

JOB SATISFACTION IN MANAGEMENT FACULTIES OF A METROPOLITAN AND PROXIMATE AREA: A STUDY ON PRIVATE COLLEGES

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ABSTRACT

The concept of job satisfaction of faculty members has great relevance for effective and productive higher education system. The present study tries to examine the job satisfaction factors like financial, working

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condition, supervision, geographic location, advancement opportunities, organizational prestige and gender for faculty members of 32 professional colleges in Delhi National Capital Region. Conceptual framework of the study was developed and the selected convenient sample size of 188 was determined after a pilot study done for 30 not included in the study. Questionnaire having five point Likert type scale, ranking questions, having a mix of qualitative as well as quantitative research design was employed. Cronbach's alpha was used as reliability statistics. Other statistical methods engaged to analyze the data were descriptive statistics, correlation matrix, chi square test and ranking of variables. The results of this empirical study show that there is a significant relationship between four factors while gender has no role to play vis-à-vis job satisfaction. Positive satisfaction levels with job were found among faculties and they would remain in their present jobs only if they have advancement opportunities closely followed by organizational prestige and financial factors.

Key words: Delhi-NCR, Faculty, Job Satisfaction, Private/Professional Colleges.

1. BACKGROUND

1.1. If finance is considered the lifeblood of the business, human resource can be aptly called the soul of business. With proven instances of organizations failing to retain high performers being often left with an understaffed, less qualified workforce that ultimately hinders their ability to remain competitive (Rappaport, Bancroft, & Okum, 2003), it becomes imperative to understand the importance of factors which lead to employee retention and their job satisfaction. Moreover, with many experts believing that job satisfaction affects work productivity, work effort, employee absenteeism and staff turnover, it is not only an indicator of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005), but also a good predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002).

1.2. Though, various authors have investigated the concept of job satisfaction in various disciplines such as psychology, sociology, economics and management sciences, the primary reason for their interest in the concept has been the fact that work takes up a significant amount of a person's life, and an enhancement in an individual's overall satisfaction with his or her work life improves the overall well-being of the individual, the organization, and the society (Staples et al., 1998).

1.3. With turnover continuing to be a serious business predicament despite the vast literature aimed at identifying factors that cause employees to quit (Griffeth, Hom, & Gaertner, 2000), the concept of job satisfaction assumes significance not only for contemporary business scenario where employers are fighting to get talented employees in order to maintain a prosperous business but also for the sectors like education often plagued with acute shortage of qualified and competitive teaching work force. In teaching institutions, this may have even wider ramifications, with work like discontent getting translated into academic output, and ultimately influencing the morale and attitudes of the new recruits to the profession. (Madaan, 2008).

1.4. Thus, the job satisfaction levels of the faculties seem to have direct bearing on the institutional as well as the student development and an understanding of motivation, job satisfaction, retention and employee turnover aspects of the faculties would help policy makers as well as the other stakeholders understand a very important organ of the society responsible for future of the nation and generation.

1.5. With an apparent dearth of quality professionals in the market, education industry in India is fighting hard to have a well endowed, skilled and qualified faculty in their institutions. Additionally, whatever little the resources are at the disposal of the colleges in terms of the qualified faculty is drastically affected by the fact that these vital human resources are in perennial quest for greener pastures. Thus, the phenomenon is that the faculties are involved in constant job hopping, which even put a grass hopper to shame, especially so if we talk about the faculties in the opportunity abundant 'National Capital Region'.

