



## JOB SATISFACTION AMONG COLLEGE AND UNIVERSITY TEACHERS: A STUDY OF UGC, ACADEMIC STAFF COLLEGE, H.P. UNIVERSITY, SHIMLA

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### Abstract

Job Satisfaction refers to the satisfaction of a person in his work. The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. Job satisfaction is the level of contentment a person feels regarding his or her job. In the present situation, the teacher has the greatest role in moulding the future of the country. Orientation programmes and refresher courses provide an opportunity to a teacher to interact, reflect and introspect about the social expectations and their own roles in meeting these expectations. The main focus of the present study is to analyze the job satisfaction among college and university teachers. It has been found in the present study that majority of the college and university teachers found satisfy with the work culture, job security, performance appraisal and facilities and benefits provided by their organization. It has also been found that 46.7 percent respondents are highly satisfied with training and development programmes in their organization. It has been suggested by the respondents that Management should organize various workshops or seminars to keep teachers abreast with latest knowledge and skills.

**Key Words:** *Appraisal, Orientation, Perception, Refresher, Satisfaction.*

### Introduction

Job satisfaction is an amount of pleasure associated with a job. It is the extent of positive feelings or attitudes that individuals have towards their jobs. It reflects the overall attitude of workers towards the work, co-workers, the organizational environment and the social group at large. However, while engaged in work, an individual seeks satisfaction under the three major needs, viz., human relations, work and livelihood. He seeks to satisfy many of his needs in and through his work. Job satisfaction refers to the feeling and the emotional aspects of the individual's experience towards his job as different from his intellectual or rational aspects. A person with a high level of job satisfaction holds positive attitudes toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job. This feeling of job satisfaction is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. However, most organizations realize that a worker's level of job satisfaction can impact her job performance. Many studies have



shown that high performing employees do not necessarily feel satisfied with their job because of high-level titles or increased pay.

For improving the quality of higher education, different Commissions including Radhakrishnan Commission (1948) and Kothari Commission (1966) on higher education have recommended a sustained and purposeful development of academic staff. Established in June, 1989, the Academic Staff College of Himachal Pradesh University conducted its First Orientation Programme in Sept. 1989. It has pursued the objective of improving the professional competence of teachers in tertiary education with a difference. The concept of an orientation programme emphasizes teachers as agents of socioeconomic change and national development and underlines the need to make them skill –oriented teachers. Under the programme, it is intended to inculcate in young Lecturers the quality of self-reliance through their awareness of the social, intellectual and moral environment.

## Review of Literature

**Bhatt, D.J. (1994)** conducted a study on, "Job Satisfaction as Related to Organizational Variables". The study was attempted to find out the organizational factors which may affect the satisfaction level of the employees. **Rust, Stewart, Miller and Pielack, (1996)** carried out a study dealing with the satisfaction and retention of frontline employees. They concluded that intention to remain employed is strongly influenced by the level of employees satisfaction. **Halakatti, V. Sunil and Sundara Swamy, B. (1997)** made an attempt to study job satisfaction among assistants in Dharwad District of Karnataka, The findings revealed that greater the need for achievements, more favorable will be the feeling about organizational climate. **Qamar, Forqan and Junaibi AL. Tallay, (2002)** conducted a study to investigate National Origin of workers and its implications on satisfaction from reward in a culturally diverse work environment of UAE. The study was aimed at to point attitude difference between employee's belonging to different nationalities and ethnic groups. **Sinha, S.K. (2004)** carried out a research work to examine the relationship between type of organization and job satisfaction. Co-relational analysis revealed that in case of public sector engineers job-satisfaction is significantly (0.01) related with their age and experiences. **Kanwar, Y.P.S., Singh, A.K. and Kodwani, A.D. (2009)** studied the impact of work life and burnout on job satisfaction in the context of the information Technology (IT) and information technology enabled services (ITES) Industries.

