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## Variations in Job Satisfaction among Employees in University System of Madhya Pradesh

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### Abstract:

The main objective of this paper is to study the level of job satisfaction among the non-teaching staff of A.P.S. University, Rewa (M.P.) India. The hypothesis of the study is the University has a high degree of job satisfaction and variation would not exist among the different groups of employees". The data were collected from 300 respondents of different groups. Group 'A' comprised of administrative cadre Group 'B' of supervisory cadre and Group 'C' of assistant cadre. Questionnaire having 22 factors to assess job satisfaction viz. overall satisfaction, promotion, salary, satisfactory relations, encouragement, job security, team spirit, etc. were distributed and the score has been obtained on a 5 point scale. In order to make the interpretation easier the mean score was converted in percentage score.

The results, indicate that employees of Group 'A' and 'B' tend to be more satisfied than employees of Group 'C' Factors also reveal that overall satisfaction is poor. Results show that the most important regions for low level of job satisfaction is because of poor responses of the employees against certain factors. The factors which need special attention include promotion, salary, fringe benefits, chances to learn, employees development, working condition, performance appraisal, team spirit, encouragement etc. In spite of fairly higher and closer scores in Group 'A' and 'B', variations are apparently seen in 14 out of 22 factors. With regard to the satisfaction analysis and variation in the perception, the finding reveals that there is an inverse correlation in different cadres of employees. Therefore, the hypothesis stands rejected.

**Keywords:** Job satisfaction, University, Non-teaching, Employees

### 1. Introduction

The term 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 (Armstrong, 2006). 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. It 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 under the influence of a series of factors such as: The nature of work, salary, advancement opportunities, management, work groups and work conditions. Job satisfaction causes a series of influences on various aspects of organizational life. Some of them such as the influence of job satisfaction on employee productivity, loyalty and absenteeism.

Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employees' perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employees So management should arrange to provide the workers high rate of job satisfaction through pay, promotion, healthy working condition, compensation for losses and damage, facility of self development and advancement etc.

The main objective of this paper is to study the variation on job satisfaction among the different group non-teaching staff of A.P.S. University, Rewa, India.

### 2. Review of Literature

Some studies have been conducted to highlight the factors that determine the influence of the job satisfaction (Allen and Meyer (1990), Dhar and Jain (1992), Ganguli (1994), Clark (1995), Kumar (2000), Shrivastava(2000), Davis(2001), James (2001), Kretiner and Kinicki(2006), Aziri (2011), Khan(2012), Shetti and Gujarthi(2012), Malik(2013), Agrawal and Nagar(2013), MalikN. (2013), Shamina (2014), Tiwari (2014).

Allen and Meyer (1990) suggested that individuals become committed to professions for a variety of reasons, including on affective attachment to the values of the profession, a realization of the costs involved with leaving the profession, and a sense of obligation to the profession. Kretiner and Kiniki (2006) identified five predominant causal models: need fulfillment (e.g. salary

needs, family needs); discrepancies between what is expected and what actually happens; fulfillment of work values, equity or fairness of treatment; and dispositional components where certain congenital personality traits led to job satisfaction.

An employees' assessment of how satisfied or dissatisfied one is with the job is a complex summation of a number of discrete job elements. Job satisfaction of employees of employees is measured either by single global rating or by a summation score made up by a number of job facts. Considered, how satisfied you are? Obviously, the respondents express of job, age and income have more influence on job satisfaction than that of education. Further, non-fulfillment of basic needs tends to have a high degree of job dissatisfaction and results in tendency to quit. Employee's absenteeism is directly related to job dissatisfaction (Kumar, 2000). Satisfaction is one of the important factors that makes an employee stay in an organization and encourage the process of transforming labour power into productive labour. Under Indian conditions, the most important factors of job satisfaction is the money followed by job security, advancement, fringe benefits and relationship with the boss. Zeenarigh (1984) during his studies unsearched that workers expectations from the employer in order of the preference are good salary, profit sharing, promotion in merit, grant of leave when required, fringe benefits, fewer hour of work and equitable distribution of work according to the capacity. Conclusively, the primary security and social needs to be considered as most important factors to be satisfied, though the job satisfaction may vary from one organization to another. Ganguli (1994) has critically analyzed the point of job satisfaction and recorded that the higher the cadre, the greater is the job satisfaction, According to Mohan and Riar (1997) the job satisfaction is positively correlated with most of quality of working life dimension and negatively correlated to alienation and self esteem. Shetty and Gujarathi (2012) indicate in his studies that in today fast changing economy, faculty members thrive for professional growth and development, not just salary, to service better position in future. Malik Manju (2013) shows that ad-hoc basis faculties of the college are highly dissatisfied regarding salary, leave benefits, job security, research support and facilities, career development. Malik Nadeem (2013) reported that "work itself" was the most motivating aspect for faculty, the least motivating aspect was "working conditions". The factors "work itself" and "advancement" explained 60% of variance among faculty members overall level of job satisfaction. The demographic characteristics (age, experience, academic rank, degree) were negligibly related to overall job satisfaction.

