

An Analytical Study of Employee Job Satisfaction of selected Professional Educational Institutes in Nashik City

Harish K.Padmanabhan¹, Dr. Prasad Joshi²

¹Assistant Professor, School of Commerce & Management, Sandip University Nashik

²Associate Professor, School of Commerce & Management, Sandip University, Nashik

Abstract

The turnover rate of teaching staff in higher educational institutes is increasing due to several reasons like unhealthy working condition, policies and practices which are essential for smooth running of institutions. The role of teacher in society is more important for developing future citizens of country. The job satisfaction of such stakeholder is also key area for improvement. The study reveals the factors affecting employee's job satisfaction in education sector. This study focused on analyzing faculty job satisfaction across genders and disciplines within Higher Education. This study aims to recommend the management of higher education institute to design proper implementation of policies and practices so as to retain the intellectual manpower of organization.

Keywords: teacher, job satisfaction, educational institutes.

1. INTRODUCTION

The three pillars of every society comprises of Teachers, Army and Doctor who are core responsible for developing the future of nation. Teacher is one of the major pillar who creates other two pillars of society namely: Doctor and Army. In Indian context, "Guru – Shishya" are the great ideal significant symbol for creating the society. The responsibility of developing students relies on the shoulder of teacher. Hence, the job satisfaction of teachers at work place is more important. The level of satisfaction differs from person to person considering the desire and need of individual. When these needs are not fulfilled this results to dissatisfaction among the teaching fraternity. Dissatisfaction among workers is undesirable and dangerous in any profession; it is suicidal if it occurs in teaching profession (The Education Commission, 1966). The present study aims to identify all those crucial factor that determines the level of job satisfaction in context to age, gender, marital status, education, occupation level and other factors. The term employee job satisfaction related to fulfillment of a need or desire, pleasure in the work place. Job satisfaction is the state of favorable and unfavorable emotional state where employee evaluates about his job, work culture and work environment. The determinant that influence employee job satisfaction include policies and practices, culture, employee involvement, empowerment compensation, work distribution, career opportunities, the work itself and relationship with co-workers and superiors. In other words, employee job satisfaction is how people perceive, think, and feel their jobs. Job satisfaction is sign of employees willing to stay back or leave the organization. It serves as a feedback tool for HR professionals to define strategies and policies for smooth execution of organizational goals. The terms job satisfaction and job attitudes are interchangeable. A positive attitude towards the job ensures high job satisfaction and negative attitudes indicate job dissatisfaction. Job attitude always helps to build employee morale which boosts their motivational level. The paradox of employee satisfaction states that '*highly satisfied employees are not highly motivated and highly dissatisfied employees are not highly de-motivated*'

2. Definition:

- 1) **Smith:** 'Job satisfaction is defined as employee's judgment of how well his job on a whole is satisfying his various needs.'
- 2) **Stephen P. Robbins:** 'Job satisfaction is general attitude towards one's job the difference between the amount of reward workers receive and the amount they believe they should receive.'
- 3) **Armstrong:** 'Job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction'.

RESEARCH METHODOLOGY

Research Type: Descriptive Research.

Research Instrument:

1) Structured Questionnaire. 2) Personal Interview. 3) Journals & Books.

Sampling Technique: Convenience Sampling

Population: Higher Educational Institutes

Sample Frame: Nashik City.

Sample Unit: 3 Colleges having Engineering and Management Institutes

Sample Size: 20 Employees from each HEI

Analysis Technique: Percentage Analysis & 5 Likert Scale

Research Objective:

1. To measure the job satisfaction of teaching employees in higher educational institute.
2. To determine the factors affecting employee job satisfaction in higher educational institute.

Hypothesis:

H₀ - There is No significant relationship between :

H_{0A} - Salary structure and Employee job Satisfaction.

H_{0B} - Job Security and Employee job Satisfaction.

H_{0C} - Career Progression and Employee job Satisfaction.

H_{0D} - Welfare facilities and Employee job Satisfaction.

H_{0E} - Work Recognition and Employee job Satisfaction.

H_{0F} - Employee Relations and Employee job Satisfaction.

H_{0G} -Organizational Culture and Employee job Satisfaction.

H_{0H} - Organizational Policies & Practices and Employee job Satisfaction.