## Need and Scope of the Study

Every individual carries out some jobs to earn his livelihood. It is necessary that individual must derive satisfaction out of that job. Job satisfaction increases employee's attachment to the organization. The changing work scenario has added new dimension to teaching profession and has created a lot of job dissatisfaction among teachers. The present study will be helpful for the management of various institutes to know the factors which are causing dissatisfaction among teachers and the ways to decrease this job satisfaction. The main thrust of this study is to evaluate the job satisfaction among college and university teachers. The universe of the present study is confined to UGC Academic Staff College, HPU, Shimla. Furthermore, an effort has been made to cover both Orientation Programme and Refresher Course participants who have participated in the Orientation Programme (OP-114) and



Refresher Course (RC-275) organized by the ASC, HPU, Shimla during the period of the present study.

### Objectives of the Study

The following objectives have been laid down for the present research work:-

1. To evaluate teachers' perception towards job satisfaction in their respective organizations.
2. To examine the problems faced by the college and university teachers.
3. To suggest suitable measures to enhance job satisfaction among teachers.

### Hypotheses

Keeping in view the objectives laid for the present study, the following hypothesis has been formulated:

H<sub>01</sub>: There is no association between general background of teachers and their perception towards job satisfaction in their respective organizations.

### Research Methodology

For accomplishing the objectives of the present study, both primary and secondary sources of information have been utilized. Secondary data has been collected from journals and websites. Primary data for the study has been collected through the questionnaire designed to get first hand information from the respondents regarding demographic, personal and job satisfaction.

**Table-1 : Sample Size**

S.N.	UGC, ACADEMIC STAFF COLLEGE, HPU, SHIMLA		
	NAME OF PROGRAMME	NO. OF PARTICIPANTS	SELECTION OF PARTICIPANTS
1	Orientation Programme (OP-114)	35	30
2	Refresher Course (RC-275)	33	30
<b>TOTAL</b>		<b>68</b>	<b>60</b>

### Tools Used

Consistent with the objectives of the study, different mathematical as well as statistical tools have been applied like arithmetic mean, median, standard deviation, skewness, percentages, chi-square as a test of association.

**Results and Discussion:** To study the job satisfaction among college and university teachers attending orientation programme and refresher course, their working culture, work hours, salary, job security, performance appraisal system and facilities and benefits etc. provided to them in their respective institutions have been studied with the help of mathematically and statistically tools.

**Table-2: Age of Employee and Job Satisfaction**

Level of Job Satisfaction	Age of Employees in Yrs.			Total
	Below 35	35-45	45-55	
Highly Satisfied	6	4	3	13
	(10.0)	(6.7)	(5.0)	(21.7)
Satisfied	23	17	4	44
	(38.3)	(28.3)	(6.7)	(73.3)
Dissatisfied	2	1	0	3



	(3.3)	(1.7)	(0.0)	(5.0)
<b>Total</b>	31	22	7	60
	(51.7)	(36.7)	(11.7)	(100.0)

$$X^2 = 2.44 \quad P > 0.05$$

**Note** – Figures in parenthesis depict the %age.

**Source** – Data Collected Through Questionnaires.

Table 2 exhibits that majority of the respondents in low age group are highly satisfied and it is interesting to know that no respondent in high age group has been found dissatisfied with job.  $X^2$  test reveals that there is no significant association between age group and job satisfaction.

**Table-3: Gender of Employee and Job Satisfaction**

Level of Job Satisfaction	Gender of Employee		Total
	Male	Female	
<b>Highly Satisfied</b>	8	5	13
	(13.3)	(8.3)	(21.7)
<b>Satisfied</b>	33	11	44
	(55.0)	(18.3)	(73.3)
<b>Dissatisfied</b>	2	1	3
	(3.3)	(1.7)	(5.0)
<b>Total</b>	43	17	60
	(71.7)	(28.3)	(100.0)

$$X^2 = .934 \quad P > 0.05$$

**Note** – Figures in Parenthesis Depicts the %age.

**Source** – Data Collected Through Questionnaires.

From the above table 3, it has been found that 8.3 percent female respondents are highly satisfied with their jobs whereas 55 percent male respondents are satisfied with their jobs. While applying  $X^2$  test, it is found that calculated value of  $X^2$  test (.934) is less than table value at 5% level of significance which leads to accept the null hypothesis. It means that there is no significant association between gender and job satisfaction.