Shamina (2014) in her study shows that teachers have high degree of job satisfaction on certain dimensions like work itself, supervision, pay, co workers and promotion opportunities. Tiwari (2014) suggested the basic reason of low job satisfaction among the non-teaching staff of A.P.S. University, Rewa (M.P.) is because of poor response of the employees against certain factors. The factors which need special attention include promotion, salary, fringe benefits, chances to learn, employees' development, working condition, performance appraisal, co-ordination, team spirit, encouragement, fairness, administrative decisions etc. If these factors are patiently attended in consultation with the employees, the degradation can be effectively improved.

### 3. Methodology

With a view of analyzing job satisfaction, the data were collected from respondents of different groups. Group 'A' comprised of administrative cadre, Group 'B' of supervisory cadre and group 'C' of assistant cadre. The respondents were selected at random. Utmost care was taken to ensure that no cadre of the employees is left out.

Questionnaire having 22 factors to assess job satisfaction, were distributed and the score has been obtained on a five point scale. In order to make the interpretation easier the mean score was converted in percentage score.

- Percentage score = Mean score – 1 x 25 (Rao, 1991)

The degree have been divided into very good, Good, average, Poor, extremely poor.

### 4. Results

The study of job satisfaction included 22 factors / items. The score of job satisfaction was good (67.04%), good (66.37%) and poor (39.9%) respectively, for groups A, B and C. The overall percentage score for the university is 47.88% (AMS 2.915) obviously, it is poor. Table (1) and fig. (1) The least satisfaction in employees of Group C is due to almost no avenues of further promotion and scales.

Questionnaire	Groups									Overall		
	A			B			C					
	AMS	%	CAG	AMS	%	CAG	AMS	%	CAG	AMS	%	CAG
Total Average	5.696	67.04	G	3.655	66.37	G	2.597	39.9	P	2.915	47.88	P

Table 1: Total average mean score, percentage, category

of Groups A, B & C and overall Job Satisfaction in A.P.S. University, Rewa (M.P.)

VG= Very Good, G=Good, Av.=Average, P=Poor, EP=Extremely Poor (Source : Primary Data)

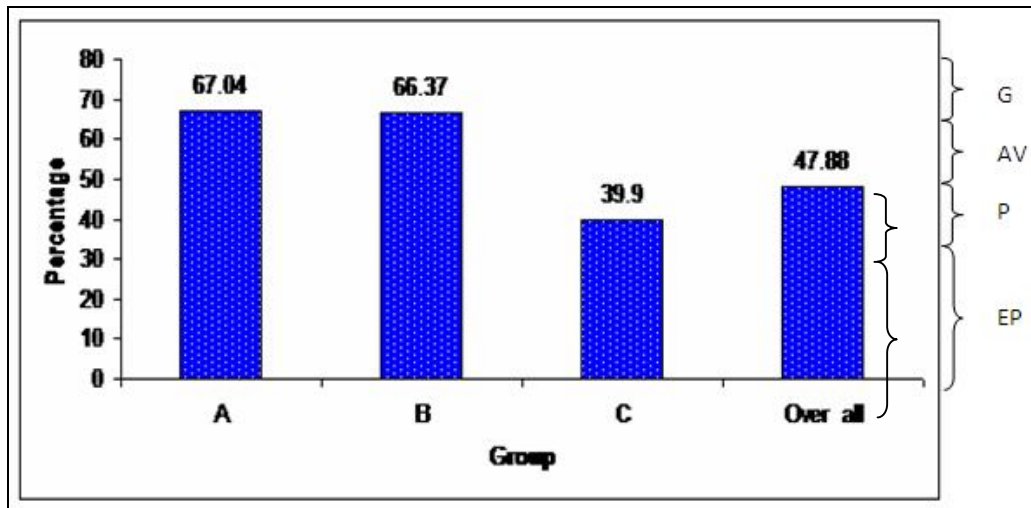


Figure 1: Total percentage, category of Groups A, B & C and overall Job Satisfaction in A.P.S. University, Rewa (M.P.)  
 Categories : EP = Extremely Poor, P=Poor, AV = Average, G=Good, VG= Very Good