1.6. Clearly, this disturbing trend is a lose-lose situation both for the colleges as well as the faculties and not to forget the students, who at the end of the day are the most vulnerable stakeholders in this whole affair with their future and career being at stake in this perpetual tussle. Compounding the situation further, there is an acute shortage of quality researches on the issue which leaves the stakeholders groping in the darkness and often resorting to 'trial and error' corrective mechanisms. Thus, even though the discontentment and dissatisfaction has lingered on the minds of the stakeholders, there has been little headway in terms of identification of plausible causes and their subsequent remedies. The key issues dealt in the study are the determinants of job satisfaction among faculty in the relative order of their impact and the constraints which lead to job dissatisfaction thereby leading to following objectives of the study:

- To understand the basic issues of job satisfaction leading to retention of employees in a particular organization.
- To identify factors which lead to retain the employees themselves in their present job?
- To find out various constraints which lead to job dissatisfaction among the faculties of Delhi NCR region?
- To make suitable suggestions for educational institutions in the region on the problem of employee retention and employee turnover avoidance.

2. REVIEW OF RELATED LITERATURE

2.1. Several studies have dealt with the issue of job satisfaction among faculties. Based on Herzberg's two factor theory, for job satisfaction of Malaysian faculty members it was found that major sources of job satisfaction for Malaysian faculty members are policy, administration, and salary (Wong and Heng, 2009). While educators in Southern Nigerian colleges were found to be most satisfied with work load followed by coworkers, supervision and promotion, they expressed high level of dissatisfaction with the present pay offered to them. (Akpofure et al, 2006)

2.2. Providing empirical evidence as to the job satisfaction levels of academics in North Cyprus and also to ascertain as to whether academic rank is a reliable predictor of their job satisfaction showed only a moderate level of overall job satisfaction. The job facets advancement, compensation, co-workers and variety were found to be statistically significant with academic rank indicating that academic rank affects the satisfaction associated with 4 out of the 20 facets of the academics' job examined. In general, it can be

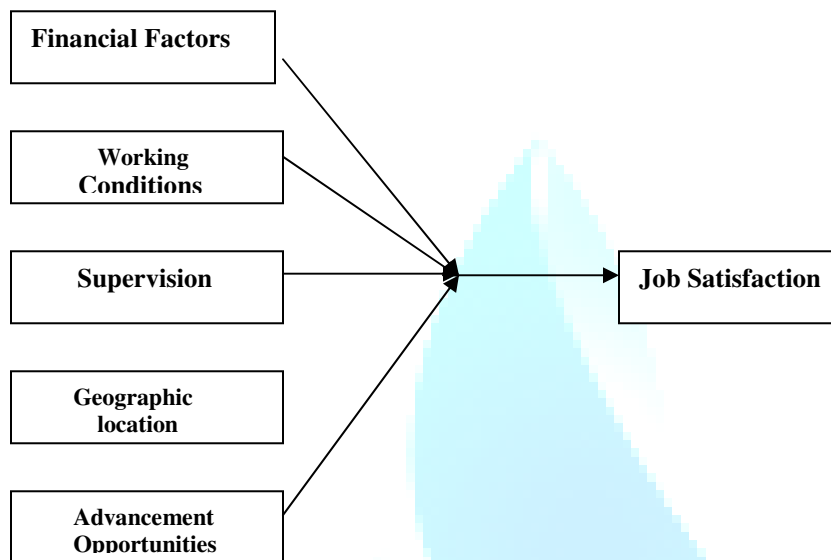
said that the results of this study indicated the extent of the low to moderate satisfaction levels that existed among academics in North Cyprus. (Eyupglu and Saner, 2009)

2.3. Castillo and Cano, (2004) in their descriptive study described the amount of variance in faculty member's overall level of job satisfaction explained by Herzberg, Mausner, and Snyderman's (1959) job motivator and hygiene factors faculty at the College of Food, Agricultural, and Environmental Sciences at The Ohio State University. The faculties were generally satisfied with their jobs. However, female faculty members were less satisfied than male faculty members. Bartel also is in the view that women report no higher job satisfaction. (Bartel, 1981) Negative relationship between job satisfaction and academic women was also reported, although only for women less than 35 years of age. (Sloane and Ward, 2001) There exists significant negative relationship between job stress and job satisfaction among academicians in a Malaysian University. (Ahsan et al, 2009)