**Table-4: Education Qualification of Employee and Job Satisfaction**

Level of Job Satisfaction	Education Qualification of Employee				Total
	PG	M. Phil	Ph. D	Any Other	
<b>Highly Satisfied</b>	4	4	4	1	13
	(6.7)	(6.7)	(6.7)	(1.7)	(21.7)
<b>Satisfied</b>	18	11	14	1	44
	(30.0)	(18.3)	(23.3)	(1.7)	(73.3)
<b>Dissatisfied</b>	1	1	1	0	3
	(1.7)	(1.7)	(1.7)	(0.0)	(5.0)
<b>Total</b>	23	16	19	2	60
	(38.3)	(26.7)	(31.7)	(3.3)	(100.0)

$$X^2 = 1.46 \quad P > 0.05$$

**Note** – Figures in Parenthesis Depicts the %age.

**Source** – Data Collected Through Questionnaires.

From the above table 4, it has been found that 23.3 percent respondents having Ph. D degrees are satisfied with their jobs whereas 6.7 percent respondents who are post graduate are



highly satisfied with their jobs. It is interesting to know that only 1.7 percent respondents who are post-graduate and having M. Phil & Ph. D degree have been found dissatisfied with job. On the application of  $X^2$  test, it is found that there is no statistically significant association between education and job satisfaction.

**Table-5: Experience of Employee and Job Satisfaction**

Level of Job Satisfaction	Experience of Employee in Yrs.				Total
	Below 5	5-10	10-15	Above 15	
Highly Satisfied	4	5	2	2	13
	(6.7)	(8.3)	(3.3)	(3.3)	(21.7)
Satisfied	22	14	5	3	44
	(36.7)	(23.3)	(8.3)	(5.0)	(73.3)
Dissatisfied	2	0	0	1	3
	(3.3)	(0.0)	(0.0)	(1.7)	(5.0)
Total	28	19	7	6	60
	(46.7)	(31.7)	(11.7)	(10.0)	(100.0)

$$X^2 = 5.16 \quad P > 0.05$$

**Note** – Figures in Parenthesis Depicts the %age.

**Source** – Data Collected Through Questionnaires.

From the above table 5 it has been found no respondent in medium and high group has been found dissatisfied with job. On the application of  $X^2$  test no significant association has been found between experience and job satisfaction.

**Table-6: Position Held by Employee and Job Satisfaction**

Level of Job Satisfaction	Position Held by Employee			Total
	Asst. Professor	Associate Professor	Any Other	
Highly Satisfied	12	1	0	13
	(20.0)	(1.7)	(0.0)	(21.7)
Satisfied	34	6	4	44
	(56.7)	(10.0)	(6.7)	(73.3)
Dissatisfied	3	0	0	3
	(5.0)	(0.0)	(0.0)	(5.0)
Total	49	7	4	60
	(81.7)	(11.7)	(6.7)	(100.0)

$$X^2 = 2.53 \quad P > 0.05$$

**Note** – Figures in Parenthesis Depicts the %age.

**Source** – Data Collected Through Questionnaires.

Table 6 exhibits that 56.7 percent assistant professors are satisfied with their jobs whereas no associate professor has been found dissatisfied with job. While applying  $X^2$  test, it is found that calculated value of  $X^2$  test (2.53) is less than table value at 5% level of significance which leads to accept the null hypothesis. It means that there is no significant association between positions held and job satisfaction.

