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Job Satisfaction of Non-Teaching University Employees- An Empirical Study

Abstract

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. An attempt has been made in the present study to find out the expectations of the employees from the Dibrugarh University. The study is descriptive and analytical in nature and the findings reveal that most of the employees are satisfied with their jobs in relation to salary, working environment, motivation at work, superior-subordinate relationship and medical facilities.

Keywords: Job Satisfaction, Non-teaching Employees, Dibrugarh University.



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Introduction

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. An employee who is satisfied with his job performs to the best of his capability and remains committed to the organization. The success and failure of an organization depends upon the dedicated and efficient employees of the organization and an employee will remain with the organization and contribute to the best of his capacity if he is satisfied with his job. Satisfied employees are the assets of an organization and thereby increasing the productivity of the organization. Therefore, the employers of the organization should pay their employees fair remuneration; they should take care of their needs and should provide them a safe and secure working environment etc. to make them feel satisfied and contented about their jobs. Moreover, payment, working environment, inter-personal relationship with peers, relationship with superiors, future opportunities etc are some of the factors which lead to job satisfaction. If employees are satisfied with their jobs then it is reflected in their performance and attitude towards their respective jobs.

Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus, he defines job satisfaction as affective orientations on the part of individuals towards work roles which they are presently occupying (Vroom, 1964).

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).

Review of Literature

Sowmya, K.R. and Panchanatham, N. (2011)¹ carried out their study with the objective to identify the factors influencing job satisfaction of banking sector employees in Chennai. The data was collected from the respondents by using multistage random sampling method. The result showed that the level of job satisfaction depends mainly on the supervisory behavior, co-worker behavior, pay and promotion, job and working condition and organizational aspects.

Dev, G.N. (2013)² carried out his research study on the factors affecting job satisfaction of college teachers. The findings of the study revealed that there are mainly 8 factors affecting job satisfaction which includes: adequate and fair remuneration, work life balance, career development, job security, organizational culture, relations with supervisor, motivation at work and application of skills and experience.

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Rast, Sadegh and Tourani, Azadeh (2012)³ in their study found that supervision, relationship with co-workers, nature of work, opportunities for promotion and present remuneration are the major factors affecting job satisfaction among employees.

Anirtha, R. (2011)⁴ in her research work highlighted that there is need for giving due consideration in relation to certain factors which includes superior-subordinate relationship, working conditions, canteen, rest room facilities, rewards, recognition and promotion policy.

Chughati, F.D. and Parveen, U.(2013)⁵ carried out their study on teachers' workload and job satisfaction in public and private schools at secondary level in Lahore City, Pakistan. The results showed that the public teachers are overloaded with official paper work as compared to private teachers. However, public school teachers are more flexible and satisfied in terms of working hours and working conditions as compared to private school teachers.

Pravin, M.M. (2011)⁶ conducted a study on factors affecting employees' job satisfaction of Pharmaceutical Sector. The findings revealed that working conditions, fairness, promotion and pay are the key factors affecting job satisfaction among them.

Statement of The Problem

Satisfied employees are the assets of an organization and thereby increasing the productivity of the organization. A satisfied employee will always contribute to the achievement of goal of the organization. Employees develop positive attitude towards their job and the organization when they are satisfied with their jobs and vice-versa. There are certain factors which bring job satisfaction among them such as fair remuneration, healthy inter-personal relationship, conducive working environment, future opportunities etc. Therefore, non-fulfillment of these factors may lead to job dissatisfaction, employees' turnover etc. and the efficiency and confidence level of the employees will also decline.

Dibrugarh University is an institution of higher learning, where post graduate teaching and research are simultaneously carried out. Non-teaching employees are playing a vital role in supporting the process of teaching and learning. Hence, their satisfaction on the assigned jobs and with the institution is essential. Hence this study intends to find out the expectation and the level of job satisfaction of the non teaching employees of Dibrugarh University.

Objectives of the Study

The present paper is designed to fulfill the following objectives:

1. To find out the expectation of the employees from the Dibrugarh University
2. To find out the level of job satisfaction of the employees
3. To record our suggestions on the basis of the findings for better satisfaction of the employees.

Scope

The scope of the study is restricted to the non-teaching employees of Dibrugarh University. Further, the study will be confined to 3rd grade employees working in the Dibrugarh University Administration.

