

**“AN EMPIRICAL STUDY ON JOB SATISFACTION AMONG  
FACULTIES IN SELECTED PRIVATE UNIVERSITIES OF UTTAR  
PRADESH”**

**Dr. Nirdosh Kumar Agarwal,**  
Associate Professor,  
Trident Group of Institutions , Ghaziabad

**Nupur,**  
Research Scholar,  
Mewar University  
Rajasthan

**ABSTRACT**

*Job Satisfaction is the basic need of the employees. Employee productivity is also directly proportionate to the job satisfaction. Several previous researched has been done on the job satisfaction of corporate sectors, however very few studies has been done and been focused for the job satisfaction of the academicians of new private universities. The extensive research that has been done on levels of job satisfaction may have distinctive applications to academic faculty. This is especially true when the separation between satisfaction and dissatisfaction is viewed in relation to the intrinsic and extrinsic characteristics of academic employment. The purpose of this descriptive-correlational study was to examine factors affecting job satisfaction of faculty members of private universities in Uttar Pradesh as explained by Herzberg job motivator and hygiene factors*

**Keywords:-** Job satisfaction , Hygiene factors , Job Motivators

**INTRODUCTION**

In this era of Globalization, Job Satisfaction is the basic need of the employees. Employee productivity is also directly proportionate to the job satisfaction. Several previous researched has been done on the job satisfaction of corporate sectors, however very few studies has been done and been focused for the job satisfaction of the academicians of new private universities. Hence there is the necessity on this need and therefore this study is considered at

this time. Satisfied and happy staffs in the workforce are required for organization that have goals. Seeing the large number of private universities, it is very important any private university to achieve its strategic goal. To attain these strategic goals universities would depend on their capacity to attract, retain and maintain competent and satisfied staff into its employment. The university being an institution of higher education and learning which provides the manpower for National development therefore cannot afford to neglect the need and work satisfaction of their employees.

In order to translate the theory into practice of their comprehensive courses these universities provide platform for students. They conduct training in all programme as they have been funded by government to enhance these activities. In spite of these facts and backgrounds lecturers are currently facing many challenges. Also, communication barriers are also a point of dissatisfaction where academicians feel that their involvement is too less in decision making because superiors take decisions without involving them which in turn creates additional negative work environment.

The above mentioned factors describe the attitude of academicians towards their work and their levels of job satisfaction. However organizational climate differ from one university to another. Job satisfaction with mixed feelings are characterized by unchallenging jobs, lack of feedback about performance and evaluation exercise , lack of recognition of work done , basic infrastructure that make work environment difficult for employees to carry out duties, poor communication , lack of staff development activities etc. Job satisfaction is a complex concept which again mean different meanings to different people.

### **DEFINE JOB SATISFACTION**

Job satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his /her job .Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job affective job satisfaction. One of the most widely used definitions in organizational research is that of **Locke (1976)** , who defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.”(p.1304). A more recent definition of the concept of job satisfaction is from **Hulin and Judge (2003)** , who have noted that job satisfaction includes multi dimensional psychological responses to an

individuals job , and that these personnel responsive have cognitive, affective and behavioral components.

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life .Job Satisfaction can be understood in terms of its relationships with other key factors such as general well being, stress at work, control at work and working conditions.

Therefore we can say that job satisfaction is a person's evaluation of their job and work context.

As per Locke ,the term job satisfaction refers to an individual's pleasurable or positive state toward his/ her job. Job satisfaction is related with the five specific dimensions of the job; pay, the work itself, promotion, opportunities, supervision and co-workers. When people speak of employee attitude, they mean job satisfaction..In fact, if we see these two terms attitude and job satisfaction seems to be interchangeably. Thus, job satisfaction means a good or positive attitude or feelings towards one's job. There are three important dimensions to Job Satisfaction.These are:

- First, Job satisfaction being an emotional response to a job cannot be seen.
- Second, Job Satisfaction is often determined by how satisfactorily outcomes meet or exceed one's expectations.
- Third, Job satisfaction represents represents an employee attitudes towards five specific dimensions of the job; pay, the work itself, promotion, opportunities, supervision and co-workers.

### **DETERMINANTS OF JOB SATISFACTION**

The evidence from previous research studies indicates that the more important elements that contribute to job satisfaction are the nature of work, equitable reward system, promotion, quality supervision, supportive colleagues and conducive working conditions.

