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The Detail Study on Relationship between Employee's Satisfaction and Empowerment in University

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Abstract:

Indian education system is one of the fastest growing system in world after china and united states. Employees are the basic pillars of education system. They have very important responsibility of educating youth and to maintain quality of education. Teaching can be both rewarding and frustrating. Their quality of work directly and indirectly depends upon their level of satisfaction. When employees observe lack of support in their working condition and are not satisfied with working environment they either change or leave the institutions. In the present study is going to be done on relationship between employee's satisfaction and empowerment in university. The present study shows analysis on the factors which effects employees job satisfaction and empowerment in universities and their relationship with each other.

1. Introduction

Employees are the key agents through which educational plans are realized. Their responsibility is as profound as the whole educational objectives and societies' beliefs and desires. It turns into a spark, subsequently, to maintain a system of motivation to ensure the employees commitment to carry out with enthusiastic devotion their responsibility of educating the youth. They are directly responsible for quality education, spread of learning and improvement of sound demeanour and qualities of University demographic. Teaching can be both rewarding and frustrating. Rewarding in the sense that the employees have the greatest opportunity of touching the lives of the people; of engaging in a variety of activities, and of contributing to the well-being of society. Frustrating- because on the top of the heavy work load in University, employees are also expected to perform other duties which take most of their time which should be devoted for lesson planning and for the improvement of their instructional materials. Moreover, society expects employees to live a life that is dignified and beyond reproach. But, in return society has done very little to promote the well-being of employees. vital to study about that component, employee, who shape the student's future. In the field of human endeavour, there could be no superior work than that of an employee. The employee assumes an imperative part in the desirable change and enhancement. the satisfaction part is of most extreme indispensable in nature as it is certain to impact a solitary's master & particular life. The extent that the way of person is concerned, it is continually seen that it is to a great degree testing for any human being to be fulfilled. Job is a main source of income as well as a significant segment of life. In spite of the fact that speculations of job satisfaction have been broadly contemplated, researchers are yet to coincide on the major indicators of job satisfaction.

Employee attitudes are essential to administration in light of the fact that they confirm the conduct of workers in the organization. The ordinarily held conclusion is that "A satisfied worker is a productive worker". A satisfied work power will make an enjoyable air inside the organization to perform well. Thus job satisfaction has turned into a major point for research studies.

The level of individual's job satisfaction is influenced by intrinsic and extrinsic motivating elements, the quality of supervision, social relationships inside the working group and the degree to which distinctive triumph or failure in their work. As is the situation with academic staff both intrinsic and extrinsic variables influence their satisfaction. Most studies propose that employees put more attention on intrinsic satisfiers, however different studies recommend a mix findings of intrinsic and extrinsic satisfier are the best indicators of employee job satisfaction. Their intrinsic satisfaction can hail from teaching exercises, although, extrinsic variables have been connected with academic staff's satisfaction, including pay, perceived support from supervisors and associates, University safety, and accessibility of University plan of action, around others. The point when academic staffs observe lack of support for their work, they are not overall roused to perform their job best in the classroom, and that when employees are not satisfied with their working conditions, they want to change institution or leave the profession at once. It is vital to study the features of job satisfaction since it consequences for employee's maintenance and conditions development.

1.1. Research Variables

Job satisfaction and empowerment of employees in universities.

1. Job satisfaction: Job satisfaction occurs when an individual like or praises his or her current job and has a pleasant and positive emotional response. it is regarded as an important human resources that should be identified not only with respect to

organisation but should also be taken into account for managing effectiveness and quality in organisation (business 1998). People join organizations with certain motives like security of income and job, personal growth better prospects in future, and satisfaction of social and psychological needs. Every person has different sets of needs at different times. It is the responsibility of management to recognize this basic fact and provide suitable opportunities and environments to people at work to satisfy their needs.

In today's competitive world, the biggest challenge any organizations face is the retention of talented employees. So organizations are bound to create a favourable work environment for enhancing job satisfaction and need to incorporate the following: Flexible work arrangements, training and development, opportunities to grow talents, and opportunities to take responsibility, a stable and secure work environment and job continuity, fair compensation and perks. Further, there should be an environment in which workers are supported by an accessible supervisor who provides timely feedback as well as friendly team members. In addition, flexible benefits, such as facilities, up-to-date technology, competitive salary and opportunities for promotion and growth are also some important factors for creating a sound working environment. Job involved individuals make the job a central part of their personal character. Hence, the job satisfaction is necessary to promote the functional behaviour of employees in an organization.

There are three important dimensions to job- satisfaction:

- i. Job- satisfaction refers to one's feeling towards one's job. It can only be contingent but not seen.
- ii. Job satisfaction is often determined by how well outcomes meet or exceed expectations. Satisfaction in one's job means increased commitment in the accomplishment of formal necessities. There is greater enthusiasm to invest personal energy and time in job performance.
- iii. The terms job-satisfaction and job attitudes are typically used interchangeably. Both refer to effective orientations on the part of individuals towards their work roles, which they are presently occupying.

