THINK INDIA JOURNAL

ISSN:0971-1260
Vol-22- Issue-14-December-2019

Employee Job Satisfaction in Higher Education Sector: With reference to Bengaluru City.

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Abstract:

Higher Education sector has been growing tremendously over the decades and the success of it completely depends upon the satisfaction of teaching faulty. As per the All India Survey on Higher Education 2019 report we can find that over 37.4 million students have enrolled for higher education out of which 48.6% are female students. The survey also reports that over 14 Lakh teachers are engaged with the sector these numbers being huge, hence our survey is focused in finding the employee job satisfaction with the Higher Education Sector. The teaching staffs carry a lot of importance in our country, we have an inbuilt tradition where we keep and adore teachers with god almighty. Here we also need to note that there were a lot of instances in this country like teachers are seen protesting to increase their pay and benefits for over a long period of time. Our present study focuses to find the relation between organisation cultures, superior subordinate relationship, employee initiatives and many other factors which result in employee satisfaction. Through this article researchers also try to suggest some measures which can be taken up to enhance job satisfaction.

Key Words: Higher Education, employee satisfaction, organisation cultures, superior behaviour, employee initiatives

INTRODUCTION

The current education sector in India is a mix of government-operated & privately operated educational institutions and allied education products & services providers. India has a significant young population which calls for a robust education sector to harness potential for human capital. The sector is highly influenced by various government schemes and policies launched primarily to improve the quality of education and the planned expenditure through several schemes

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ISSN:0971-1260
Vol-22- Issue-14-December-2019

Literacy in India is one of the key deterrents to the socio-economic progress of the country. Our country believes that upcoming graduates are the building stone for a new developed economy, we can also find that over the years there is a considerable increase in the number of higher education institutions of our country. The student turnover is also increasing every year, speaking on this there is also another question that arises about the quality of teaching staff who are employed. The qualifications and experiences of teaching faculty are questioned by the government agencies like UGC & NCERT time to time; we can also find there is a huge vacancy & new opportunities waiting for young aspirants in this sector.

The higher education system in India has grown in a remarkable way, particularly in the post-independence period, to become one of the largest systems of its kind in the world. However, the system has many issues of concern at present, like financing and management including access, equity and relevance, reorientation of programmes by laying emphasis on health consciousness, values and ethics and quality of higher education together with the assessment of institutions and their accreditation. These issues are important for the country, as it is now engaged in the use of higher education as a powerful tool to build a knowledge-based information society of the 21st Century

Employees, Manpower or Human resources of an organization are the real backbone for the development of such organization, development of such organization leads to the development of the sector and as the tail goes on, development of such sectors result in the development of the nation. But there is always a problem encountered by such organizations which dream to develop the nation by developing themselves, the problem is employee job satisfaction. There are a lot of questions that surround the term employee job satisfaction , such as when will a employee feel satisfied with his job ? What are the actions to be taken to ensure such satisfaction? What is the result or outcome of such satisfaction? This paper tries to answer such questions through the study and analysis carried out with respect to the Higher Education Sector.

JOB SATISFACTION

Job satisfaction is actually the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

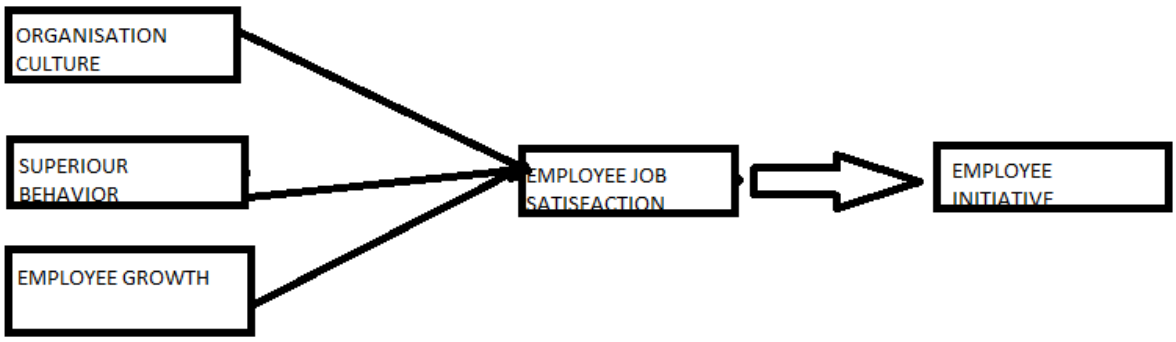
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ISSN:0971-1260
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FACTORS