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Methodology

Population of the Study

The methodology adopted for the study is descriptive and analytical. Dibrugarh University Administration consists of 18 branches. They are –1) Establishment Branch 'A' 2) Establishment Branch 'B' 3) Registrar's Office 4) Administration Branch 5) RTI cell 6) Accounts 'A' 7) Accounts 'B' 8) Accounts 'C' 9) Students' Welfare Section 10) Certificate, Migration and Registration Branch 11) Provident Fund Section 12) UGC and Budget Section 13) Audit Branch 14) Examination 'A' 15) Examination 'B' 16) Examination 'C' 17) Academic Branch 18) General Store

As per records of Establishment Branch 'B', Dibrugarh University Administration covering all the 18 branches, there are a total of 238 regular non-teaching employees in the third grade. The study excludes all officers and 4th grade non-teaching employees. Thus, the population of the study is 238 third grade employees of Dibrugarh University Administration. Looking at the size of the population, the researcher intends to conduct a census survey for the present study.

Data Collection

Data have been collected with help of a structured questionnaire. The questionnaire consists of 7 personal information of the employees and 24 statements relating to satisfaction of their respective jobs and the university. The responses to the statements are taken in 5 point Likert scale. The questionnaires have been distributed to all the non-teaching employees, however only 55 questionnaire have been received from the respondents. That is why we are confined to only 55 working non-teaching employees in the Dibrugarh University Administration.

For analyzing the data, all the tables have been formulated with the help of Statistical Package for Social Sciences (SPSS).

Analysis and Interpretation of Data

**Table 1
Happiness with the Salary**

Response	Frequency	Percentage
Strongly agreed	28	50.9
Agreed	20	36.4
Neutral	4	7.3
Disagreed	1	1.8
Strongly disagreed	2	3.6
Total	55	100.00

Source: Field survey

Table 1 shows 50.9 percent of the respondents are strongly satisfied with salary. 36.4 percent of respondents are satisfied with their salary; 7.3 percent of respondents are neutral about their salary; 1.8 percent of respondents are dissatisfied with their salary and remaining 3.6 percent of respondents are strongly dissatisfied with their salary. It is seen that the employees are satisfied with the salary they receive for their employment.

Table 2
Safe and comfortable Environment

Response	Frequency	Percent
Strongly agreed	29	52.7
Agreed	16	29.1
Neutral	5	9.1
Disagreed	5	9.1
Total	55	100.00

Source: Field survey

Table 2 shows that 52.7 percent of respondents have strongly agreed that they work in a safe and comfortable environment; 29.1 percent of respondents have agreed; 9.1 percent are neutral and remaining 9.1 percent have disagreed to the same.

This shows the employees are satisfied with their working environment in Dibrugarh University Administration.

Table 3
Motivation at Work

Response	Frequency	Percentage
Strongly agreed	31	56.4
Agreed	16	29.1
Neutral	4	7.3
Disagreed	2	3.6
Strongly disagreed	2	3.6
Total	55	100.0

Source: Field survey

Table 3 shows that 56.4 percent of the respondents have strongly agreed that they are motivated towards their assigned jobs; 29.1 percent have agreed to the same and remaining 7.3 percent are neutral in relation to motivation at work; 3.6 percent of respondents have disagreed and remaining 3.6 percent have strongly disagreed in relation to motivation at work.

It appears that the employees are motivated towards their work.

Table 4
Availability of Regular Training in the University

Response	Frequency	Percentage
Strongly agreed	12	21.8
Agreed	11	20.0
Neutral	18	32.7
Disagreed	9	16.4
Strongly disagreed	5	9.1
Total	55	100.0

Source: Field survey

Table 4 shows that 21.8 of respondents have strongly agreed that they are provided regular training to upgrade their skills; 20.0 percent of the respondents have agreed; 32.7 are neutral; 16.4 of respondents have disagreed and remaining 9.1 of respondents have strongly disagreed in relation to availability of regular training to upgrade their skills.

It is seen that the training facilities that have made available for the employees in the university is inadequate to reach up to their satisfaction.

Table 5
Good Promotion Policy in the University

Response	Frequency	Percent
Strongly agreed	19	34.5
Agreed	13	23.6
Neutral	17	30.9
Disagreed	06	10.9
Total	55	100

Source: Field survey

Table 5 shows that 34.5 percent of the respondents have strongly agreed regarding good promotion policy; 23.6 of the respondents have agreed; 30.9 percent are neutral and remaining 10.9 percent of the respondents have disagreed in relation to good promotion policy.

This reveals the employees are satisfied with their future promotion policy.

Table 6
Provision of Medical Facility

Response	Frequency	Percent
Strongly agreed	29	52.7
Agreed	21	38.2
Neutral	3	5.5
Disagreed	01	1.8
Strongly disagreed	01	1.8
Total	55	100.0

Source: Field survey

Table 6 shows that 52.7 percent of the respondents have strongly agreed that they are provided with the medical facilities; 38.2 percent of the respondents have agreed; 5.5 percent are neutral and remaining 1.8 percent of the respondents have disagreed and remaining 1.8 percent of respondents have strongly disagreed in relation to availability of medical facilities.