2.4. Several studies have highlighted the consequences of job satisfaction among employees in different sectors. A study on managerial cadre of Indian Oil Corporation focuses on 11 parameters of job satisfaction and several of these parameters are mutually related. The results of the study show that job security, pay package, career advancement and promotions are the most decisive factors of job satisfaction. (Prakash and Bhati, 2008) Attrition in BPOs happen due to reasons like lack of growth avenues, expectation mismatch, dissatisfaction with organizational policies, monotonous work, unusual working hours, stress and burnouts and the quest for better job profile etc. (Srikant and Tyagi, 2007). A similar type of survey revealed the same factors and thus the identical results of high attrition rate in BPO Industry. (Gupta and Gupta, 2008) Consequently, factors influencing satisfaction at work by Indian workers were career development opportunities and training which happen to be consistent with the top three global demands. (Business Standard, 2008)

3. CONCEPTUAL FRAMEWORK OF JOB SATISFACTION

3.1. An understanding of factors which lead to satisfaction of employees is extremely important. Previously, Herzberg et.al, (1959) highlighted achievement, recognition, work itself, responsibility, and advancement as the determinants of satisfaction and named them "the motivators" and the determinants of dissatisfaction (called the "hygienes") were found to be policy and administration, supervision, salary, interpersonal relations, working conditions. While some authors such as Padilla- Velez (1993) supported the motivator-hygiene theory in educational settings some of them (Steers and Porter, 1992; Bowen, 1980) have been voiced criticism on its application to the teacher educators.

Figure 1. DIAGRAM OF CONCEPTUAL FRAMEWORK

3.2. Based on objectives of our research and examination of previous literature, the concept of job satisfaction among the faculties of national capital region of Delhi is based on five factors, namely financial factors, organizational prestige, advancement opportunities, geographic factors and working condition. The authors have zeroed on to these factors after careful deliberation and consultation with the experienced faculty members.

3.3. The main construct included in the research model encircles job satisfaction which is shown in figure-- and according to Locke and Lathan's (1976) definition it can be defined as:, "pleasurable or positive emotional state resulting from the appraisal of ones job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important".

3.4. This study infers that there exists a relationship between the five factors, namely; financial factors, organizational prestige, advancement opportunities, geographic factors and working condition, and the overall job satisfaction. Based on the above discussions, statement of hypothesis is as follows:

- H1. There is no significant relationship between financial factors and job satisfaction.
- H2. There is no significant relationship between working conditions and job satisfaction.
- H3. There is no significant relationship between supervision and job satisfaction.
- H4. There is no significant relationship between geographic factors and job satisfaction.
- H5. There is no significant relationship between advancement opportunity and job satisfaction
- H6. There is no significant relationship between organizational prestige and job satisfaction.
- H7. There is no significant relationship between gender and job satisfaction.

4. METHODOLOGY

4.1. SAMPLE: The study intended to use primary data from a sample size of 200 faculty members teaching management, law, computer application subjects in professional colleges of Delhi NCR region, from Delhi, Ghaziabad, Noida, Gurgaon, Faridabad and Greater Noida regions. However, on account of inconsistencies 12 responses were rejected and only 188 responses were selected for analysis. Since it is difficult to ascertain the exact number of faculties in the region, convenient sampling is used. In all, out of the total 188 responses, 133 were males and 55 were females from 32 colleges.

4.2. Out of the total 188 respondents, majority of them were married (107 out of 188) while the remaining were single.

4.2. INSTRUMENTATION

4.2.1 RELIABILITY STATISTICS:

4.2.1.1 A pilot study with sample size 30 was conducted after discussions with senior faculty members and human resource experts (not included in the final study. The reliability coefficient for the factors were: financial, .657; working conditions, .745; supervision, .743; geographic location, .779; advancement opportunity, .812; organizational prestige, .794 and overall satisfaction, .712.

