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## Level of Job Satisfaction of Employees with Reference to Education Sector

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### **Abstract:**

Many organisations believe that people as profit centres. The growth of any organisation depends on the talent pool the organisation. The success of the company depends on the dedication, contribution, competency and the quality of work done by them. In this competitive world it's important to retain the tacit resources. So many organisations keep their employees happy at the workplace by providing the required amenities like good salary, healthy workplace, security, transportation facilities and other monetary and non monetary benefits to the employees. To provide these benefits one should know what is to be done? Since what is carrot to you is not the same for all. So it is very important to know what an individual looks in his job to feel satisfied about it. The factors such as salary, location, paid leaves, recognition; reward system and job security will make a person feel satisfied or dissatisfied about his job. When the employees are dissatisfied with these factors, they look for job change hence its mandatory to equip these factors in a reasonable proportion since it is difficult provide all.

This study deals with the employees of education sector right from entry level to senior level to faculties. Teachers are the builders of the nation. Teachers, in-build many qualities in students like moral, knowledge and they induce passion to do something unique and great for the country. This study is limited to education sector and Bangalore city only. The responses are collected and analysed to know the overall satisfaction of the employees and comparison has been made between male and female employees to know the level of job satisfaction.

**Keywords:** Job satisfaction, dissatisfaction, motivation, monetary and non monetary benefits

### **1. Introduction and Literature Review**

Education sector plays a very important role in everyone's life. Education is the ray which enlightens everyone's life. Hence it's important to keep the employees of education sector happy. A teacher gets the highest respect in this world since they are builders of our nation. Education sector helps the nation to grow through its major contribution towards the gdp of the country and it boosts the world economy too.

Mr. Guy Ryder, the ILO's Director-General on World Teachers' Day, 5<sup>th</sup> October 2013 says "the ILO salutes teachers and commits to supporting their key role in building the citizens and societies of the future. Support teachers! The key to our future is in their hands".

Job satisfaction describes the feel of content an individual experiences with his job. There are many factors which influence an individual to decide whether he is satisfied or dissatisfied with his job. The factors like management approach towards employees, work place, location, pay and other monetary benefits like bonus, incentives etc , job security, relationship with superiors and subordinates, reward system and recognition, other non monetary benefits like paid leaves, flexibility at work, and the work itself. Job design aims to enhance the chances of job satisfaction by job rotation, job enlargement and job enrichment and hence job description plays an important role. The more the employees are satisfied, the greater the interest they show towards the achievement of organizational goals and feel involved and contribute their best.

Some of the most commonly cited definitions on job satisfaction are analysed as follows.

One of the most often cited definitions on job satisfaction is one given by Spector according to whom job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That's why job satisfaction and job dissatisfaction can appear in any given work situation.

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al., 1985).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole people also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (George et al., 2008).

“Job satisfaction brings accuracy to the work we are committed. Job satisfaction is a feeling which makes us feel happy about the work we do and motivates us to work harder to achieve the greater accuracy” – Kanyakumari Kesari

## 2. Motivator-hygiene theory

The motivator-hygiene theory was credited with propelling and advancing research on job satisfaction. The premise of the motivator-hygiene theory was that jobs had specific factors which were related to job satisfaction or dissatisfaction. The five factors thought to facilitate job satisfaction were achievement, recognition, work itself, responsibility, and advancement. The five factors identified by Herzberg as determinants of job dissatisfaction were policy and administration, supervision, salary, interpersonal relations, and working conditions. Subsequent research efforts defined the motivator and hygiene factors as hypothesized by Herzberg.

