anonymous survey on job satisfaction of full time faculty of the College of Human Development at a Wisconsin University. 36 full time faculty members participated in the study. Results indicated that overall employees are satisfied with their job.

Whereas Shafqat Naeem Akhtara , Muhammad Amir Hashmib , Syed Imtiaz Hussain Naqvic (2010) conducted a survey on job satisfaction in public and private school teachers using questionnaire. Sample size of 150 public and private school teachers was taken. Results revealed that there is no significance difference between teacher's job satisfaction in public and private schools. Bhavna R Shetty¹, Dr. Rajashree Gujarathi, (2012) in their paper studied the factors affecting job satisfaction of faculty as well as the impact of faculty job satisfaction on student's satisfaction. Results shown that better career growth opportunities are a dominant factor in faculty satisfaction. Hajiha, Jassabi, and Ghaffari (2013) in their study based on survey concluded that male faculties are more satisfied with their job than female faculties. Malik (2011) in their study on job satisfaction using questionnaire found out significant difference in male and female faculties satisfaction level.

While Anil K bhatt, and Thomas remigi (2015), in their study conducted a survey of 220 MBA faculties in south Rajasthan to determine job satisfaction level. Results shown that job security is one of the key motivators. Bochen Pan 1, Xue Shen 2, Li Liu 2, Yilong Yang 2 and Lie Wang 2 (2015), in their study conducted a cross-sectional study to identify job satisfaction among university faculties identify the factors associated. Results identified occupational stress and chronic disease have negative impact on job satisfaction.

While various researchers have identified factors affecting job satisfaction like Manoj Kumar, Karuna Anand, Anup Shrivastava (2015) in their paper explored the satisfaction level of teachers in private institutions/universities using a sample of 200 teachers from 30 private institutions/universities using questionnaire. Results revealed negative overall satisfaction level. This study also revealed the importance of working environment on job satisfaction. Sashikanta Khuntia, Subhodip Adhikary (2015) in their paper studied the job satisfaction of management college teachers. Results revealed that overall job satisfaction is majorly impacted by factors like job security, salary and work pressure. It is also

revealed that private college teachers have the fear of losing job. Dimpny Sachar, Sangeeta Gupta, Ipshita Bansal (2016) in their paper identified the influential factors affecting job satisfaction using survey method. This study used questionnaire as a research instrument. A sample of 450 teachers from Delhi/NCR region was taken to identify key factors of job satisfaction. Study also suggested ways to improve job satisfaction level of teachers.

Research Methodology

Type of Research

This research is a descriptive research as we describe the job satisfaction level of management faculties among private colleges/universities in Delhi/NCR region.

Objectives of Study

- To identify the job satisfaction level of management faculties among private colleges/universities.
- To identify the major factors affecting job satisfaction level of management faculties among private colleges/universities.
- To suggest ways to improve job satisfaction level of management faculties.

Rationale of Study

Since management faculties are the catalyst in producing good quality future managers to the economy and society, it becomes very significant to maintain the positive job satisfaction level as job satisfaction has direct impact the teacher's efficiency to teach well. Moreover, positive job satisfaction level will help in producing good quality researches in the field of management. In the light of the above reasons the research aims at identifying the factors impacting the job satisfaction level of Management Faculties in Private Colleges / University as well as the overall job satisfaction level of Management Faculties in Private Colleges / Universities in Delhi / NCR.

Data Collection Tool

This study is done with both secondary and primary data.

The tools used to analyse the data are chi square, regression, correlation.

Area of the Study

For this study the respondents will be randomly selected from Delhi/NCR region.

Research Approach

For this study, questionnaire method is used for collecting data.

Sampling Technique and Sample Size

Convenience sampling method is used and sample size is 33

Research Instrument

Data is collected through structured questionnaire. Secondary data is collected from, web sites, E-book, Journals etc.

Data Collection and Analysis

Data has been collected using structured questionnaire and analyzed using SPSS software. The following are the interpretation of the data: -

Model R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Sig. F Change
1	.374 ^a	.140	1.010	.140	.880	.508

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.491	5	.898	.880	.508 ^b
	Residual	27.569	27	1.021		
	Total	32.061	32			

a. Dependent Variable: Rate the overall Job satisfaction level in your current job?

b. Predictors: (Constant), Gender, Educational Qualifications, Number of years in the Job, Salary (Monthly), Designation.