### **MEASURING JOB SATISFACTION**

*There are number of ways by which we can measure Job Satisfaction.The most common ways of measuring Job Satisfaction are :*

1) Single Global Rating: Under Single Global Rating system the employees are asked to respond to one question.The response is based on rating scale.Rating scales are from 1 to 5 as Highly dissatisfied, Dissatisfied, No comment, Satisfied and Highly Satisfied.Thus , the rating based on this scale to a question given by th employee is a reflection of magnitude or measurement of employees job attitude towards his / her job.

2) Summation score: The summation score considers employees attitudes towards the various aspects of the job.The important aspects of the job that would be included for rating score are the nature of work itself, supervision, pay, promotion opportunities and relationship with co-workers.The scores given to each of these aspects are then added up to create an overall job satisfaction score of an individual employee.

3) By Interviews, Action tendencies and critical incidents also we can measure job satisfaction of an employee.

**Effects of Job Satisfaction: Finally the employer have to observe whether the employees are satisfied.It can be observed by:**

1) On Productivity: Previous research evidence does not establish any consistent positive relationship between satisfaction and performance, the general consensus is that in the long run if not in short run, job satisfaction leads to increased productivity.Research evidence indicates that the satisfied employees will not necessarily be the highest producers.In fact, the rewards employees receive results in greater performance.There is also evidence to suggest that job performance leads to job satisfaction and not the other way round.

2) On Absenteeism: There is inverse relationship though based on research evidence between satisfaction and absenteeism.When satisfaction is high, absenteeism tends to be low and vice versa.As in productivity, absenteeism is subject to modification by certain factors like the degree to which people feel that their jobs are important .Employees who believe that their work is important than do those who do not feel this way.It is also worth mentioning that a high degree of job satisfaction will not necessarily result in low absenteeism, while a low level of job satisfaction is likely to bring about high absenteeism.

3) On turnover: Inverse relationship at moderate level has been seen between satisfaction and job turnover. Other moderating factors as commitment to the organization is one factor which influence the employees turnover. There may be some employees who cannot see themselves working anywhere else, so they remain in the organization regardless of how much dissatisfaction they feel in the organization.

### **Job Dissatisfaction**

Employees may have positive or negative attitude towards their jobs. Though job dissatisfaction can be defined as the reflection of employees negative or unfavorable feelings towards their job. The culmination of the employees job dissatisfaction to a certain level pressurizes them to quit the job and search for new one. Dissatisfied employees start raising their voices to improve the conditions that cause dissatisfaction to them. They will wait for the conditions to improve.

### **REVIEW OF LITERATURE**

In his well known motivational model, Herzberg (1987) makes some basic distinctions between intrinsic and extrinsic factors. The differentiations are founded on needs related to prime human characteristics, the ability to achieve and through that achievement to experience psychological growth. The dual factors arise from alternate needs that spring from basic animal nature, a drive to avoid pain from the environment and all the learned drives that are built on those basic needs. For example, an extrinsic factor, the drive to earn a good salary, is built upon the basic need of hunger.

Herzberg, Mauser and Snyderman (1959) posited the view that job satisfaction is not a unidimensional concept, but rather that work-related variables which contribute to job satisfaction are separate and distinct from those factors which contribute to job dissatisfaction. By 1968 Herzberg had advanced the dual factor theory, which held that to not have job satisfaction does not imply dissatisfaction, but rather no satisfaction, whereas the absence of job dissatisfaction does not imply satisfaction with the job, but only no dissatisfaction. Looked at in terms of „opposites“, the „opposite“ of job satisfaction is no satisfaction rather than dissatisfaction and the „opposite“ of job dissatisfaction is no job dissatisfaction, rather than satisfaction. According to Herzberg (1959), intrinsic elements of the job are related to the actual content of work, such as achievement, recognition, the work

itself, responsibilities, and advancement. These were referred to as „motivational“ factors and are significant elements in job satisfaction. By contrast, Herzberg described extrinsic factors as elements associated with the work environment, such as working conditions, salary, working conditions, supervision, company policy, and interpersonal relationships. These were referred to as „context“ or „hygiene“ factors which are related to job dissatisfaction. Herzberg concluded that satisfaction and dissatisfaction are not on the same continuum.