H₁ - There is a significant relationship between :

H_{0A} - Salary structure and Employee job Satisfaction.

H_{0B} - Job Security and Employee job Satisfaction.

H_{0C} - Career Progression and Employee job Satisfaction.

H_{0D} - Welfare facilities and Employee job Satisfaction.

H_{0E} - Work Recognition and Employee job Satisfaction.

H_{0F} - Employee Relations and Employee job Satisfaction.

H_{0G} -Organizational Culture and Employee job Satisfaction.

H_{0H} - Organizational Policies & Practices and Employee job Satisfaction.

LITERATURE REVIEW:

- 1) The proper utilization of employee skill, knowledge, talent and ability at work leads to reduce boredom, frustration and dissatisfaction level at work place. (*Krithiga V, 2015*)
- 2) Job satisfaction is cognitive and affective reactions to different perception of what employee feel about organisation and influence commitment, turnover, absenteeism. (*Rajeev Singh, 2015*).
- 3) Employees motivation can be identified from salaries, work recognition, rewards, job security, friendly work culture and flexible HR policies. (*Dr.Surjeet Kumar, 2015*)
- 4) The role of work life balance, organizational culture, compensation, leadership style, empowerment, engagement, favorable work policies are the attributes that correlate to the intention of employee satisfaction. (*Dr. Mita Mehta et al, 2014*).
- 5) Satisfied employees are always productive employees and contribute to the growth of the organization and remain as a source of motivation for others (*Ashwini J.,2014*).
- 6) Lack of self-esteem, lack of respect from subordinate and superior, odd working conditions, poor pay, physical stress and poor career growth are the major reasons for higher rate of employee dissatisfaction. (*S.J.Manjunath, 2011*)

Data Analysis

- 1) Demographic Analysis:

Table 1.1

Gender wise	Male	Female	Percentage (%)	
			Male	Female
Respondent / Variables:	44	16	73.3	26.7
Age Group:				
25-35	22	13	50	81.25
36-45	18	2	40.91	12.5
45-55	4	1	9.09	6.25
56 and above	0	0	0	0
Marital Status:				
Married	33	9	75	56.25
Unmarried	11	7	25	43.75
Income Group:				
11000 - 20000	6	7	13.64	43.75
21000 - 30000	13	5	29.55	31.25
31000 – 40000	7	3	15.91	18.75
41000 – 50000	3	1	6.82	6.25
51000 – 60000	6	0	13.64	0
Above 60000	9	0	20.45	0
Qualification:				
Master’s Degree	34	13	77.27	81.25
Doctorate (PhD)	10	3	22.73	18.75
HEI:				
Management	12	3	27.27	18.75
Engineering	32	13	72.73	81.25

Interpretation: The demographic analysis of survey represents the collection of data from both male (73.3%) and female (26.7%) respondents; the majority age group are between 25 -45; educational background of Master’s : Male (77.27%) & Female (81.25%) and Ph.D’s : Male (22.73%) & Female (18.75%); majority of respondent earning Income fall in slab between 21000 -30000; who are working with Professional Educational Institute of Nashik City.

2) Salary Structure:

Table 2.1

Salary Structure	Ei		Oi		Oi - Ei		(Oi-Ei) ²		Chi x ²	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Highly Satisfied	20	20	9	2	-11	-18	121	324		
Satisfied	20	20	8	4	-12	-16	144	256		
Neutral	20	20	7	4	-13	-16	169	256		
Dissatisfied	20	20	11	4	-9	-16	81	256		
Highly Dissatisfied	20	20	9	2	-11	-18	121	324		
Total							636	1416	31.8	70.8

Table 2.2

Salary Structure	Respondents		Percentage (%)	
	Male	Female	Male	Female
Highly Satisfied	9	2	20.45	12.5
Satisfied	8	4	18.18	25.00
Neutral	7	4	15.99	25.00
Dissatisfied	11	4	25.00	25.00
Highly Dissatisfied	9	2	20.45	12.50
Total			100	100

Interpretation: The majority of employee’s are not satisfied which is proven from above table. With dissatisfied employees to the tune of 25% and highly dissatisfied are 20.45% amongst male faculty. However in case of female faculty the responses seems to be neutral ranging between satisfied – neutral- dissatisfied each with 25%.