Motivator-hygiene Recognition	Possible reasons for job dissatisfaction
<ul style="list-style-type: none"> <li>• Achievement</li> <li>• Possibility of Growth</li> <li>• Advancement</li> <li>• Salary-</li> <li>• Interpersonal Relations</li> <li>• Supervision</li> <li>• Responsibility</li> <li>• Policy and Administration</li> <li>• Working Condition</li> <li>• Work Itself factors</li> </ul>	<ul style="list-style-type: none"> <li>• Conflict between co-workers</li> <li>• Conflict with your supervisor</li> <li>• Not being appropriately paid for what you do</li> <li>• Not having the necessary equipment or resources to succeed</li> <li>• Lack of opportunities for promotion</li> <li>• Having little or no say in decisions that affect you</li> <li>• Fear of losing your job through downsizing or outsourcing</li> <li>• Sometimes it's the job itself that causes dissatisfaction. For example, the work may be boring, or ill-suited to your interests, education and skills.</li> </ul>

## 3. Employees with Higher Job Satisfaction

- Believe that the organization will be satisfying in the long run
- Care about the quality of their work
- Create and deliver superior value to the customer
- Are more committed to the organization
- Have higher retention rates and are more productive.

## 4. On Finding a Great Job, Jack Welch Corporate Change Leader Says

- **People** – “When you look for a job be sure to look for people who are like you. They laugh at the jokes you laugh at, they think the way you think, and they have the same sensibilities. If you're a nerd, go hang out with nerds. But don't end up confusing the issue. Never have to put on a persona to be in the job you pick.”
- **Opportunity** – “Always go to a company where there are smarter people around you than you. Where you can learn, where you can grow. Don't go to a place where you're going to be the smartest person in the place. It doesn't do much for you.”
- **Options** – “If you're going to a company where you're not sure exactly what's right. I would go to a company that has a brand. A brand counts. Pick a company that has a brand because if things aren't right for you in your first job, your brand will be very important as you look to the next job....having options based on the brand is important.”
- **Ownership** – “Own the company you're going to....don't blame [the job] on somebody else.”
- **Work content** – “Be sure the work turns your crank. Don't go to the job for an extra 10 bucks or 15 bucks or whatever the number is. Go to the job because the work turns your crank. Really turns you on, excites you every day, that's what you've got to look for. You can't go to a job and say 'It's a job now while I look for another one.' [Or] 'The money is good, I don't like the work but I want some money for a while before I get work I like.' Those things don't work.”

## 5. Objective

- To examine the nature and causes of job satisfaction
- To analyse the level of job satisfaction of employee in the education sector.
- To study the various factors that could lead to satisfaction among the employees.
- To analyze the current scenario and recommend suggestion based on findings for improving the levels of job satisfaction among the faculties in education sector.

## 6. Research Methodology

### 6.1. Research design

This study is a descriptive research conducted to know the level of satisfaction of employees in education sector. By this study we come to know that what are the main factors which keeps a teacher happy about his job and act as motivator and identifies those factors which brings dissatisfaction in them. This study is based on the survey method of data collection.

### 6.2. Sources of data collection

The data is collected through both primary and secondary sources. The primary method used to collect data is through questionnaire method. The questionnaire is framed to test the satisfaction level employees on 21 factors with the help of Minnesota Satisfaction Questionnaire (MSQ) from sample population. The secondary data is collected from published and unpublished sources. The published sources used for the study are articles, journals and white papers. The unpublished sources are internet and students project copies. sources of data.

### 6.3. Sampling method

The convenient sampling method was used to draw sample from the sample frame. The data is collected from the teaching faculties of various colleges in Bangalore and mainly from the network of friends.

### 6.4. Sample size

Sample size for this study is n=50.

### 6.5. Statistical tool

Tabular presentation, graph and Percentage method has been used to analyse the data and to draw conclusions from it. The Minnesota Satisfaction Questionnaire (MSQ) is designed to measure an employee's satisfaction with his or her job. Three forms are available: two long forms (1977 version and 1967 version) and a short form. The MSQ provides more specific information on the aspects of a job that an individual finds rewarding than do more general measures of job satisfaction. The 1977 version provides the following five response categories:

- Very satisfied
- Satisfied
- Neutral (neither satisfied nor dissatisfied)
- Dissatisfied
- Very dissatisfied

### 6.6. Limitations of the study

- The study is limited to educational institutions at Bangalore city only.
- Time constraint and limited sample size.
- No advanced statistical tools been used.