### **SIGNIFICANCE OF THE STUDY**

This study is important as it would highlight the job satisfaction factors among academicians within their organizational climate. These universities and further private business schools would find the research beneficial and helpful in improving the academicians’s morale and enhancing the job satisfaction. As academicians are considered as privileged job holders and if they achieve success in their job and their needs are been satisfied they would survive to maintain excellence. In addition to this, this study will suggest certain policies and strategies which can be adopted for correlating organizational climate and job satisfaction.

### **OBJECTIVES OF THE STUDY:**

The study would help us to identify factors within the organizational climate that causes satisfaction among academicians in selected private universities and also to provide suggestions for improving this situation. However, main objective of this study would be to know the factors leads to job satisfaction of academicians in selected private universities of Uttar Pradesh.

**The main objectives are here mentioned below:**

1. To find the relationship that exist job satisfaction among academicians in Private Universities of Uttar Pradesh
2. To identify factors which determines job satisfaction of academics and their consequences on their performance
3. To describe relationships between faculty members“ level of job satisfaction and demographic characteristics.
4. To describe the overall level of job satisfaction among University faculty members.

### **RESEARCH HYPOTHESES**

H<sub>1</sub> There is a significant relation between overall Job satisfaction & Job Motivator & Hygiene factors.

H<sub>2</sub> There is a significant relation between overall Job satisfaction & Demographic Variables.

### **RESEARCH DESIGN**

The purpose of this descriptive-correlational study was to examine factors affecting job satisfaction of faculty members of sampled private universities in Uttar Pradesh as explained by Herzberg job motivator and hygiene factors. A random sample of 120 faculty members was selected as a statistical sample. Employing a descriptive-correlative survey method and data were collected through questionnaire. The faculty members were generally satisfied with their jobs. However, male faculty members were less satisfied than female faculty members. The factor “work itself” was the most motivating aspect for faculty. The least motivating aspect was “working conditions.” The demographic characteristics were negligibly related to overall job satisfaction. The factors “work itself,” and “advancement” explained 60% of the variance among faculty members’ overall level of job satisfaction. The demographic characteristics (age, years of experience, academic rank, degree) were negligibly related to overall job satisfaction.

### **SAMPLE SIZE & RESPONDENTS**

The study population from which the sample will be drawn consist of private universities of Uttar Pradesh. In these private universities the study sample will be through random sampling method and questionnaires administered to academician ranging from all levels. The total number of respondents in the selected universities are approximate to 120 .The questionnaire has been personally delivered and administered.

### **RESEARCH AREA**

The study population from which the sample was drawn for study consists of five private universities of Uttar Pradesh.

**The private universities chosen for this study are:**

- Shobhit University ,
- Shubharti University,
- Monad University,

### **RESEARCH METHOD**

Survey research method has been used for this study through the distribution of copies of questionnaires to collect the necessary required information from the respondents.

### **DATA COLLECTION**

Data collection is the process of gathering and measuring information on variables of interest , in an established systematic fashion that enables us to answer stated research questions and evaluate outcomes. Data will be collected through both primary & secondary sources.

**Primary Sources:-** Questionnaire , Interviews , Discussion & Observation

**Secondary Sources:-** Books, Journals , Websites , Newspapers , Annual Reports and other relevant published material.

### **STATISTICAL TOOLS**

Statistical tool such t-test has been used to measure the variations among variables, t-test, and draw our conclusions from the data received from the respondents.

### **THE LIMITATIONS OF THE STUDY**

- The study will be conducting in only three private universities of Uttar Pradesh
- The academician may not feel free to express their perception about organizational climate because they will not be interested in jeopardize their relationship with their seniors.

However in spite of these limitations the results generalized will only be limited to defined three private universities of Uttar Pradesh.



**DATA ANALYSIS & INTERPRETATIONS**

The mean age of respondents was 45 years. Respondents consisted of 85% (n =102) male and 15% (n =18) female faculty. The 25% faculty had attained a doctorate degree. Almost 2.5% of the respondents were professor, 6.5% associate professor, 57% assistant professor, and 34% lecturers. The mean number of years teaching experience faculty was 11.5 years. The majority of the respondents (n = 102 or 85%) are permanently employed. The contract faculty comprise eighteen or (15%) respondents.