3) Job Security:

Table 3.1

Job Security	Ei		Oi		Oi - Ei		(Oi-Ei) ²		Chi x ²	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Highly Satisfied	20	20	5	0	-15	-20	225	400		
Satisfied	20	20	10	2	-10	-18	100	324		
Neutral	20	20	13	5	-7	-15	49	225		
Dissatisfied	20	20	6	6	-14	-14	196	196		
Highly Dissatisfied	20	20	10	3	-10	-17	100	289		
Total							678	1434	33.9	71.7

Table 3.2

Job Security	Respondents		Percentage (%)	
	Male	Female	Male	Female
Highly Satisfied	5	0	11.36	0.00
Satisfied	10	2	22.73	12.50
Neutral	13	5	29.55	31.25
Dissatisfied	6	6	13.64	37.50
Highly Dissatisfied	10	3	22.73	18.75
Total			100	100

Interpretation: The perception of employees towards job security is discouraging with the evident data of female: 37.50 % dissatisfied and 18.75% are highly dissatisfied. However in case of male: a response seems neutral: 29.55% , dissatisfied: 13.64% and highly dissatisfied : 22.73%

4) Career Progression:

Table 4.1

Career Progression	Ei		Oi		Oi - Ei		(Oi-Ei) ²		Chi x ²	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Highly Satisfied	20	20	4	2	-16	-18	256	324		
Satisfied	20	20	16	6	-4	-14	16	196		
Neutral	20	20	9	2	-11	-18	121	324		
Dissatisfied	20	20	6	3	-14	-17	196	289		
Highly Dissatisfied	20	20	9	3	-11	-17	121	289		
Total							710	1422	35.5	71.1

Table 4.2

Career Progression	Respondents		Percentage (%)	
	Male	Female	Male	Female
Highly Satisfied	4	2	9.09	12.50
Satisfied	16	6	36.36	37.50
Neutral	9	2	20.45	12.50
Dissatisfied	6	3	13.64	18.75
Highly Dissatisfied	9	3	20.45	18.75
Total			100	100

Interpretation: The career progression of employees in education industry is very poor due to restriction of recruitment guidelines of AICTE, hence the availability of career opportunity in market is less which tends to slow progress of employee internally. The table states that nearly 54% (male) and 48%(female) are dissatisfied with career progression.

5) Welfare Facilities:

Table 5.1

Welfare Facilities	Ei		Oi		Oi - Ei		(Oi-Ei) ²		Chi x ²	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Highly Satisfied	20	20	3	2	-17	-18	289	324		
Satisfied	20	20	16	6	-4	-14	16	196		
Neutral	20	20	8	2	-12	-18	144	324		
Dissatisfied	20	20	10	5	-10	-15	100	225		
Highly Dissatisfied	20	20	7	1	-13	-19	169	361		
Total							718	1430	35.9	71.5

Table 5.2

Welfare Facilities	Respondents		Percentage (%)	
	Male	Female	Male	Female
Highly Satisfied	3	2	6.82	12.50
Satisfied	16	6	36.36	37.50
Neutral	8	2	18.18	12.50
Dissatisfied	10	5	22.73	31.25
Highly Dissatisfied	7	1	15.91	6.25
Total		100	100	

Interpretation: The welfare facility is almost discouraging employees as in female: 31.25 % is dissatisfied and 6.25% are highly dissatisfied and in case of male: 22.73% are dissatisfied and 15.91% highly dissatisfied.

6) Work Recognition:

Table 6.1

Work Recognition	Ei		Oi		Oi - Ei		(Oi-Ei) ²		Chi x ²	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Highly Satisfied	20	20	2	0	-18	-20	324	400		
Satisfied	20	20	15	4	-5	-16	25	256		
Neutral	20	20	10	8	-10	-12	100	144		
Dissatisfied	20	20	7	4	-13	-16	169	256		

Highly Dissatisfied	20	20	10	0	-10	-20	100	400		
Total							718	1456	35.9	72.8

Table 6.2

Work Recognition	Respondents		Percentage (%)	
	Male	Female	Male	Female
Highly Satisfied	2	0	4.55	0.00
Satisfied	15	4	34.09	25.00
Neutral	10	8	22.73	50.00
Dissatisfied	7	4	15.91	25.00
Highly Dissatisfied	10	0	22.73	0.00
Total			100	100

Interpretation: The response towards work recognition is purely neutral from both male and female employees 22.73% and 50.00% respectively. The employee feels that their superior never appreciates or praise their contribution towards work.