4.2.1.2 Agreeing with the recommendations of Churchill (1979) and Gerbing and Anderson (1988), reliability procedures for all reflective scales comprised the calculation of Cronbach's alphas. The values exceeding .7 threshold were deemed acceptable (Nunnally, 1978). The only exception is in the case of financial factors in which the use of low alpha .657 followed the Song and Parry's (1993) research standard. Table 2 details the study's reliability statistics. Thus constructs were deemed to have adequate reliability.

Table 1					
Sample Composition					
Gender	Age	No.		Marital Status	Number
Male	< 25 years	10		Single	60
	25-30 years	76		Married	73
	30-35 years	26			
	>35	21			
	Total	133		Total	133
Female	< 25 years	16		Single	21
	25-30 years	26		Married	34
	30-35 years	10			
	>35-40 years	3			
	Total	55		Total	55
Grand Total		188		Grand Total	188

4.2.1.3

4.3. PROCEDURE

4.3.1 Qualitative as well as quantitative research design has been employed in the present study, using questionnaire/interview method, having both the close ended as well as open ended questions. The first part of questionnaire consisted of close ended questions based on different variable related to job satisfaction among faculties. These were Financial Factors (FF), Working Conditions (WC), Supervision (SV), Geographic Location (GL), Advancement Opportunity (AO), Organizational Prestige (OP) and Overall Satisfaction (OS). It employed Likert type five point scales to collect the data ranging from 1(strongly disagree) to 5 (strongly agree).

4.3.2 The second part of the questionnaire comprised of ranking the different variable in the order of preference while the third part consisted of qualitative questions based on suggestions and changes in their present work. Additionally, last part of questionnaire sought the demographic details of the respondents. Measurement scales were adopted from previous studies and data was analyzed using SPSS software.

4.3.3 Various statistical methods have been employed to analyze the data. These methods include descriptive statistics, reliability statistics, correlation matrix, chi square test and ranking of variables

Table 2		
Reliability Statistics		
Factors	Cronbach's Alpha	N of Items
FF	.657	2
WC	.745	7
SV	.743	5
GL	.779	2
AO	.812	2
OP	.794	2
OS	.712	3

5. RESULTS

5.1 DESCRIPTIVE STATISTICS

5.1.1 In addition to the overall satisfaction experienced by the various faculty members, the descriptive statistics for the various factors like financial, working condition, supervision, geographic location, advancement opportunities, and the organizational prestige were calculated. Table 3 provides a summary of the means and standard deviations for the scores within each of the seven factors. Overall, respondents were most satisfied with geographic location ($M = 3.40$, $SD = 1.15$) and least satisfied with advancement opportunities ($M = 2.87$, $SD = 0.84$). While Serife Zihni Eyupoglu and Tulen Saner (2009) in their study in North Cyprus found that overall satisfaction of academics was 3.69 our findings suggest it to be 3.37 on a scale of 5.

Table 3

5.2 CORRELATION ANALYSIS:

5.2.1 A correlation coefficient matrix using SPSS was developed to study the relationship between job satisfaction at workplace and factors like financial, working conditions, supervision, geographical location, advancement opportunities and organisational prestige. As the table 4 suggest there is a significant positive correlation between overall satisfaction and financial factors ($r = .361$), between overall satisfaction and working condition ($r = .521$), between overall satisfaction and supervision ($r = .249$) and between overall satisfaction and geographic location ($r = .331$).

Descriptive Statistics			
Factors	No.	Mean	Std. Deviation
OS	188	3.3750	.98
FF	188	2.9167	1.00
WC	188	3.0125	.75
SV	188	3.1639	.78
GL	188	3.4028	1.15
AO	188	2.8708	.84
OP	188	3.1181	1.20