Based on a five point Likert type scale with responses ranging from strongly disagree (1) to strongly agree (5), the overall level of job satisfaction was 3.48 (SD=.78). In terms of Table 1 the results indicate that there is a significant mean difference in the levels of job satisfaction experienced by male and female employees. Females reported lower levels of job satisfaction (Mean = 4.2, SD = .65) relative to male faculty (Mean = 3.7, SD= .87). Cognizance must however, be taken of the fact that the number of the females who participated in the study made up only 8% of the sample. Thus, drawing conclusions from the results will have little substance.

**TABLE 1:- OVERALL JOB SATISFACTION**

Variable	All Faculty		Female		Male		t-test	Prob
	Mean	SD	Mean	SD	Mean	SD		
Overall Job Satisfaction	3.47	0.77	4.3	0.66	3.8	0.88	-2.27	0.03

Based on a five point Likert-type scale with responses ranging from very dissatisfied (1) to very satisfied (5), faculty members provided the following mean satisfaction scores with the job motivator and hygiene factors: achievement, 3.2; advancement, 3.28; recognition, 2.78; responsibility, 3.3; work itself, 3.62; interpersonal relations, 3.26; policy and administration, 2.86; salary, 2.75; supervision, 2.88; and working conditions, 2.67 (Table 2)

**TABLE 2:- JOB MOTIVATOR & HYGINE FACTOR**

Motivator Factors	Mean	SD	Hygiene Factors	Mean	SD
Achievement	3.2	0.8	Relationships	3.25	0.92
Advancement	3.28	0.75	Policy	2.87	0.93
Recognition	2.78	1.0	Salary	2.74	0.69
Responsibility	3.3	0.83	Supervision	2.87	1.0
Work itself	6.62	0.84	Work Conditions	2.66	0.68

Correlations were calculated to describe the relationships between faculty member's overall level of job satisfaction and the job motivator and hygiene factors (Table 3). Correlation coefficients were as follows: advancement,  $r = .24$ ; achievement,  $r = .43$ ; recognition,  $r = .20$ ; responsibility,  $r = .36$ ; work itself,  $r = .45$ ; working conditions,  $r = .36$ ; salary,  $r = .07$ ; supervision,  $r = .32$ ; policy and administration,  $r = .30$ ; and interpersonal relations,  $r = .32$ .

**TABLE 3:- RELATIONSHIPS BETWEEN OVERALL JOB SATISFACTION AND JOB MOTIVATOR AND HYGIENE FACTORS**

Achievement	0.43	0.000	Relationships	0.32	0.001
Achievement	0.24	0.023	Policy and Administration	0.30	0.004
Recognition	0.20	0.071	Salary	0.07	0.540
Responsibility	0.36	0.000	Supervision	0.32	0.002
Work itself	0.45	0.000	Work Conditions	0.31	0.004

Correlations were calculated to describe the relationships between faculty member's overall level of job satisfaction and selected demographic variables (Table 4). The coefficients were as follows: age,  $r = -.13$ ; total years teaching,  $r = -.01$ ; highest earned degree,  $r = .17$ , and

academic rank,  $r = -.02$ .

**TABLE 4:- RELATIONSHIP BETWEEN OVERALL JOB SATISFACTION AND  
SELECTED DEMOGRAPHIC VARIABLES**

Variable	r	Probability
Age	-.13	0.21
Total Years Teaching	-.01	0.90
Degree	0.17	0.10
Academic rank	-.02	0.99

**TABLE 5:- REGRESSION OF OVERALL JOB SATISFACTION ON SELECTED  
INDEPENDENT VARIABLES (STEPWISE ENTRY)**

Variable	R2	b
Work itself	0.63	0.44
Advancement	0.64	0.23
Constant		1.71

**FINDINGS OF THE STUDY**

The survey reveals that demographic factors such as age, academic rank, and degree no significant impact on job satisfaction; which implies that based upon age, total years teaching, and academic rank faculty are stable with regard to their overall level of job satisfaction. Nonetheless, demographic characteristics facilitated the discovery of differences in overall job satisfaction by gender. Faculty members in University of Uttar Pradesh were

generally satisfied with their jobs. However, male faculty members were less satisfied than female male faculty in the current study. In the Study the factor “work itself” was the most motivating aspect. The least motivating aspect of faculty member’s jobs was the “working conditions.” The findings imply those faculties were most satisfied with the content of their job and least satisfied with the context in which their job was performed. Individual department heads should conduct a job analysis for each position and seek innovative ways to enhance the work faculty members actually perform. Conversely, the environment in which faculty member’s work is performed should be reviewed to improve the context. Concern about the context was clearly evidenced in the comment portion of the instrument where female respondents, in particular, indicated that they wanted to participate in the study but were concerned about their perceptions being made public and retribution following.