2. Employees empowerment: The concept of employee empowerment has been extensively used within management and organization literary works in the past decade. This expanded interest in empowerment literature is the echo of the way that management, experts and researchers have noted the potential significance of empowerment on employee's motivation to enhance quality and productivity. Such empowered employees are recognized as self-motivated, committed individuals who are eager to exhaust elevated amounts of effort, imagination and determination in performing their function. Empowerment is communicated differently in fields like organizational empowerment, psychological empowerment, social empowerment, political empowerment, women empowerment, individual empowerment and group empowerment etc.

1.2. Effects and Advantage of Employee's Empowerment

In an employee empowerment congregation, the employee-manager relationship is reorganized. As a substitute for the employee working for the manager, the holder basically will be treating the necessities of the employees. Managers must ensure that employees have the right assets wanted to make the choices that allow the job to be fulfilled. In place for employee empowerment to be solid, the employees need to be fittingly prepared. They may as well similarly have admittance to any qualified information identifying with their extra authority and the Managers are mindful to determine that happens.

The advantages of employee empowerment

Empowerment in the working environment is a normally misunderstood thought. Employee empowerment is a term that various directors and assemblies assume they get a handle on, yet few verifiably do, and even fewer truly put into practice.

- Group Interrelation
- Pick up Competitive Advantage
- Enhancement
- Respond Quickly to Business Problems.
- Reduce Chance of Unionization
- Alleviation of Management Stress
- Expanded Productivity, Efficiency and Effectiveness
- Morale and values.
- Administration Employee Relationship
- Better Job Satisfaction, Retention and Motivation
- Reduce Costs
- Direct Accountability

2. Research Methodology

2.1. Objectives of the Study

- To analyse the prominent factors which cause employees' job satisfaction in universities.
- To study the factors of employee's empowerment in universities.
- To study the relationship between, empowerment and job satisfaction in universities.

2.2. Hypothesis.

- H1: There is a significant relationship between the level of employee's job satisfaction and the level of employee's empowerment

2.3. Sources of data:

2.3.1. Primary Data

A structured questionnaire was built in correlation with objective of research and hypotheses. In this manner data utilizing structured questionnaire was to be gathered from universities employees.

2.3.2. Secondary Data

The ideas for study, and other literature were taken from the different reference books and text books. The articles which were dependent upon the related subject were taken from Newspapers & Magazines which were published. Literature from the research journals were taken to have an understanding of the research problem so the gap in this investigation was identified and hypotheses was outlined.

2.4. Size of the Sample:

The Sample Size is 120 university employees.

The sample population is proposed to be further divided into the following categories:

- University employees grouped under Area of Expertise.
- Male university employees and Female university employees.
- Experienced University Employees and Fresher (experience of less than 3 years).
- University Employees categorized under different Age Groups.
- University Employees with experience for the number of Universities worked with.

2.5. Research Area

The research area has been restricted to the region of Udaipur only.

However, every attempt will be made to ensure that all employees of university will be adequately and equitably represented.

2.6. Testing of Hypothesis

For the primary objectives which are considered by the researcher and the corresponding hypotheses, the statistical technique used to test the hypothesis was correlation technique, and ANOVA.

2.7. Data Analysis and Interpretation

To satisfy the first four objectives, the researcher has made an attempt to find whether employee's job satisfaction, employee's empowerment to University are significant with respect to different determinants such as Gender, Age Groups, Educational Qualification, Area of Expertise, Position Level, Years worked in the current institution and Number of University worked with. To find whether employee's job satisfaction, employee's empowerment to University are significant or not to different determinants, the researcher has made an attempt to test using

3. Analysis of Variance (Anova)

3.1. Demographic Factor: Gender

	Gender	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
% Job Satisfaction	Male	62	51.9355	19.33331	2.45533	47.0257	56.8452	12.86	77.14
	Female	58	56.0099	14.96567	1.96509	52.0748	59.9449	12.86	75.71
	Total	120	53.9048	17.40864	1.58918	50.7580	57.0515	12.86	77.14
% Empowerment	Male	62	49.6944	16.57263	2.10473	45.4857	53.9031	15.79	75.79
	Female	58	53.3575	13.45313	1.76648	49.8202	56.8949	22.11	73.68
	Total	120	51.4649	15.19402	1.38702	48.7185	54.2113	15.79	75.79

Table 1: Descriptive

		Sum of Squares	df	Mean Square	F	p. value.
% Job Satisfaction	Between Groups	497.461	1	497.461	1.650	.201
	Within Groups	35566.757	118	301.413		
	Total	36064.218	119			
% Empowerment	Between Groups	402.109	1	402.109	1.753	.188
	Within Groups	27070.014	118	229.407		
	Total	27472.124	119			

Table 2: Anova

The first table gives the different descriptive whereas the second table gives the significant factors.

