

# DETERMINANTS OF JOB SATISFACTION AMONG PRIVATE UNIVERSITY TEACHING STAFF

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**Abstract** *The present study identifies the determinants of job satisfaction among teaching staff in the private universities of Punjab. A sample of 300 university teaching faculty was studied. Proportionate stratified random sampling technique was used for the selection of respondents. After ensuring the normality of the data, factor analysis was conducted to reduce the data into factors. The results of the study highlighted that 'inadequate paid leave' followed by 'following deadlines' and 'expected to do much work in too little time' resulted in low level of satisfaction among private university teaching staff. Besides these, the paper also presents the managerial implications, limitations, and scope of future research of the study.*

**Keywords:** *Job Satisfaction, Private University Teaching Staff, Stratified Random Sampling, Organizational Culture, Promotion.*

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## INTRODUCTION

Employee satisfaction has emerged as an important concern in organizations these days since a satisfied employee can prove to be more beneficial for an organization in terms of better performance and productivity than a dissatisfied one (Schneider, 1987). Job satisfaction can be explained as a pleasant emotional state experienced when work is done with psychological acceptance and knowledge of personal interest and feelings (Locke, 1976). Satisfaction and dissatisfaction of an employee can lead to such behaviours which can affect the functioning of the organization as well as the emotional and psychological wellbeing of employees (Spector 1997). When an employee undergoes dissatisfaction from his job, it gives birth to negative outcomes such as absenteeism, workplace accidents, and labour turnover (Griffeth, Hom and Gaertner, 2000).

Ali and Baloch (2010) found in their study that many factors viz. pay, social security, promotion, commitments, and age are negatively related with the turnover intentions. Herzberg (1959) examined that motivational factors act as motivator for the employees which result in job satisfaction whereas, hygiene factors leads to job dissatisfaction. Further, job satisfaction is employees' emotion and affection in response to their job and is predicted by job characteristics, leadership quality, age, pre-employment expectation of the employees

(Williams and Hazer, 1986). In addition, Lam and Zhang (2003) found training and development to predict job satisfaction and organizational commitment. Furthermore, Opkara (2002) described different factors which contribute positively in increasing job satisfaction, such as, pay, work-itself, supervision, opportunities for promotion, relationship with co-workers, recognition and advancement of growth.

Lawler (1973) identified that employees feel satisfied when they get their pay, promotion, and recognition in accordance with their personal attributes like skills, education, and experience. Nguyen et al. (2003) found income as an important determinant of job satisfaction. Yet another study found that pay satisfaction had both direct and indirect effects on the job satisfaction, turnover intention and organizational commitment (Lum et al., 1998). Also, job satisfaction, promotion and training opportunities were found to be the most important determinants of the workers intentions to quit (Dickey et al., 2011). When workers are satisfied they do not leave the organization and retention of the workers saves the organizations from expenses on selection, training and loss of production due to turnover of the employees (Smith, 1992). If the employees get the appreciation for their work and efforts it may increase the job performance, involvement, and dedication of the employee towards their work (Lucas et al., 2000). Further, Fang and Wang (2006) explored that organizational commitment of an employee significantly predicts his job performance.

Caza and Barker (2004) believed that ethics, moral values, and responsibility are an important factor in organizational culture. When the culture of the organization changes it may also change the commitment of the employee towards the organization (Near, 1989; Al-Meer, 1989, 1995). Further, Braddy and Meade (2006) alleged that perception of the employee towards organizational culture changes when they know about the information about the organizational values, policies, and award. When supervisor appreciate the employees' contribution and show concern for their well-being, it increases the belief of the employees towards supervisor. The degree to which supervisor reveals his concern, care and give value for their contribution is known as perceived supervisor support (Kottke and Sharafinski, 1988). Latif et al. (2011) established that teachers of public sector reported more satisfaction with their nature of work, working hours, benefits, salary, job security, opportunity for promotion, family, and work-life balance as compared to their counterparts in the private colleges. In addition, Wang et al. (2012) found that public sector employees have a high level of job satisfaction as compared to private sector employees.

Rhoades and Eisenberg (2002) found that there are different ways of treating with subordinates which are positively related with organizational support, such as fairness of treatment, supervisor support, rewards, and job conditions. Those employees who receive high co-workers' and supervisor's support also perceive more organizational support compared to others (Yoon and Lim, 1999). Lee (2002) found in his study that supervisory supports help to reduce the turnover among computer professionals. Commitment of the employees towards their organization is reflected by their job satisfaction levels and perceived organizational support (Yoon and Thye, 1999). Gaan (2011) further explored that job satisfaction was positively related with organizational commitment in IT industry.

A shift in the upward direction in the organizational hierarchy, thereby adding more responsibility is referred to as promotion (Dessler, 2008). De Souza (2002) in his research on managers found that managers who receive timely promotion are more satisfied with the promotional opportunities and have more promotion expectation in future and when chances of promotion are high they feel satisfied with their respective places in the organization. In addition, when the employees are promoted they think that they are being up in their position and their career planning is going on but when they don't get promotion they start thinking about leaving the organization (Collins 1993; Cohen and Single 2001).