## 7. Data Analysis and Interpretation

Gender		Demographic			
		Male		Female	
		22	44%	28	56%
Designation		%	Work Experience		%
Professor	12	24	0 to 10	26	52
			10 to 20	16	32
Associate Professor	10	20	20 to 30	3	6
			30 to 40	2	4
Assistant Professor	28	56	40 to 50	3	6

Table 1

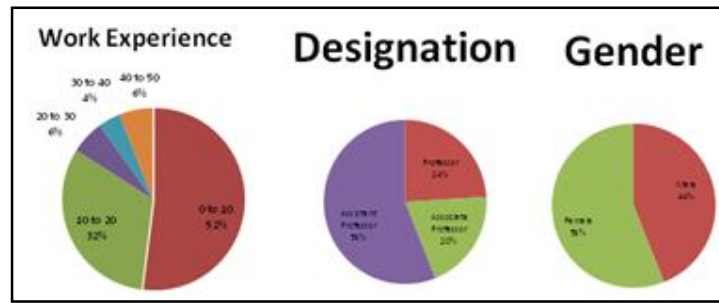


Figure 1

The study includes 56% of the female respondents and 44% of the male respondents out of these 24% are professor, 20% are associate professors and the rest and majority are assistant professor i.e.56% . the majority of the respondents fall under the 0-10years experience group and 32% belongs to 10 to 20 years and very few are of above 20yrs experience group.

Sl. no	Factors	Very dissatisfied	%	Dissatisfied	%	Neutral	%	Satisfied	%	Very Satisfied	%
1	No. of working hours	1	2	4	8	7	14	27	54	11	22
2	Flexibility/ Late coming policy	1	2	7	14	11	22	26	52	5	10
3	Location of work	2	4	8	16	9	18	18	36	13	26
4	Amount of paid leaves / sick leaves etc offered	6	12	12	24	16	32	13	26	3	6
5	Break timings ( Tea and Lunch breaks)	1	2	3	6	12	24	31	62	3	6
6	Cleanliness and hieginity of work place	5	10	5	10	12	24	20	40	8	16
7	Salary	6	12	7	14	13	26	18	36	6	12
8	Performance based reward (incentives)	10	20	11	22	21	42	7	14	1	2
9	Opportunity for promotion	3	6	15	30	15	30	14	28	3	6
10	Benefits(PF, Health insurance etc)	10	20	23	46	12	24	4	8	1	2
11	Job security	2	4	5	10	15	30	22	44	6	12
12	Recognition for work accomplished	4	8	7	14	17	34	18	36	4	8
13	Relationship with your co-workers	0	0	1	2	6	12	24	48	19	38
14	Relationship with your immediate supervisor	2	4	2	4	9	18	27	54	10	20
15	Relationship with your subordinates (if applicable)	2	4	4	8	12	24	22	44	10	20
16	Opportunity to utilize your skills and talents	2	4	3	6	6	12	28	56	11	22
17	Opportunity to learn new skills	1	2	6	12	13	26	23	46	7	14

Sl. no	Factors	Very dissatisfied	%	Dissatisfied	%	Neutral	%	Satisfied	%	Very Satisfied	%
18	Support for additional training and education	5	10	10	20	23	46	10	20	2	4
19	Variety of job responsibility	1	2	5	10	10	20	29	58	5	10
20	Degree of independence associated with your work roles	2	4	7	14	9	18	23	26	9	18
21	Adequate opportunity for periodic changes in duties	4	8	1	2	23	46	13	26	9	18