The above table shows whether there is a significant difference in the mean employee's job satisfaction, employee's empowerment, to University by Gender. The last column is of P-value. If $P \leq 0.05$ then the mean employee's job satisfaction, employee's empowerment, to University is different between Gender.

The P-values is more than 0.05 for employee's job satisfaction, employee's empowerment. Hence there is no significant difference between Genders regarding employee's job satisfaction, employee's empowerment.

3.2. Demographic Factor: Age Groups

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
	Age					Lower Bound	Upper Bound
% Job Satisfaction	25-35	41	55.1220	14.44545	2.25600	50.5624	59.6815
	36-45	54	55.1852	16.40200	2.23203	50.7083	59.6621
	46 & above	25	49.1429	23.04240	4.60848	39.6314	58.6543
	Total	120	53.9048	17.40864	1.58918	50.7580	57.0515
% Empowerment	25-35	41	51.4506	13.14145	2.05235	47.3026	55.5985
	36-45	54	52.5926	15.21973	2.07114	48.4384	56.7468
	46 & above	25	49.0526	18.34068	3.66814	41.4820	56.6233
	Total	120	51.4649	15.19402	1.38702	48.7185	54.2113

Table 3: Descriptive

		Sum of Squares	Df	Mean Square	F	P.value
% Job Satisfaction	Between Groups	716.169	2	358.085	1.185	.309
	Within Groups	35348.049	117	302.120		
	Total	36064.218	119			
% Empowerment	Between Groups	214.156	2	107.078	.460	.633
	Within Groups	27257.968	117	232.974		
	Total	27472.124	119			

Table 4: Anova

The first table gives the different descriptive whereas the second table gives the significant factors.

The above table shows whether there is a significant difference in the mean employee's job satisfaction, employee's empowerment in University between Age groups. The last column is of P-value. If $P \leq 0.05$ then the mean employee's job satisfaction, employee's empowerment, is different between Age Groups.

In above table all the P-values are > 0.05 , hence there is no significant difference between Age Groups regarding employee's job satisfaction empowerment.

3.3. Demographic Factor: Area of Expertise.

	Expertise	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
% Job Satisfaction	HR	40	58.2500	11.89298	1.88045	54.4464	62.0536	12.86	71.43
	Marketing	38	53.3083	18.90874	3.06740	47.0931	59.5234	12.86	77.14
	Finance	19	54.7368	15.17885	3.48227	47.4209	62.0528	12.86	68.57
	Operations/IT	23	46.6460	22.54087	4.70010	36.8986	56.3934	12.86	72.86
	Total	120	53.9048	17.40864	1.58918	50.7580	57.0515	12.86	77.14
%Empowerment	HR	40	53.9474	12.85840	2.03309	49.8351	58.0597	15.79	70.53
	Marketing	38	51.4958	15.80062	2.56320	46.3023	56.6894	22.11	75.79
	Finance	19	51.4127	14.33136	3.28784	44.5052	58.3202	22.11	71.58
	Operations/IT	23	47.1396	18.35588	3.82747	39.2019	55.0773	22.11	73.68
	Total	120	51.4649	15.19402	1.38702	48.7185	54.2113	15.79	75.79

Table 5: Descriptive

		Sum of Squares	df	Mean Square	F	P. value
% Job Satisfaction	Between Groups	1993.793	3	664.598	2.263	.085
	Within Groups	34070.425	116	293.711		
	Total	36064.218	119			
%Empowerment	Between Groups	676.885	3	225.628	.977	.406
	Within Groups	26795.238	116	230.993		
	Total	27472.124	119			

Table 6: Anova

the first table gives the different descriptive whereas the second table gives the significant factors.

The last column (Sig.) is called P-value. If $P \leq 0.05$ then the mean employee's job satisfaction, employee's empowerment, is different between Area of Expertise. In above table all the P-values are > 0.05 , hence there is no significant difference between Area of Expertise regarding employee's job satisfaction empowerment.