The above table shows that there is significant relationship between job satisfaction (dependent variable) and salary, age, gender, educational qualifications, number of years in job, and designation of respondents (independent variables)

Crosstab Count

Please rate the below mentioned aspects as per your satisfaction level in the current job. [Awards & Recognitions]

	Salary (Monthly)	Highly			Total
		Unsatisfied	Neutral	Satisfied	
	20,000 or below	0	1	1	3
	21,000 to 30,000	0	0	0	1
	21,000 to 40,000	3	1	3	10
	41,000 to 60,000	3	1	0	8
	61,000 to 80,000	3	2	1	8
	80,000 and above	0	0	0	3
	Total	9	5	5	33

The above table shows higher earnings respondents are more unsatisfied with lack of awards and recognition in their job.

Crosstab Count

Rate the overall Job satisfaction level in your current job?

	Salary (Monthly)	Highly			Total
		Unsatisfied	Neutral	Satisfied	
	20,000 or below	0	1	1	3
	21,000 to 30,000	0	0	0	1
	21,000 to 40,000	1	2	3	10
	41,000 to 60,000	0	5	1	8
	61,000 to 80,000	3	1	3	8
	80,000 and above	0	0	3	3
	Total	4	9	11	33

The above table shows higher earnings respondents (Rupees 61000 to 80000) are more unsatisfied with their job.

Crosstab Count

Rate the overall Job satisfaction level in your current job?

	Number of years in the Job	Highly			Total
		Unsatisfied	Neutral	Satisfied	
	1 to 10 years	1	5	1	10
	11 to 20 years	0	3	1	8
	21 to 30 years	3	0	5	9
	Less than 1 year	0	1	4	6
	Total	4	9	11	33

The above table shows that respondents having more years in job are more unsatisfied with their jobs.

**Crosstab
Count**

Rate the overall Job satisfaction level in your current job?

		Highly				
		Unsatisfied	Neutral	Satisfied	Unsatisfied	Total
Marital	Married	3	8	5	7	23
Status	Unmarried	1	1	6	2	10
Total		4	9	11	9	33

The above table shows that married respondents are more unsatisfied with their job than unmarried respondents.

**Crosstab
Count**

Please rate the below mentioned aspects as per your satisfaction level in the current job. [Salary]

		Highly			
		Unsatisfied	Satisfied	Unsatisfied	Total
Marital	Married	4	3	16	23
Status	Unmarried	1	3	6	10
Total		5	6	22	33

The above table shows that married respondents are more unsatisfied with their job than unmarried respondents due to salary as a factor.

**Crosstab
Count**

Please rate the below mentioned aspects as per your satisfaction level in the current job. [Job Security]

		Highly				
		Unsatisfied	Neutral	Satisfied	Unsatisfied	Total
Marital	Married	8	5	4	6	23
Status	Unmarried	1	5	1	3	10
Total		9	10	5	9	33

The above table shows that married respondents are more unsatisfied with their job than unmarried respondents due to job security as a factor.

**Crosstab
Count**

Please rate the below mentioned aspects as per your satisfaction level in the current job. [Work Life Balance]

		Highly					
		Satisfied	Unsatisfied	Neutral	Satisfied	Unsatisfied	Total
Marital	Married	3	3	4	5	8	23
Status	Unmarried	2	1	0	5	2	10
Total		5	4	4	10	10	33

The above table shows that married respondents are more unsatisfied with their job than unmarried respondents due to work life balance as a factor

**Crosstab
Count**

Please rate the below mentioned aspects as per your satisfaction level in the current job. [Maternity Benefits]

		Highly					
		Satisfied	Unsatisfied	Neutral	Satisfied	Unsatisfied	Total
Marital	Married	1	8	6	1	7	23
Status	Unmarried	3	1	2	1	3	10
Total		4	9	8	2	10	33

The above table shows that married respondents are more unsatisfied with their job than unmarried respondents due to lack of maternity benefits as a factor.

**Crosstab
Count**

Rate the overall Job satisfaction level in your current job?