Table 2

### 8. Major findings

- Most of the employees in education sector tend to have positive attitude towards their job and they love their work.
- The majority of the faculty members shown happiness towards the working hours, break timings, late coming policy, the work location etc and most of them are content with the rules and regulations that are followed by their institute.
- Majority of the faculty members showed their unhappiness towards the leave policy and moderate people remained neutral and the rest very few showed their happiness towards it.
- Majority of the faculty members are satisfied with the ambience provided the institution while the rest of the respondents expect some improvements in maintaining the cleanliness and hieginity at the work place. So it is clear that there is a scope for improvement in this area.
- The respondents showed high degree of unhappiness towards their salary aspects. Majority of the respondent reported that they are paid very less and fall in no UGC scale where other set of people report that the salary won't get credited on time and negligible percentage of faculty members are neutral with their salary.
- Employees have shown interest towards non monetary benefits such as leave benefits compared to reimbursements and seminars.
- Majority of the faculty members revealed that apart from the salary they don't get any other benefits like health benefits, PF etc which would prevent them to be satisfied with their job.
- In response to what indicates job satisfaction, majority faculties have opted recognition as first followed by compensation, working condition and promotion etc.
- Majority of them have agreed that they are recognized sufficiently on their job while the rest shows their unhappiness.
- Majority of the faculty members are very satisfied with the relationship between their colleagues, seniors and juniors at the work place and many reported that, this environment motivates them to work for long time with the same institution.
- Many faculty members report that they get adequate opportunity to learn new things and utilize their skills and knowledge while performing the job.
- Many faculty members share recognition and prospectus growth are the main factors which make one feel satisfied about their job and agree that they have ample of growth opportunities in the organization.
- Many faculty members report that there is high degree of job insecurity in the private education institutions while the rest are agree that there is adequate job security considering the quality and other factors.
- Majority of the faculty members feel that given adequate freedom to make changes in their work roles to achieve the desirable results.
- Majority of the female faculties share their unhappiness towards not providing them with the maternity benefits which makes them switch the jobs.
- Majority of the faculty members say that they co-relate their job satisfaction to the student's response and the encouragement from the management to write papers, articles, books etc will act as motivating factors to them. But they feel they should get the addition support from the management for the training and education areas.
- They show their happiness since they are allowed to teach the subjects in which they are specialised and are provided with sufficient teaching aids yet, there is a small number who disagree to it. The faculty members have revealed that they do not like valuation of papers and also are not content with the compensation provided.

### 9. Recommendations

To find the level of employee job satisfaction in the education sector and to study the various methodologies that could lead to satisfaction among the employees were the objectives of the study. Based on those findings the following suggestions have been made. In order to keep employees satisfied and retain them, organizations can adopt the following practices:

- Customized compensation and incentive plans. Ensure competitive compensation plan, which is on par industrial standards.

- Create a better work culture.
- Provide updated technology and software packages and other various teaching aids to facilitate better knowledge delivery.
- Provide challenging work profile and clear career path.
- Provide and open work culture facilitating individual growth.
- Trying to bring in mentors for the faculty members within the organization would improve their knowledge and also guide them as they move upwards in all areas.
- Create a dynamic organization open to changes.
- Ensure transparency in all processes.
- Increase responsibility and quality work.
- Allot subjects that need to be taught to lecturers who have expertise in that field.
- More encouragement needed to write articles and papers. This will not only enhance their knowledge about the subjects but also the students, as they would share their learning and experiences in the process of teaching and increase the brand of the institution.
- Allow them to attend seminars and provide all the necessities related to it.
- Improve communication and communication channel.
- Management should adopt pro-active nature rather than reactive nature to problem solving.

These are practical employee management suggestions, which will bring about more productive and satisfied employees. Since employees are the assets of the organisation therefore keeping them satisfied is important. Employee's satisfaction will indirectly increase the profit and the social value of the organization. Particularly in education sector it's very important to have healthy work atmosphere and keep the faculty members motivated so that they would work very hard to give the best talented resources to the society.

#### 10. Conclusion

Job satisfaction is very crucial for an employee in any sector for that matter. Job satisfaction is a legitimate objective of an organization. Satisfaction is negatively related to absenteeism, low productivity and turnover which indirectly affects the result of the students and harms the reputation of the educational institution. The lack of even minimal HR initiatives in the education segment would result in more serious HR problems to the industry which, if unattended, may derail the economy's progress. Therefore initiatives have to be taken to counter problems of job dissatisfaction. The managements should identify area of that have to improved, changed or introduced. Recognizing the employees, should provide essentials when requested for better knowledge delivery, charting out career growth for them would be some of the ways to provide them the job satisfaction.

#### 11. Scope for Future Study

This research can be further extended / studied to identify the relationship between the job satisfaction and job performance.

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