**Table-7: Income of Employee and Job Satisfaction**

Level of Job Satisfaction	Income of Employee in Lakh			Total
	Below 3	3-6	6-9	
Highly Satisfied	5	6	2	13



	(8.3)	(10.0)	(3.3)	(21.7)
<b>Satisfied</b>	14	21	9	44
	(23.3)	(35.0)	(15.0)	(73.3)
<b>Dissatisfied</b>	1	2	0	3
	(1.7)	(3.3)	(0.0)	(5.0)
<b>Total</b>	20	29	11	60
	(33.3)	(48.3)	(18.3)	(100.0)

$$X^2 = 1.07 \quad P > 0.05$$

**Note** – Figures in Parenthesis Depicts the %age.

**Source** – Data Collected Through Questionnaires.

Table 7 exhibits that in the medium income group, majority of the respondents are highly satisfied with their jobs whereas in the low income group, majority of the respondents, i.e. 56 percent are satisfied with their jobs. While applying  $X^2$  test, it is found that there is no significant association between income group and job satisfaction. However, majority of the respondents are satisfied with their job.

**Table-8**

Descriptive Statistics								
Statistics	Working Hours and Job Satisfaction	Work Culture and Job Satisfaction	Opportunity for Promotion and Job Satisfaction	Salary and Job Satisfaction	Job and Job Satisfaction	Performance Appraisal and Job Satisfaction	Training & Development and Job Satisfaction	Benefits and Job Satisfaction
Mean	1.67	1.87	1.90	1.68	1.42	1.63	1.63	1.65
Std. Error of Mean	.078	.080	.085	.073	.064	.071	.082	.062
Median	2.00	2.00	2.00	2.00	1.00	2.00	2.00	2.00
Mode	2	2.00	2	2	1	2.00	2	2
Std. Deviation	.601	.623	.656	.567	.497	.551	.637	.481
Skewness	.287	.095	.104	.090	.347	.072	.494	-.645

**Table-9: Working Hours and Job Satisfaction**

Nature of Responses	Number of Responses	
	Working Hours	
	Frequency	%age
Highly Satisfied	24	40.0
Satisfied	32	53.3
Dissatisfied	4	6.7
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source** – Data Collected Through Questionnaires.

It is evident from table 9, that 53.3 percent respondents are satisfied with working hours whereas 40.0 percent respondents are highly satisfied with working hours. It can be concluded that majority of respondents are satisfied with working hours in their organizations.

**Table-10: Work Culture and Job Satisfaction**

Nature of Responses	Number of Responses	
	Work Culture	
	Frequency	%age



<b>Highly Satisfied</b>	16	26.7
<b>Satisfied</b>	36	60.0
<b>Dissatisfied</b>	8	13.3
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source** – Data Collected Through Questionnaires.

It is evident from table 10, that 60 percent respondents are satisfied with the work culture of their respective organization. The mean and standard deviation of work culture in relation to job satisfaction are 1.87 and 0.623 respectively, which shows that majority of the responses are towards the satisfied category of level of satisfaction.

**Table-11: Opportunity for Promotion and Job Satisfaction**

Nature of Responses	Number of Responses	
	Opportunity for Promotion	
	Frequency	%age
<b>Highly Satisfied</b>	16	26.7
<b>Satisfied</b>	34	56.7
<b>Dissatisfied</b>	10	16.7
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source** – Data Collected Through Questionnaires.

It is clear from table 11, that 56.7 percent respondents are satisfied with promotional opportunities in their jobs whereas 26.7 percent respondents are highly satisfied with promotional opportunities in their jobs. It can be concluded that majority of respondents are satisfied with promotional opportunities in their jobs.

**Table-12: Salary and Job Satisfaction**

Nature of Responses	Number of Responses	
	Salary	
	Frequency	%age
<b>Highly Satisfied</b>	22	36.7
<b>Satisfied</b>	35	58.3
<b>Dissatisfied</b>	3	5.0
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source** – Data Collected Through Questionnaires.