3.4. Demographic Factor: Position Level

	Position	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
% Job Satisfaction	Asstt Prof	55	53.6364	14.74863	1.98871	49.6492	57.6235	12.86	77.14
	Assoc Prof	30	57.9524	16.54832	3.02130	51.7731	64.1316	12.86	71.43
	Prof	35	50.8571	21.38988	3.61555	43.5095	58.2048	12.86	75.71
	Total	120	53.9048	17.40864	1.58918	50.7580	57.0515	12.86	77.14
% Empowerment	Asstt Prof	55	49.7990	13.65550	1.84131	46.1074	53.4906	15.79	75.79
	Assoc Prof	30	55.7193	15.02425	2.74304	50.1092	61.3294	22.11	70.53
	Prof	35	50.4361	17.25570	2.91675	44.5085	56.3636	22.11	73.68
	Total	120	51.4649	15.19402	1.38702	48.7185	54.2113	15.79	75.79

Table 7: Descriptive

		Sum of Squares	df	Mean Square	F	P value
% Job Satisfaction	Between Groups	820.538	2	410.269	1.362	.260
	Within Groups	35243.680	117	301.228		
	Total	36064.218	119			
% Empowerment	Between Groups	732.672	2	366.336	1.603	.206
	Within Groups	26739.451	117	228.542		
	Total	27472.124	119			

Table 8: Anova

The first table gives the different descriptive whereas the second table gives the significant factors.

The last column (Sig.) is called P-value. If $P \leq 0.05$ then the mean employee's job satisfaction, employee's empowerment is different between Position Level. In above table all the P-values are > 0.05 , hence there is no significant difference between Position Level regarding employee's job satisfaction, employee's empowerment.

3.5. Demographic Factor: Number of University Worked with.

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
% Job Satisfaction	1-3	78	51.6117	19.07948	2.16033	47.3100	55.9135
	More than 3	42	58.1633	12.93736	1.99628	54.1317	62.1948
	Total	120	53.9048	17.40864	1.58918	50.7580	57.0515
% Empowerment	1-3	78	49.6626	16.43715	1.86114	45.9566	53.3686
	More than 3	42	54.8120	12.04095	1.85796	51.0598	58.5643
	Total	120	51.4649	15.19402	1.38702	48.7185	54.2113

Table 9: Descriptive

		Sum of Squares	df	Mean Square	F	P.value
% Job Satisfaction	Between Groups	1171.790	1	1171.790	3.963	.049
	Within Groups	34892.427	118	295.699		
	Total	36064.218	119			
% Empowerment	Between Groups	723.899	1	723.899	3.193	.076
	Within Groups	26748.225	118	226.680		
	Total	27472.124	119			

Table 10: Anova

The first table gives the different descriptive whereas the second table gives the significant factors

The P value for employee's job satisfaction is less than 0.05. Therefore, there is significant diff when number of University is considered.

The above table shows that the % Employee's job satisfaction is significant for number of University worked in. Those who have worked in more university have higher Employee's job satisfaction ($P=0.049$).

The P-values is more than 0.05 for employee's empowerment Hence there is no significant difference regarding employee's empowerment when the number of University is considered.

3.6. Testing of Hypothesis

To find whether the relationship between employee's job satisfaction, employee's empowerment, are significant or not to different demographic factors, an attempt has made to test using correlation technique.

- H_0 There is no significant relationship between the level of employee's job satisfaction and the level of employee's empowerment.
- H_1 There is a significant relationship between the level of employee's job satisfaction and the level of employee's empowerment.

To test the above Hypothesis, an attempt has been made to prove using the correlation technique which is tested at 1% level of significance.

		% Job Satisfaction	% Empowerment
% Job Satisfaction	Pearson Correlation	1	.930
	Sig. (1-tailed)		.000
	N	120	120
%Empowerment	Pearson Correlation	.930	1
	Sig. (1-tailed)	.000	
	N	120	120

Table 11

$r = 0.930$

$P = 0.000$

Thus given $P = 0.000 < 0.001$, correlation between Employee's job satisfaction and Employee's empowerment is significant. Therefore, Null hypothesis is rejected. Thus there is a positive and significant relationship between the level of employee's job satisfaction and the level of employee's empowerment

From the above table, we can conclude that there are positive and significant correlations between both variables (Employee's job satisfaction, % Employee's empowerment).

Further the correlation between Employee's Empowerment and Employee's job satisfaction to University is (+0.955).

4. Results

The present research work is done to the study the Relationship and Effects of Teacher Satisfaction and Empowerment in university. The analysed information has been summarized for the conclusions. To meet the objectives a study has been made to find the significant factors which are responsible for analyse the factors which cause employee's job satisfaction and empowerment to University. The Research has come out with the following conclusions.

It was discovered that there is no critical difference in employee's job satisfaction and empowerment as far as Gender is concerned. It was found that there is no significant difference in employee's empowerment as far as Age Groups is concerned.

Future it was discovered that there is no remarkable difference in employee's job satisfaction and empowerment as far as Area of Expertise is concerned. It is found that there was no critical difference in employee's job satisfaction and empowerment as far as Position Level is concerned.

There is a significant difference in employee's job satisfaction as far as Number of University worked with is concerned. The teachers who have worked with more than one university have higher Job Satisfaction in compare to other employees.

According to data it is found that there is no significant difference in employee's empowerment as far as Number of University worked with is concerned. It was found that the teachers who have worked in more university have higher Job Satisfaction.

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