The survey reveals that demographic factors such as age, academic rank, and degree no significant impact on job satisfaction; which implies that based upon age, total years teaching, and academic rank faculty are stable with regard to their overall level of job satisfaction. Nonetheless, demographic characteristics facilitated the discovery of differences in overall job satisfaction by gender. Faculty members in University of Uttar Pradesh were generally satisfied with their jobs. However, male faculty members were less satisfied than female male faculty in the current study. In the Study the factor “work itself” was the most motivating aspect. The least motivating aspect of faculty member’s jobs was the “working conditions.” The findings imply those faculties were most satisfied with the content of their job and least satisfied with the context in which their job was performed. Individual department heads should conduct a job analysis for each position and seek innovative ways to enhance the work faculty members actually perform. Conversely, the environment in which faculty member’s work is performed should be reviewed to improve the context. Concern about the context was clearly evidenced in the comment portion of the instrument where female respondents, in particular, indicated that they wanted to participate in the study but were concerned about their perceptions being made public and retribution following.

### **CONCLUSION**

Employees work performance depends upon their ability to do their assigned work as well as their “will” to do so. Personal policies, working conditions, employees’ participation are the

factors which constitute the Job Satisfaction. These factors exist within the organization which helps to understand the extent to which these factors if not managed properly can lead to job satisfaction among the employees. Another important factor of job satisfaction is promotional opportunities. The well defined policies of promotions will be well defined and opportunities to attend the seminars and conferences will be encouraged to express their professional development. All these if improved upon by management will help to bring out the best in their employees. The primary condition of any job is that the employee is motivated to perform the particular task as well as must like and enjoy his work. If the employees are highly dissatisfied with their jobs, their morale would be very low that would adversely affect their motivation to do the particular assigned task. It is important for the management of these private universities to be well disposed to the job satisfaction of their employees' .Their commitment to the job satisfaction of their employees will ensure the development of organizational climate which is directly proportionate to the attitudes of the employees towards their job and their working environment. Also, the management must continuously monitor the work environment to see signs of any job dissatisfaction and take necessary corrective actions. Thus, management must pay much attention to general attitudes of the employee which can be modified by university polices and practices. The findings reported in this study make a valuable contribution to the awareness of understanding the concept of job satisfaction and the effect the motivator and hygiene factors on job satisfaction. However, additional research is needed to further investigate the potential relationship and effect these variables and other variables have on job satisfaction. It is hoped that the barrier to the faculty members" job satisfaction are found in this research can contribute to a great extent to improve the level of faculty members as well as academic education level in University. It is the desire of the society that the faculty members are to give such input those can make them happy as well as satisfied. This satisfaction will then be infused to the students and next to the nation.

#### **REFERENCES:**

1. Gary, Organizational Behaviour:Understanding Life at Work, Scott Foresman and Company.
2. Mintzberg, Henry, The nature of Management Work, Harper & Row.
3. Wren, W.A. The evolution of Management thought, John Wiley & Sons

4. Chandan, J.S. Organizational Behaviour, Vikas Publishing House Pvt.Ltd.
5. Castillo, J. X., Cano, J., & Conklin, E. A. (1999). Job satisfaction of Ohio agricultural education teachers. Journal of Agricultural Education 45(2), 19-27.
7. Chaudhury, S. & Banerjee, A. (2004). Correlates of job satisfaction in medical officers. MJAFI,60(4), 329-332.
9. Cranny. C. J., Smith, P. C., & Stone, E. F. (1992). Job satisfaction: How people feel about their jobs and how it affects their performance. Lexington Books: New York.
11. Hoppock, R. Job Satisfaction, New York , Harper
12. S.Kamleshwar Rao, Job Satisfaction and Work Motivation, Printwell, Jaipur
13. Mirza S. Salyadain, Human Resource Management, McGraw Hill, New Delhi
14. Davis Keith, Human Relations at Work, McGraw Hill Book Company, Inc., New York
15. Smith.P.C. Kendell, L.M.& Hulin, C.L. The Management of Satisfaction in Work and Retirement, Rand McNally and Company, Chicago
16. Hunt.J.W. Managing People at Work, McGraw Hill, New York