Table 12 exhibits that 58.3 percent respondents are satisfied with their salary whereas 36.7 percent respondents are highly satisfied with their salary. The mean, median, mode and standard deviation of salary in relation to job satisfaction are 1.68, 2.00, 2.00 and 0.576 respectively, which shows that the majority of responses are towards the satisfied category of level of satisfaction.

**Table-13: Job Security and Job Satisfaction**

Nature of Responses	Number of Responses	
	Job Security	
	Frequency	%age
<b>Highly Satisfied</b>	35	58.3
<b>Satisfied</b>	25	41.7
<b>Total</b>	<b>60</b>	<b>100.0</b>



**Source** – Data Collected Through Questionnaires.

Table 13 shows that 58.3 percent respondents are highly satisfied with their job security whereas 41.7 percent respondents are satisfied with their job security. It is interesting to know that no respondent has been found dissatisfied with respect to the job security during the period of the study.

**Table-14: Performance Appraisal System and Job Satisfaction**

Nature of Responses	Number of Responses	
	Performance Appraisal System	
	Frequency	%age
Highly Satisfied	24	40.0
Satisfied	34	56.7
Dissatisfied	2	3.3
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source** – Data Collected Through Questionnaires.

Table 14 reveals that 56.7 percent respondents are satisfied with performance appraisal system in their organization whereas 40 percent respondents are highly satisfied with performance appraisal system in their organization. It can be concluded that majority of respondents are satisfied with performance appraisal system in their organization.

**Table-15: Training & Development Programmes and Job Satisfaction**

Nature of Responses	Number of Responses	
	Training & Development Programmes	
	Frequency	%age
Highly Satisfied	27	45.0
Satisfied	28	46.7
Dissatisfied	5	8.3
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source** – Data Collected Through Questionnaires.

Table 15 shows that 45 percent respondents are satisfied with training and development programmes in their organization. The mean, median, mode and standard deviation of training and development in relation to job satisfaction are 1.63, 2.00, 2.00 and 0.637 respectively.

**Table-16: Facilities & Benefits Provided and Job Satisfaction**

Nature of Responses	Number of Responses	
	Facilities & Benefits Provided	
	Frequency	%age
Highly Satisfied	21	35.0
Satisfied	39	65.0
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source** – Data Collected Through Questionnaires.

It is seen in the Table 16 that 65 percent respondents are satisfied with the facilities and benefits provided to them by their institutions whereas 35 percent respondents are highly satisfied with the facilities and benefits provided to them by their institutions. It can be concluded that majority of respondents are satisfied with the facilities and benefits provided to them by their institutions.

## Conclusion and Suggestions





Job satisfaction is a satisfaction of physiological, economic, psychological and social needs of an individual in his work. A person with a high level of job satisfaction holds positive attitudes toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job. It has been in the present study that there is no association between age, education, gender, income, position and academic qualification of the respondents with respect to their job satisfaction. On the application of the  $X^2$  test, it has been found that in all the cases the calculated value of the  $X^2$  is test is less than the table value. Majority of the college and university teachers are satisfied with working hours, work culture, salary, opportunity for promotion and facilities and benefits provided to them, performance appraisal system and training and development programmes of their respective institutions. As far as their job security is concerned they are highly satisfied. It has been found in the present study that majority of college and university teachers complaining about the work load in their respective organization. They suggested that there should be more subordinate staff in order to ensure the smooth functioning in their institutions. Some of them suggested that there should be less involvement of the teachers in the extracurricular activities and management of the institutions should also ensure the quality education in their respective institution.

In order to enhance satisfaction among college and university teachers following suggestions should be taken into consideration:

- ❖ The work load should be rationalized.
- ❖ Work autonomy should be given to promote creativity.
- ❖ Performance appraisal system should be transparent. It should not be at the whims of the management.
- ❖ Management should organize various workshops or seminars to keep teachers abreast with latest knowledge and skills.
- ❖ Performance driven culture should be promoted in the institutions. Teachers with extraordinary standing should be honoured and provided additional incentives both monetary and non-monetary.

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