Table 4								
Correlation Matrix								
Factors		OS	FF	WC	SV	GL	AO	OP
OS	r	1	.361**	.521**	.249**	.331**	.023	.073
	sig		.000	.000	.001	.000	.441	.302
FF	r	.361**	1	.311**	.147	.121	.183*	.150
	sig	.000		.000	.058	.112	.020	.527
WC	r	.521**	.311**	1	.413**	.202**	-.062	.044
	sig	.000	.000		.003	.010	.431	.570
SV	r	.249**	.147	.413**	1	.298**	.167*	.121
	sig	.001	.058	.003		.000	.034	.160
GL	r	.331**	.121	.202**	.298**	1	.254**	.038
	sig	.000	.112	.010	.000		.001	.451
AO	r	.023	.183*	-.062	.167*	.254**	1	.105
	sig	.441	.020	.431	.034	.001		.180
OP	r	.073	.150	.044	.121	.038	.105	1
	sig	.302	.527	.570	.160	.451	.180	

OS- Overall Satisfaction; FF- Financial Factors; WC- Working Conditions; SV- Supervision; GL- Geographical Location;

AO- Advancement Opportunity; OP- Organization Prestige **Correlation Significant at 5% *Correlation Significant at 1%

5.3. RANKING OF FACTORS LEADING TO RETENTION IN PRESENT JOB

5.3.1 Testing the relative importance of various factors towards the employee retention it came to fore that employees primarily rate advancement opportunities in their careers as the main consideration. Surprisingly, organizational prestige was the second most important consideration for the faculty members closely followed by financial factors. However, factors such as working conditions and geographical location obtained the bottom consideration clearly highlighting the inherent long term growth approach being the primary consideration and also a fact that location can not be a binding factor for majority of the faculty members.

5.3.2 However, it must be understood that the difference between the various factors in terms of their relative importance was is minimal which indicates that there is no clear demarcation of one being out rightly preferred and that all the factors re somehow important to the faculty members in the various Institutions.

Table 5		
Rank	Factor	%
1.	Advancement Opportunity	21.30
2.	Organizational Prestige	16.40
3.	Financial Factors	16.18
4.	Supervision	15.67
5.	Working Conditions	15.67
6.	Geographic location	14.79

5.4. RANKING OF FACTORS WHICH WOULD LIKELY LEAD TO ATTRITION OF EMPLOYEES FROM THE PRESENT JOB

5.4.1 Interestingly the research also tried to find out what are the factors which would most likely compel the faculties to leave their present jobs. Advancement opportunities tops the ranks at 18.56% followed by organizational prestige at 17.28%, and financial factors startlingly come at third rank (16.91%). Bottom of the list consists of supervision, working condition and geographic location at 16.08%, 15.72% and 15.44% respectively.

5.4.2 The research indicates that employees are not too happy with the current advancement opportunities provided to them and rate it as the primary factor which could lead to their departure from the current organization.

5.5. HYPOTHESIS TESTING

5.5.1. Hypothesis 1: There is no significant relationship between financial factor and job satisfaction.

Chi square test was used to measure the significance of financial factors of faculty members in relation to overall job satisfaction which was found to be 4.8 at .05 level of significance. The null hypothesis thus proposed was rejected for this factor which indicates that faculty members definitely associate financial factors with their overall job satisfaction. This finding is consistent with Akafure et.al (2006) who observed that financial factors do affect the overall satisfaction

5.5.2. Hypothesis 2: There is no significant relationship between working conditions and job satisfaction.

Calculated Chi-square value for testing the significance of various working condition factors of faculty members in relation to overall job satisfaction was 8.72 at .05 level of significance. The null hypothesis thus proposed was rejected. This finding seems consistent with Oshagbemi (2000) who reported that the level of job satisfaction to some extent depended on peers' behavior.