		Highly				
		Unsatisfied	Neutral	Satisfied	Unsatisfied	Total
Gender	Female	3	3	6	3	15
	Male	1	6	5	6	18
Total		4	9	11	9	33

The above table shows that female respondents are more unsatisfied with their job than male respondents.

Crosstab Count

Please rate the below mentioned aspects as per your satisfaction level in the current job. [Salary]

		Highly			
		Unsatisfied	Satisfied	Unsatisfied	Total
Gender	Female	3	3	9	15
	Male	2	3	13	18
Total		5	6	22	33

The above table shows that female respondents are more unsatisfied with their job than male respondents due to low salary as a factor.

Crosstab Count

Please rate the below mentioned aspects as per your satisfaction level in the current job. [Work Culture]

		Highly				
		Unsatisfied	Neutral	Satisfied	Unsatisfied	Total
Gender	Female	4	4	5	2	15
	Male	2	5	5	6	18
Total		6	9	10	8	33

The above table shows that female respondents are more unsatisfied with their job than male respondents due to unfavorable work culture.

Crosstab Count

Please rate the below mentioned aspects as per your satisfaction level in the current job. [Travel - Time]

		Highly Satisfied	Highly Unsatisfied	Neutral	Satisfied	Unsatisfied	Total
Gender	Female	6	1	4	2	2	15
	Male	5	1	6	4	2	18
Total		11	2	10	6	4	33

The above table shows that female respondents are more unsatisfied with their job than male respondents due to travel time as a factor.

Crosstab Count

Please rate the below mentioned aspects as per your satisfaction level in the current job. [Work Life Balance]

		Highly					
		Satisfied	Unsatisfied	Neutral	Satisfied	Unsatisfied	Total
Gender	Female	3	3	1	5	3	15
	Male	2	1	3	5	7	18
Total		5	4	4	10	10	33

The above table shows that female respondents are more unsatisfied with their job than male respondents due to work life balance as a factor.

Crosstab Count

Rate the overall Job satisfaction level in your current job?

		Highly				
		Unsatisfied	Neutral	Satisfied	Unsatisfied	Total
Designation	Assistant Professor	1	7	2	4	14
	Associate Professor	3	1	3	2	9
	Guest Faculty	0	1	3	3	7
	Professor	0	0	3	0	3
Total		4	9	11	9	33

The above table shows that respondents having associate professor designation are more unsatisfied with their job than other respondents.

Conclusions

- There is significant relationship between job satisfaction (dependent variable) and salary, age, gender, educational qualifications, number of years in job, and designation of respondents (independent variables)

- The higher earnings respondents are more unsatisfied with lack of awards and recognition in their job.
- The higher earnings respondents (Rupees 61000 to 80000) are more unsatisfied with their job.
- The respondents having more years in job are more unsatisfied with their jobs.
- The married respondents are more unsatisfied with their job than unmarried respondents.
- The married respondents are more unsatisfied with their job than unmarried respondents due to lack of maternity benefits as a factor.
- The female respondents are more unsatisfied with their job than male respondents.
- The that respondents having associate professor designation are more unsatisfied with their job than other respondents.
- Female respondents are more unsatisfied with their job than male respondents due to work life balance as a factor.
- Female respondents are more unsatisfied with their job than male respondents due to travel time as a factor.
- The female respondents are more unsatisfied with their job than male respondents due to unfavorable work culture.

Recommendations

- More experienced faculties must be motivated using rewards and recognitions rather than only relying on monetary benefits.
- Female faculties must be given good working culture as well as cab facilities.
- Benefits like maternity leave and creche facilities should be used to motivate female faculties.
- Married faculties should be motivated using maternity leave, leisure allowance, child care leave and creche facilities.
- High earner faculties need more non-monetary rewards like recognitions and promotions.

Limitations of Study and Future Scope

- The sample size used in research was less to make good conclusions.
- Researcher has used ANOVA, regression and crosstabs as a tool of analysis which has their own limitations.
- Data collection methods like interview method can be used to make response more accurate.
- Only limited number of factors determining job satisfaction level are been studied in the paper.
- Only private institutes are studied in the paper.
- The sample size could be increased to give more realistic view.

- Future researchers can compare the job satisfaction level of faculties in private with government institutes.

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