**5. Comparative analysis of Job Satisfaction in Group A, B and C**

	Group A		Group B		DF	t value
	AMS	SD	AMS	SD		
Job Satisfaction	3.696	0.459	3.655	0.486	16	0.162

Table 2: Position of Job Satisfaction in Groups A & B Respondents in A.P.S. University, Rewa:  
 \* significant at .05 level

The overall average mean score of job satisfaction for group A and B has been computed at 3.696 and 3.655 respectively. The standard deviation of overall job satisfaction for both the group has been estimated at 0.459 and 0.486. The t-value for the both groups has also been worked out for 16 df at 0.162, which is non-significant. The above results show that the job satisfaction for groups A is better than group B at the university (Table -2).

	Group A		Group C		DF	t value
	AMS	SD	AMS	SD		
Job Satisfaction	3.696	0.459	2.597	0.626	36	3.99*

Table 3: Position of Job Satisfaction in Groups A & C Respondents in A.P.S. University, Rewa:  
 \* significant at .05 level

The overall average mean score of job satisfaction for group A and B has been computed at 3.696 and 2.597 respectively. The standard deviation of overall job satisfaction for both the group has been estimated at 0.459 and 0.626. The t-value for the both groups has also been computed for 36 df at 3.99, which is highly significant at 0.05 level. The above results show that the job satisfaction for groups A is better than group C at the university (Table -3).

	Group A (N= 12)		Group B (N= 32)		DF	t value
	AMS	SD	AMS	SD		
Job Satisfaction	3.655	0.486	2.597	0.626	42	5.160*

Table 4: Position of Job Satisfaction in Groups B & C Respondents in A.P.S. University, Rewa:  
 \* Significant at .05 level

The average mean score of job satisfaction for group B and C has been worked out at 3.655 and 2.597 respectively. The standard deviation of overall job satisfaction for both the group has been computed at 0.486 and 0.626. The t-value for the both groups has also been computed for 42 df at 5.160, which is highly significant at 0.05 level. The above results show that the job satisfaction for groups B is better than group C at the university (Table -4).

**6. Variations of Job Satisfaction in Different Groups**

*6.1. Variations in Job Satisfaction Factors between Group A & B Employees*

Group A differ from Group B in following 14 factors-willingness to quit (item-2), salary (item-4), working condition, (item-5), personnel relations (item-7), fringe benefits (item-8), co-ordination (item-9), job security (item-10), chances to learn (item-11),

team spirit (item-13), work (item-17), avenue of suggestion (item-18), encouragement (item-19), fairness (item-20), administrative decisions(item-21).

Questionnaire	Item No.	Group			
		A	B	C	Over all
		CAG	CAG	CAG	CAG
Overall Job Satisfaction	1	Very Good	Very Good	Poor	Good
Willingness to quit.	2	Good	Very Good	Poor	Average
Promotion	3	Average	Average	Extremely Poor	Extremely Poor
Salary	4	Average	Very Good	Extremely Poor	Extremely Poor
Working condition	5	Average	Good	Extremely Poor	Poor
Performance appraisal	6	Average	Average	Extremely Poor	Poor
Personnel Relations	7	Average	Very Good	Poor	Average
Fringe Benefits	8	Poor	Good	Extremely Poor	Extremely Poor
Co-ordination	9	Average	Very Good	Poor	Poor
Job security	10	Average	Very Good	Poor	Average
Chances to learn	11	Good	Poor	Extremely Poor	Extremely Poor
Chance to use ability	12	Very Good	Very Good	Poor	Average
Team spirit	13	Average	Very Good	Extremely Poor	Poor
Officers behaviour	14	Very Good	Very Good	Poor	Average
Employees Development	15	Average	Average	Extremely Poor	Extremely Poor
Responsibility assigned	16	Very Good	Very Good	Average	Good
Work	17	Very Good	Good	Average	Average
Avenues to suggestion	18	Very Good	Good	Poor	Average
Encouragement	19	Very Good	Extremely Poor	Extremely Poor	Poor
Fairness	20	Good	Average	Extremely Poor	Poor
Administrative decision	21	Average	Good	Extremely Poor	Poor
Tension Free Job	22	Very Good	Very Good	Very Good	Very Good
<b>Average/Job Satisfaction</b>	<b>22</b>	<b>Good</b>	<b>Good</b>	<b>Poor</b>	<b>Poor</b>