There are several factors to be counted for employee job satisfaction, employees expect a lot from a company for them to perform better and get them retained with a company. Mostly we look at economic factors only but there are several other factors also which influence employee motivation. But with this research we strongly believe that organization culture has a strong influence on employee satisfaction.

- Organization culture: values and behaviors of an organization strongly contribute to the unique social and psychological environment of a business. The stories and approaches of an organization are the pillars which build a strong relationship with employees. Culture not only motivates an employee but also designs an employee behavior, so off course without further questions we can come to consensus that Organization culture influences employee job satisfaction.
- Superior behavior: Organization is a place where a lot of human interactions take place, clash of minds would result in clash of interest , there is high possibility that clash of interest would result in conflicts and conflicts will for sure affect employee job satisfaction. Superior subordinate relationship is always very delicate and this relationship can become the best factor for good satisfaction or else it may end up spoiling the satisfaction.
- Employee Growth: Every employee tends to see his future in an organization, the dream to see where we will be in future models and structures our present actions. Every employee prospects for good career growth and if organizations fail to deliver this then there direct influence on satisfaction level of employees.



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ISSN:0971-1260
Vol-22- Issue-14-December-2019

OBJECTIVES

1) To examine and find the level of Job satisfaction among the teaching faculty in higher education sector
2) To understand and analyse the various determinants of employee job satisfaction in higher education sector
3) To suggest appropriate measures for the improvement of employee job satisfaction based upon the analysis and findings.

HYPOTHESIS

1) There is significant correlation between organisation culture and employee growth in an organisation
   {In the framework of the researched area}
2) There is significant correlation between superior behaviour & attitude and employee satisfaction
   {In the framework of the researched area}
3) There is significant correlation between employee recognition and employee initiatives
   {In the framework of the researched area}

RESEARCH METHODOLOGY

The study is based on the primary data collected from sample of various higher education sectors within the limitations of Bengaluru city. Questionnaire had been constructed to understand the contribution of various components towards employee job satisfaction. The data has been collected through online survey along with demographic details of the respondents. Secondary data has been gathered from various sources such as books, journals, and online sources.The sampling methods followed in this research are convenience sampling and snowball sampling which are non-probabilistic sampling methods. Statistical tools were deployed for correlation and regression analysis.

REVIEW OF LITERATURE

StaurtWasilowski in his paper titled "Employee Engagement in Higher education : Financial impact of engagement in higher education" concludes that an institution that engages in

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ISSN:0971-1260
Vol-22- Issue-14-December-2019

active employee engagement process could save around $1.9 million annually further it also highlights that turnover decreases by 5% and increases the productivity by 21%. The study also brings to light on stressing the various employee engagement activities that can be taken up the institutions which in turn would increase the productivity.

Meetakshi Belwal Bhatt ,Dr. B. D. Kavidayal in their research paper titled "Comparison of faculty retention: a study of private and government professional institutes or universities of Uttarakhand" establishes the relationship between various factors such as Remuneration, Job security, Work Environment, Career Advancement, Job Satisfaction, Organizational culture and Retention. Authors try to contrast the strong impact of these factors on retention in Private and Government institutes. Finally concludes that various factors that contribute to job satisfaction have a positive impact on Retention and it is relative higher in Government institutes.

ArtiChandani, Mita Mehta, Akanksha Mall and VashweeKhokhar in their paper titled "Employee Engagement: A Review Paper on Factors affecting Employee Engagement" concludes that employee engagement results in reduced turnover intentions and enhances the innovative work related behaviour. The paper also tries to suggest many more strategies to improve employee engagement.