Table 6		
Rank	Factor	%
1.	Advancement Opportunity	18.56
2.	Oranisational Prestige	17.28
3.	Financial Factors	16.91
4.	Supervision	16.08
5.	Working Conditions	15.72
6.	Geographic location	15.44

Table- 7 : Chi Square Difference Tests for Survey Group

Variables	Responses		
	Chi Square Value	Level of significance	Accepted/ Rejected
Financial Factors v/s Overall Satisfaction	4.8	.05	Rejected
Working Conditions v/s Overall Satisfaction	8.72	.05	Rejected
Supervision v/s Overall Satisfaction	7.41	.05	Rejected
Geographic location v/s Overall Satisfaction	5.08	.05	Rejected
Advancement opportunities v/s Overall Satisfaction	1.32	.05	Accepted
Organizational Prestige v/s Overall Satisfaction	.122	.05	Accepted
Gender v/s Overall Satisfaction	.497	.05	Accepted

5.5.3. Hypothesis 3: There is no significant relationship between supervision and job satisfaction.

The results of this study show an association between supervision in relation to overall job satisfaction. So as significant differences are noted in the faculty member's responses for the factors, the null hypothesis is rejected at 7.41 value for Chi Square at .05 level of significance.

5.5.4. Hypothesis 4: There is no significant relationship between geographic factors and job satisfaction.

A significant statistical difference between geographical location and overall job satisfaction of faculty members was found for this factor. Based on results of the study it can be obviously concluded that majority of people prefer working in NCR, and it did contribute to their overall satisfaction. At significance level of .05, calculated chi square value was 5.08 which meant the null hypothesis that there is no significant relationship between geographic factors and job satisfaction was rejected.

5.5.5. Hypothesis 5: There is no significant relationship between advancement opportunity and job satisfaction.

An inspection of table 7 reveals no significant difference in advancement opportunity factors with overall satisfaction among the faculty groups. The chi square value of 1.32 at .05 level of significance illustrate that there is no significant differences produced for this factor. Thus, the null hypothesis is accepted indicating that there is no significant relationship between advancement opportunity and job satisfaction.

5.5.6. Hypothesis 6: There is significant no relationship between organizational Prestige and job satisfaction.

As the value of the chi square determination at .122 and .05 level of significance reveals that there is no significant difference between organizational prestige and overall satisfaction of the faculty members.

5.5.7. Hypothesis 7: There is no significant relationship between gender and job satisfaction.

Surprisingly, the examination of table 7 reveals no significant difference in gender as a factor with overall satisfaction among the faculty groups. The chi square value of .497 at .05 level of significance illustrate that there is no significant differences produced for the factors, thus the null hypothesis is accepted for those factors.

6. DISCUSSION AND CONCLUSION

6.1 In this study five core job factors were studies, namely financial, working condition, supervision, geographic location, advancement opportunities, organizational prestige and overall satisfaction. The relationship of these factors was established with job satisfaction of the faculties. An association was found to exist between the first four factors with overall job satisfaction. An important finding which emerged from the study was that gender has no role to play in overall job satisfactions of the faculties, which is inconsistent with the findings of Bartel, (Bartel, 1981) and Sloane et al. (Sloane and Ward, 2001)

6.2 Means and standard deviations for the scores within each of the seven showed that faculties were most satisfied with geographic location and least satisfied with advancement opportunities. It implies that though the colleges do not have to work on the issue of the geographic location, but they have to pay a great amount heed to the issue of advancement opportunities, which can be a cause of discontent among the respondents. Faculty members not surprisingly are less satisfied with the financial factors also, thus the salary structure should be improved and timely payment of the same should be ensured. The positive thing which has come to fore in the study is that in overall terms, faculties of NCR region are satisfied.

6.3 There was found to be significant relationship between overall satisfaction with, factors like financial, working condition, supervision and geographic location. There exist, astonishingly no association between overall job satisfaction and advancement opportunities, which implies that this very important factor has no bearing on the satisfaction levels of the faculties. They rather pay more heed to factors like financial, working condition, supervision and geographic location. These findings are supported in the correlation matrix as well as the chi square test.

6.4 The major implication of the study on the employees (faculty) was to know possible causes of discontent among them and factors affecting their job satisfaction thereof. In this direction the major cause of disgruntlement was found to be advancement opportunity, followed by organizational prestige and financial factors, and these factors must be kept in mind by the college administrations as these very factors are indicated by the respondents as aspects which are retaining them in their present job.

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