Most of the studies reviewed relate to manufacturing industry (Ali and Baloch 2010), banking industry (Wang et al., 2012), IT industry (Gaan, 2011), oil and gas industry (Dickey et al., 2011), while few are based on educational

institutions, viz. teaching performance and turnover in schools (Fang and Wang, 2006) and job satisfaction among public and private college teachers (Latif et al., 2011), but there is lack of similar studies among the university teaching staff. Thus, considering the need of empirical research in higher education sector, especially universities, the present study aims at exploring the factors affecting job satisfaction of private university teachers and formulating certain strategies to overcome dissatisfaction from job with particular reference to private universities.

## METHOD

The study was conducted in private universities of Punjab which were established before 2010 and where the entire academic courses along research works are undertaken, viz. Lovely Professional University (Phagwara), Thapar University (Patiala), Chitkara University (Chandigarh). On the basis of pretesting, the minimum sample size was determined as 300. Further, proportionate stratified random sampling technique was used to select the respondents. On the basis of the total strength of the teaching staff a proportionate sample size was selected from each university, viz. LPU-200 respondents, Thapar University-58 respondents and Chitkara University-42 respondents. The respondents were further selected through systematic random sampling from each strata/ university.

## RESULTS AND DISCUSSION

Before analyzing the data, normality of the distribution was checked using Skewness and Kurtosis. The questionnaire items where values of Skewness and Kurtosis were between (-1 to 1) and (-3 to 3) were retained for further analysis. Three statements from the questionnaire were deleted from further analysis in the process of checking normality of distribution.

For the purpose of reducing the data, factor analysis was run on 42 items of job satisfaction, using SPSS (16.0 version). This process completed in four rounds, with 66.23% variance explained, factor loadings, and communalities above 0.50 and KMO value of .824. Finally, six factors with 20 items resulting from factor analysis were recognized as time management and organizational support, leave policy and job security, organizational culture, relationship with seniors and supervisors, job pressure, and pay and increments. In order to maintain the consistency in the data, factors whose Cronbach's alpha was below 0.60 were ignored. Table 1 shows the result of factor analysis for each round.

F1: Time management and Organizational support: Rhoades and Eisenberger (2002) highlighted that the organizational support refers to the fairness of treatment among the employees, supervisor support, rewards, and job conditions.

**Table 1: Brief Factorial Profile of Dimensions of Job Satisfaction**

Factors	Items	Mean	S.D	Factor Loading	Com.	V.E (%)	Cronbach's alpha
F1: Time management and Organizational support	Well-planned and organized university meetings	2.30	1.01	.786	.684	14.18%	.803
	Efficient time management of meeting	2.48	1.03	.745	.605		
	Atmosphere of trust and support in the organization	2.46	.993	.692	.624		
	Discussion of only relevant issues at the meeting	2.34	.980	.657	.507		
	Satisfaction with the work culture	2.40	.995	.573	.680		
F2: Leave Policy and Job Security	Adequate paid leave	2.74	1.056	.766	.679	11.60%	.749
	Satisfaction with leave policy	3.05	1.093	.761	.635		
	Management's understanding of importance of balancing personal and work-life	2.87	1.061	.604	.630		
	Job security	2.75	1.112	.571	.594		
F3: Organizational Culture	Trustworthiness of coworkers	2.29	1.020	.706	.707	35.18%	.672
	Employee rewards based on students' feedback	2.60	.925	.652	.558		
	Effectiveness of grievance handling procedures	2.60	1.127	.543	.623		
	Advancement opportunity in the job	2.74	1.035	.503	.611		
F4: Relationship with Senior and Supervisors	Constructive feedback from supervisors	2.31	.889	.776	.670	9.38%	.734
	Adequate support received from supervisors	2.21	.979	.772	.735		
	Appreciation received by senior for doing a good job	2.38	.962	.619	.647		
F5: Job Pressure	Expected to do much work in too little time	3.55	.965	.857	.794	8.81%	.685
	Following deadlines	3.62	.999	.837	.792		
F6: Pay and Increments	Satisfaction with pay	2.32	.921	.802	.733	7.30%	.610
	Satisfaction with annual increments	2.73	.927	.752	.725		

S.D.-Standard Deviation, F.L.-Factor Loading, Com.-Communality, V.E.-Variance Explained.

The first factor emerging out of the factor analysis, viz. 'time management and organizational support', obtained variance explained of 14.18% and the highest factor loadings of .786 and .745 were secured by 'well planned and organized university meetings' and 'efficient time management of meeting', respectively. The mean values of the variables under the factors, viz. 'well planned and organized university meetings', 'efficient time management of meeting', 'atmosphere of trust and support in the organization', 'discussion of only relevant issues at the meeting', and 'satisfaction with the work culture' were 2.30, 2.48, 2.46, 2.34 and 2.40, respectively. All these values represent high job satisfaction as per scale.