FINDINGS & ANALYSIS

Researchers attempted to find the employee satisfaction by constructing a structured questionnaire and distributing the same among the appropriate population to get the responses. Through this survey we have received 81 responses from teaching faculties around Bengaluru. Teaching faculties from about 46 colleges have responded, collected samples were subjected to reliability tests and further statistical analysis was applied to the samples. The average working experience of the respondents stood at 4.2 years and the average age of the respondents were 29. Thus to proceed with hypothesis analysis.

1) Our first hypothesis was :
   H0= There is significant correlation between organisation culture and employee growth in an organisation

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ISSN:0971-1260
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H1= There is no significant correlation between organisation culture and employee growth in an organisation

Correlations

			Organisation_ Culture	Employee_Growth
Spearman's rho	Organisation_Culture	Correlation Coefficient	1.000	.427**
		Sig. (2-tailed)	.	.000
		N	81	81
	Employee_Growth	Correlation Coefficient	.427**	1.000
		Sig. (2-tailed)	.000	.
		N	81	81

**. Correlation is significant at the 0.01 level (2-tailed).

Through the statistical analysis we can find that the organizational culture and employee growth have significant relationship, but the correlation coefficient reminds us that there is not a strong relationship among the variables.

2) Our Second Hypothesis was:

H0= There is significant correlation between Superior behaviour & attitude and employee satisfaction

H1= There is no significant correlation between superior behaviour & attitude and employee satisfaction

Correlations

			Superior_Attitude	Job_Satisfaction
Spearman's rho	Superior_Attitude	Correlation Coefficient	1.000	.342**
		Sig. (2-tailed)	.	.002
		N	81	81
	Job_Satisfaction	Correlation Coefficient	.342**	1.000
		Sig. (2-tailed)	.002	.
		N	81	81

**. Correlation is significant at the 0.01 level (2-tailed).

Our second anal ysis also states that the superior behaviour & attitude with the subordinates and subordinates job satisfaction are significantly correlated. But there is no strong relationship among the variables; our coefficients help us to come with this conclusion.

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ISSN:0971-1260
Vol-22- Issue-14-December-2019

3) Our Third Hypothesis was

H0= There is significant correlation between employee recognition and employee initiatives

H1=There is no significant correlation between employee satisfaction and employee initiatives

Correlations

			Job_Initiative	Job_Recognition
Spearman's rho	Job_Initiative	Correlation Coefficient	1.000	.266*
		Sig. (2-tailed)	.	.016
		N	81	81
	Job_Recognitio n	Correlation Coefficient	.266*	1.000
		Sig. (2-tailed)	.016	.
		N	81	81

*. Correlation is significant at the 0.05 level (2-tailed).

Our analysis help us to gain learning that employee satisfaction and employee recognition and employee initiatives are significantly related, but the relationship is not as strong it was expected. The relationship seems to be very poor and we can find this through our statistical analysis.

SUGGESTIONS

- Need for Improved Organizational Culture:

It is found that employee who experiences good working environment such as infrastructure, interpersonal relationship, relationship with superior will have positive emotions towards the institutions and would result in higher turnover, higher organizational commitment and would also take up more initiatives within the organisations.

- Superiors should be trained with people management skills:

It is observed that most of the employees in higher education quit their job in first five years. The employees need to be nurtured and guided in right path to highlight the significance of their confinement. The superiors play a vital role in withholding the employees. Thus there is a need for the superiors to undergo training with people management skills.

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ISSN:0971-1260
Vol-22- Issue-14-December-2019

- Employees should be directed towards organizational goals:

An employee needs to be emotionally connected to the institution. Thus, initially the employees should be nurtured and their path towards attainment of both organizational goals through their career growth and advancement is very important. Employees tend to forget their path due to a lot of mental distractions, thus it becomes a duty of the seniors to guide & motivate the juniors towards organisation goals.

- Employees should be motivated to take up initiatives:

Engaged employee is result of constant nurturing, motivation, talent recognition. A motivated employee will have a positive impact of institutional outcomes and develops positive emotions towards the institute. Thus, an employee should be recognized and motivated to take up initiatives. Proper social relations within the organisation also tend to motivate employees to take up initiatives.

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