7) Employee Relation:

Table 7.1

Employee Relations	Ei		Oi		Oi - Ei		(Oi-Ei) ²		Chi x ²	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Highly Satisfied	20	20	4	0	-16	-20	256	400		
Satisfied	20	20	11	4	-9	-16	81	256		
Neutral	20	20	10	5	-10	-15	100	225		
Dissatisfied	20	20	12	6	-8	-14	64	196		
Highly Dissatisfied	20	20	7	1	-13	-19	169	361		
Total							670	1438	33.5	71.9

Table 7.2

Employee Relations	Respondents		Percentage (%)	
	Male	Female	Male	Female
Highly Satisfied	4	0	9.09	0.00
Satisfied	11	4	25.00	25.00
Neutral	10	5	22.73	31.25
Dissatisfied	12	6	27.27	37.50

Highly Dissatisfied	7	1	15.91	6.25
Total			100	100

Interpretation: The cordial relation between team members and superior ensure high quality productivity and smooth functioning of organization. The male employees are dissatisfied (27.27%) , highly dissatisfied (15.91%) , whereas female employees are dissatisfied (37.50%) and highly dissatisfied (6.25%)

7) Organizational culture:

Table 8.1

Organisational Culture	Ei		Oi		Oi - Ei		(Oi-Ei) ²		Chi x ²	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Highly Satisfied	20	20	3	0	-17	-20	289	400		
Satisfied	20	20	7	2	-13	-18	169	324		
Neutral	20	20	16	8	-4	-12	16	144		
Dissatisfied	20	20	10	4	-10	-16	100	256		
Highly Dissatisfied	20	20	8	2	-12	-18	144	324		
Total							718	1448	35.9	72.4

Table 8.2

Organisational Culture	Respondents		Percentage (%)	
	Male	Female	Male	Female
Highly Satisfied	3	0	6.82	0.00
Satisfied	7	2	15.91	12.50
Neutral	16	8	36.36	50.00
Dissatisfied	10	4	22.73	25.00
Highly Dissatisfied	8	2	18.18	12.50
Total		100	100	

Interpretation: The strength of teaching-learning environment purely relies on the culture of work environment. As table the exhibits that respondents are neutral to comment on organizational culture: male (36.36%) and female (50.00%) which is not a sign of positive.

9) Organization policies & Practices:

Table 9.1

Organisational Policies and Practices	Ei		Oi		Oi - Ei		(Oi-Ei) ²	Chi x ²		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Highly Satisfied	20	20	5	0	-15	-20	225	400		
Satisfied	20	20	6	5	-14	-15	196	225		
Neutral	20	20	4	8	-16	-12	256	144		

Dissatisfied	20	20	18	1	-2	-19	4	361		
Highly Dissatisfied	20	20	11	2	-9	-18	81	324		
Total							762	1454	38.1	72.7

Organisational Policies and Practices	Respondents		Percentage (%)	
	Male	Female	Male	Female
Highly Satisfied	5	0	11.36	0.00
Satisfied	6	5	13.64	31.25
Neutral	4	8	9.09	50.00
Dissatisfied	18	1	40.91	6.25
Highly Dissatisfied	11	2	25.00	12.50
Total		100	100	

Interpretation: The majority of both male employees are dissatisfied (40.91%) and highly dissatisfied (25.00%) with organizational policies and practices as compared to female employees dissatisfied with (6.25%) and highly dissatisfied (12.50%)

Table 10

Table showing P – Values for various factors affecting Job Satisfaction		
Factors	Male	Female
Salary Structure	2.10186E-06	1.5384E-14
Job Security	6.06593E-52	2.9356E-72
Career Progression	2.24956E-52	3.95569E-72
Welfare Facilities	1.84474E-52	3.24244E-72
Work Recognition	1.84474E-52	1.69915E-72
Employee Relations	6.06593E-52	2.6578E-72
Organisational Culture	1.84474E-52	2.07292E-72
Organisational Policies and Practices	6.19467E-53	1.78574E-72

Interpretation: To study the relationship between the considered factors and Job satisfaction levels amongst the employees of Professional education institutes, certain hypotheses were formed. The testing of hypothesis was done by using Chi-square test for independence with a level of significance of 0.05.