F2: Leave policy and Job security: The organizational policies related to leave and job security also influences the perception and attitude of an employee towards his/her job. The items with the maximum value of factor loading were 'satisfaction with the leave policy' and 'management's understanding of importance of balancing personal and working life' (.766 and .761, respectively). The mean scores of all the variables, viz. 'satisfaction with the leave policy', 'management's understanding of importance of balancing personal and working life', 'job security' fall below average which represents high job satisfaction, except, 'adequate paid leave' with a mean score of 3.05. This indicates that the university teaching staff is not satisfied with the paid leave offered to them in private universities.

F3: Organizational culture: Organizational culture consists of ethics, moral values and responsibilities within the organization (Caza and Barker, 2004). This factor secured 35.18% variance explained and below average mean values of all the items viz; 'trustworthiness of coworkers', 'advancement opportunity in the job', 'employee rewards based on students' feedback', 'effectiveness of grievance handling procedures' (Table 1). The high job satisfaction scores reveal that private university teaching staff is contended with the overall organizational culture.

F4: Relationship with seniors and supervisors: Relationship with supervisors is also a factor affecting job satisfaction of employees. The mean values of all the items under this factor were below average, viz. 'adequate support from supervisors' (2.21), 'constructive feedback received from supervisors' (2.31), 'appreciation received by seniors for doing a good job' (2.38), thus, representing high job satisfaction. However, inharmonious relationships with immediate supervisor were found to negatively influence job satisfaction of employees in pharmaceuticals companies (Parvin and Kabir, 2011).

F5: Job pressure: A feeling of work pressure in the job also makes the employees dissatisfied and they might ultimately loose interest in their job. Both the items extracted under this factor, viz. 'expected to do much work in too little time', and 'following deadlines', obtained factor loadings above .80

and above average mean scores (Table 1). This indicates that job pressure perceived by the private university staff reduces their job satisfaction.

F6: Pay and increments- In the final factor, the mean value of all the items was below average, viz. 'satisfaction with pay' and 'satisfaction with annual increments', highlighting high job satisfaction from pay and increments offered by the private universities. In line with this result, Choi and Chen (2007) confirmed that a fair pay system in the organization establishes fairness among the faculty members too.

Job satisfaction at work-place nurtured by amicable relationships and supportive work environment leads to fruitful results. Thus, the university management needs to reflect on the issues related with reduced satisfaction of staff members in order to enhance job satisfaction and organizational commitment among its employees.

### Managerial Implications

The present research work also suggests certain managerial implications to enhance job satisfaction in private universities. Firstly, the management must check the wage and salary system of universities once in every one or two years with the help of a wage survey. This strategy would help the management in retaining the valuable employees in the organization and also help them in comparing their wages and salaries with those offered by their competitors (Dorio, 1989). Secondly, the meeting time must be effectively managed by the management since during the survey faculty members complained about the shortage of time for work on account of unplanned meetings and meetings held on regular or everyday basis. Thus, time should be managed in such a way during meetings that all relevant issues are covered without any wastage of time and faculties get sufficient time to complete the work assigned to them. Thirdly, management and higher authorities should develop strategies to deal with the needs of those faculties who experience less job satisfaction. Fourthly, universities should give promotion to only those employees who deserve it, since increased pay and reduced job pressure would help in escalating the level of job satisfaction of deserving employees. Finally, management should provide a positive working environment to the teaching faculties which would create a friendly atmosphere at the work-place, reduce unnecessary negative vibes, motivate them, and improve the relationship between the supervisors and their subordinates.

### LIMITATIONS AND FUTURE RESEARCH

The present research work has few limitations. To begin with, the study covers Punjab state only. Further, this research work takes into consideration only private universities. Moreover, the results depend upon the perception of the

respondents, therefore, some subjectivity in their response is possible. Since, the present study focuses only on the private universities in Punjab, the future research can focus on private as well as government universities covering other states too. In addition, impact of job satisfaction can also be measured on several outcomes, like turnover intentions, organizational commitment, employee empowerment, etc.

## CONCLUSION

The results of this study suggest that out of 20 items, only 3 items, viz. 'adequate paid leave, 'expected to do much work in too little time' and 'following deadlines' lowers the level of job satisfaction and may result into stress at work among private university teaching staff. However, variables like 'well-planned and organized university meetings', 'efficient time management of meeting', 'atmosphere of trust and support in the organization', 'discussion of only relevant issues at the meeting', 'satisfaction with the work culture', trustworthiness of coworkers', 'advancement opportunity in the job', 'employee rewards based on students' feedback', 'effectiveness of grievance handling procedures', 'adequate support from supervisors', 'constructive feedback received from supervisors' and 'appreciation received by seniors for doing a good job' predicted high level of job satisfaction. Since, increasing the level of job satisfaction among the teaching staff is not an easy task in today's competitive world, therefore, the management of private universities should work out a suitable strategy to manage the stress among its teaching staff, keeping into consideration all the factors resulting in decreased job satisfaction.

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