Table 5: Item-wise categories of Groups A, B, C and overall Job Satisfaction in A.P.S. University, Rewa - India

#### 6.2. Variation in Job satisfaction factors between Group A and C

Group A is differ from Group C in following 21 factors; overall satisfaction (item-1), willingness to quit (item-2), promotion (item-3), salary (item-4), working conditions (5), performance appraisal (item-6), personnel relations (item-7), fringe benefits (item-8), co-ordination (item-9), job security (item-10), chances to learn (item-11), chances use to ability, (item-12), team spirit (13), officer behaviours (item-14), employee development (item-15), responsibility assigned (item-16), work (item-17), avenues of suggestion (item-18), encouragement (item-19), fairness (item-20), administrative decision (item-21). While only tension fee job (item-22) factor have similar that is very good category in both groups.

S. No.	CAG	Group A	Group B	Group C	Overall
1.	Very Good	1, 12, 14, 16, 17, 18, 19, 22	1,2, 4, 7, 9, 10, 12, 13, 14, 16, 22	22	22
2.	Good	2, 11, 20	5, 8, 17, 18, 21	Nil	1, 16
3.	Average	3, 4, 5, 6, 7, 9, 10, 13, 15, 21	3, 6, 15, 20,	16, 17	2, 7, 10, 12, 14, 17, 18,
4.	Poor	8	11	1, 2, 7, 9, 10, 12, 14, 18	5, 6, 9, 13, 19, 20, 21

5.	Extremely Poor	Nil	19	3, 4, 5, 6, 8, 11, 13, 15, 19, 20, 21	3, 4, 8, 11, 15
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Table 6: Degree wise factors of Job satisfaction in different Group of Employees of A.P.S. University, Rewa

6.3. Variation in Job satisfaction factors between Group B and Group C

Group B differ from Group C in following 20 factors-overall satisfaction (item-1), willingness to quit (item-2), promotion (item-3), salary (item-4), working conditions (item-5), performance appraisal (item-6), personnel relations (item-7), fringe benefits (item-8), co-ordination (item-9), job security (item-10), chances to learn (item-11), chances use to ability (item-12), team spirit (item-13), officer behaviour (item-14), employee development (item-15), responsibility assigned (item-16), work (item-17), avenue of suggestion (item-18), fairness (item-20), administrative decision (item-21). While only two factors encouragement (item-19) and tension free job (item-22) have similar category in both groups.

7. Job Satisfaction Analysis Based on Employee Number

The level of overall job satisfaction (item-1), amongst the non-teaching employees of the university in respect of job, is 100% in group A, 75% in group B, 43.8% in group C and 58.0% as overall in the university employees. (Table-7&Fig.2).

S. No.	Statement	A	B	C	Overall
1.	Highly Satisfied	50	33.3	6.3	18
2.	Satisfied	50	41.7	37.5	40
3.	Just Satisfied	-	25.0	15.6	16
4.	Normally	-	-	28.1	18
5.	Dissatisfied	-	-	12.5	8
	<b>Total Satisfied %</b>	<b>100</b>	<b>75</b>	<b>43.8</b>	<b>58</b>

Table 7: Satisfaction percentage in different Group of employees (Satisfaction base on employee no.)