It appears that the employees are satisfied with the medical facilities in the Dibrugarh University.

Table 7
Satisfaction about Good Residential Quarters

Response	Frequency	Percent
Strongly agreed	8	14.5
Agreed	12	21.8
Neutral	35	63.6
Total	55	100.0

Source: Field survey

Table 7 shows that 14.5 of the respondents have strongly agreed that they are provided with good and convenient residential quarters; 21.8 percent have agreed; 63.6 percent are neutral in relation to good and convenient residential quarters.

This reveals that the employees who are provided with residential quarters are not adequate to reach up to their satisfaction.

Table 8
Hygienic Canteens

Response	Frequency	Percentage
Strongly agreed	6	10.9
Agreed	13	23.6
Neutral	19	34.5
Disagreed	12	21.8
Strongly disagreed	5	9.1
Total	55	100.0

Source: Field survey

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Table 8 shows that 10.9 percent of the respondents have strongly agreed that they have good and hygienic canteens; 23.6 percent of the respondents have agreed and 34.5 percent of the respondents are neutral; 21.8 percent have disagreed and remaining 9.1 percent of respondents have strongly disagreed in relation to good and hygienic canteens.

This shows the canteen facilities which have been made available to the employees are not up to their satisfaction.

Table 9
Provision of pension

Response	Frequency	Percent
Strongly agreed	14	25.5
Agreed	8	14.5
Neutral	32	58.2
Strongly disagreed	1	1.8
Total	55	100.0

Source: Field survey

Table 9 shows that 25.5 percent of the respondents have strongly agreed that they will get pension after retirement; 14.5 percent have agreed; 58.2 percent are neutral; 20.8 percent have agreed and remaining 1.8 percent of the respondents have strongly disagreed in relation to pension after retirement.

This is seen that the pension policy in the university is adequate to reach up to employees' satisfaction

Table 10
Gratuity after Retirement

Response	Frequency	Percentage
Strongly agreed	11	20.0
Agreed	12	21.8
Neutral	28	50.9
Disagreed	2	3.6
Strongly disagreed	2	3.6
Total	55	100.0

Source: Field survey

Table 10 shows that 20.0 percent of respondents strongly agree that they will get adequate amount of gratuity after their retirement; 21.8 percent have agreed; 50.9 percent of respondents are neutral and 3.6 percent of respondents have agreed and remaining 3.6 percent of respondents have strongly disagreed regarding adequate gratuity amount after retirement.

It appears that the gratuity which the employees will receive after their retirement is inadequate to reach their satisfaction.

Table 11
Happiness with the Present Work

Response	Frequency	Percentage
Strongly agreed	35	63.6
Agreed	17	30.9
Disagreed	3	5.5
Total	55	100

Source: Field survey

Table 11 shows that 63.6 percent of respondents have strongly agreed that they are happy with their present work; 30.9 percent of respondents have agreed in relation to their happiness with the

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present work and remaining 5.5 percent of respondents have disagreed regarding their happiness with the present work.

This depicts that the employees are satisfied with their present assigned jobs in the Dibrugarh University Administration.

Findings of The Study

1. On referring the satisfaction of the employees with salary, it is clear that majority of the employees are satisfied with their salary.
2. It is found that the employees receive their salary timely
3. It is derived from the respondents working in the Administrative Department of Dibrugarh University; they strongly agree that they work in a safe and comfortable environment.
4. They also strongly agree that there is good understanding among the co-workers of Branch/Department.
5. On analyzing the motivation at work, majority of respondents strongly agree that they are motivated towards their assigned jobs.
6. Most of the employees strongly agree that there is provision of medical facilities in the Dibrugarh University Administration.
7. The majority of the employees strongly agree that they are happy with their present assigned jobs.

Suggestions for the Improvement of Job Satisfaction

1. There should be adequate provision of training in the University in order to upgrade their skill and also to improve their efficiency and performance towards their assigned jobs.
2. Due consideration should be given regarding proper arrangement of residential quarters for the employees.
3. There should be proper arrangement of clean and hygienic canteens in the University campus.

Conclusion

From the above research study it is inferred that most of the employees are satisfied with their jobs in relation to salary, working environment, motivation at work, superior-subordinate relationship and medical facilities. However, Dibrugarh University Administration should pay attention to certain factors such as training, hygienic canteen, residential quarter, promotion policy and gratuity for enhanced satisfaction of the employees.

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End notes

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