The outcomes of hypothesis testing based on the p-values obtained are as follows:

H₀ . There is No significant relationship between:

H_{0A} - Salary structure and Employee job Satisfaction.

The p-value obtained (Male, Female: 2.10186E-06, 1.5384E-14) is less than the significant level of 0.05, so the null hypothesis is rejected indicating that there is a significant relationship between Salary structure and Employee job Satisfaction.

H_{0B} - Job Security and Employee job Satisfaction.

The p-value obtained (Male, Female: 6.06593E-52, 2.9356E-72) is less than the significant level of 0.05, so the null hypothesis is rejected indicating that there is a significant relationship between Job Security and Employee job Satisfaction.

H_{0C} - Career Progression and Employee job Satisfaction.

The p-value obtained (Male, Female: 2.24956E-52, 3.95569E-72) is less than the significant level of 0.05, so the null hypothesis is rejected indicating that there is a significant relationship between Career Progression and Employee job Satisfaction.

Ho_D - Welfare facilities and Employee job Satisfaction.

The p-value obtained (Male, Female: 1.84474E-52, 3.24244E-72) is less than the significant level of 0.05, so the null hypothesis is rejected indicating that there is a significant relationship between Welfare facilities and Employee job Satisfaction.

Ho_E - Work Recognition and Employee job Satisfaction.

The p-value obtained (Male, Female: 1.84474E-52, 1.69915E-72) is less than the significant level of 0.05, so the null hypothesis is rejected indicating that there is a significant relationship between Work Recognition and Employee job Satisfaction.

Ho_F - Employee Relations and Employee job Satisfaction.

The p-value obtained (Male, Female: 6.06593E-52, 2.6578E-72) is less than the significant level of 0.05, so the null hypothesis is rejected indicating that there is a significant relationship between Employee Relations and Employee job Satisfaction.

Ho_G -Organizational Culture and Employee job Satisfaction.

The p-value obtained (Male, Female: 1.84474E-52, 2.07292E-72) is less than the significant level of 0.05, so the null hypothesis is rejected indicating that there is a significant relationship between Organizational Culture and Employee job Satisfaction.

Ho_H - Organizational Policies & Practices and Employee job Satisfaction.

The p-value obtained (Male, Female: 6.19467E-53, 1.78574E-72) is less than the significant level of 0.05, so the null hypothesis is rejected indicating that there is a significant relationship between Organizational Policies & Practices and Employee job Satisfaction.

The p-values of above chi-square testing are higher for male employees as compared to female employees indicating that the factors considered for study have more impact on the job satisfaction levels of male employees as compared to female employees.

Conclusion:

The Job satisfaction of employee at workplace can be enhanced by improving working condition, fair monetary policies, promising career progression, cordial employee relations, positive work culture, adequate welfare facilities and employee work recognition towards their contribution for organization growth. Retention of intellectual employees in higher educational institutes indicates the long term health and success of organization. In this study, the researcher has examined the factors that determine the employee job satisfaction at work place. The study revealed that job satisfaction of teachers are more important in education industry as they are the responsible for creating future citizens of nation. The study concludes that the quality of imparting education depends on the positive mental condition of teachers and their excellence.

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AUTHOR



Harish K. Padmanabhan has 12 years of experience in Academics and 2 years in Corporate . His Academic accolades includes B.com (Banking & Finance), M.com (Bus.Admin), MMS(HR), PGDBM(HR), DLL & LW, DCL from University of Pune. During the tenure of his professional career, he has published several research papers in International Journal /Conference and published 03 Books.



Dr. Prasad Vasant Joshi - Sir is a dynamic and thorough academician with a rich academic profile and a vast experience of more than 9 years in teaching and research at UG and PG level. He has been awarded with a Doctorate in Financial management by Savitribai Phule Pune University. He has also qualified the UGC-NET in Management. Along with the doctoral research, he has contributed through 23 national and international research papers and a case study. He is a recognized PG Teacher of SPPU. Currently he is working on a UGC sponsored research Project under Financial Management. Conducts Corporate Trainings for various MNCs.