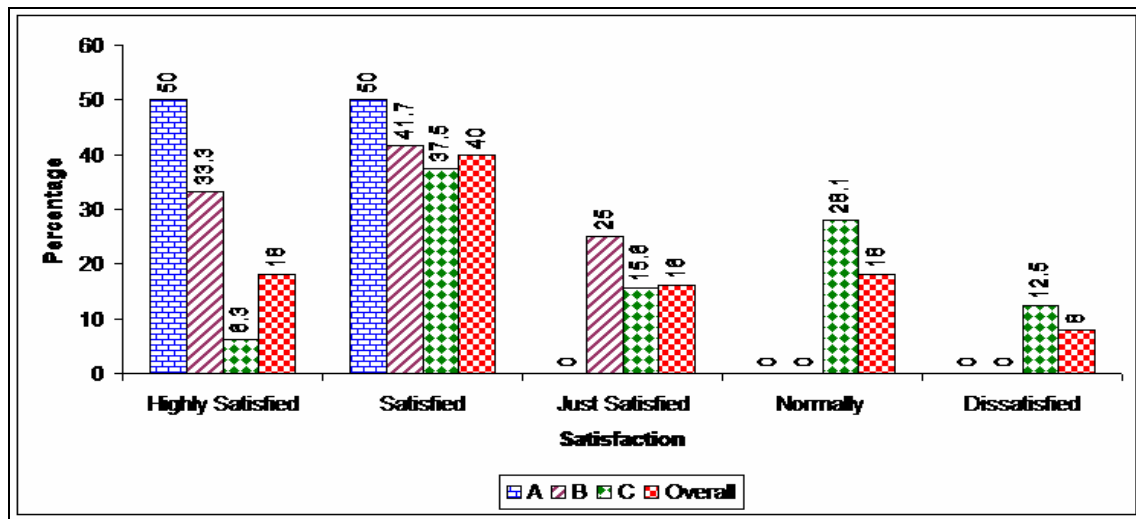


Figure 2: Satisfaction status in different Group of employees (Satisfaction base on employee no.)

S.No.	Statement	Group A	Group B	Group C	Overall
1.	Satisfied	11	16	01	03
2.	Dissatisfied	11	06	21	19
	<b>Total Factors</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>

Table 8: Satisfaction status of different group of employees (base on no. of factors)

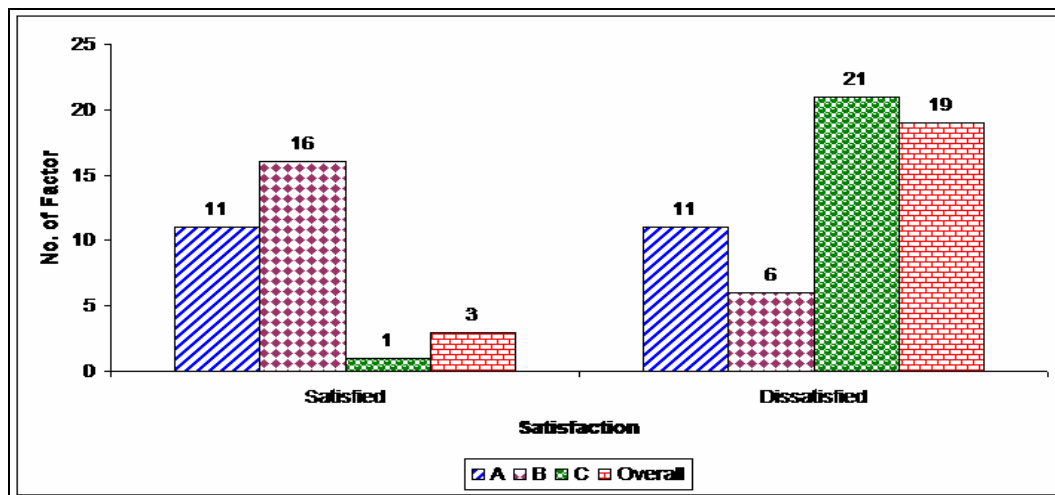


Figure 3: Satisfaction status of different group of employees (base on no. of factors)

## 8. Conclusion

In respect of job satisfaction, a variation has been marked amongst the employees at group A, B, and C (Table .1) with the satisfaction level as 67.4% , 66.37% and 39.9% respectively, Though the overall scores of Group A and B presented minor variation but when the individual factors were considered for the referred two groups, the categories of a total of 14 factors (items) differed. The employees of Group A are satisfied in 11 factors, Group B in 17 factors and Group C only one factor (Table-8 & Fig.3). The table 6 is presented the categories to different factors of job satisfaction on group A, B, C and overall employees of the university. Since the overall satisfaction of the university is poor vis-à-vis there are variations among the groups, therefore, the hypothesis stands rejected.

## 9. Suggestions

The basic reason of low job satisfaction in the university is because of poor response of the employees against certain factors. The factors which need special attention include promotion, salary, fringe benefits, chances to learn, employees development, working condition, performance appraisal, co-ordination, team spirit, encouragement, fairness, administrative decisions etc. If these factors are patiently attended in consultation with the employees, the marginal degradation (47.88%) can be effectively improved to make it atleast average (50%). Therefore, it may be suggested that the incentives / appreciation be introduced for better performance by the individual / department, integrated training programme be introduced / adopted and schemes / projects be introduced to create chances for promotion to employees. Attention is also needed to improve the benefits already in existence to improve satisfaction.

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