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## Transformational to Transactional: An Empirical Study on Job satisfaction among faculty in Engineering Colleges

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### Abstract

Job satisfaction is a positive emotional state that involves individual emotions and thoughts which results from work experience. It is influenced by complex factors like people personality, cultural factors as well as job related factors. Job characteristics, organizational characteristics, demographic variables are primary determining factors to job satisfaction. The purpose of this study was to describe the overall level of job satisfaction and also relationships among various demographic characteristics and overall job satisfaction for faculty in engineering colleges. The study involves a survey that was conducted for 300 faculty members from various Engineering colleges selected using systematic sampling representing different regions of Telangana. A structured questionnaire was composed of items which measured demographic and Job characteristics. The research data was analyzed by correlation and descriptive analysis. The findings indicated that faculty were moderately satisfied with their job and some of the demographic and job characteristics were negligibly related to overall teacher's job satisfaction.

**Keywords:** job satisfaction, faculty, age, experience, personal variables

### Introduction

Job satisfaction is the level of gratification a person feels regarding his or her job. This repletion feeling is mainly based on an individual's perception. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of correspondence in an institution, and the way management act with regard to employees. The two different levels of job satisfaction are affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or benefits.

Job satisfaction is a positive emotional state that involves individual emotions and thoughts which results from work experience (Locke, 1976). Job satisfaction is influenced by complex factors like people personality, cultural factors as well as job related factors. Job characteristics, organizational characteristics, demographic variables are primary determining factors to job satisfaction. (Gosnell, 2000). In this context, finding correlation between personal characteristics and job satisfaction is particularly important. (Bogler, 2002; Crossman & Harris, 2006). Even though the personal characteristics such as gender, age, etc. influence job satisfaction (Koustelios 2001; Bogler, 2002; Crossman & Harris, 2006), many findings from different studies related to this case, are inconsistent. Some studies have found that women are more satisfied from their job as teachers than men (Hill, 1994; Cano & Miller, 1992; Spar, Gould & Lee, 2000).

### Factors influencing Job Satisfaction in Engineering Colleges:

The following factors can be found in most of the engineering colleges which are considered to be influencing faculty Job Satisfaction.

1. Work environment
2. Policies on Compensation and benefits,

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3. Job security
4. Relationship with Boss
5. Relations with Peers and
6. Opportunities for promotion and career development
7. Personal variables and
8. Group Cohesiveness

**Work environment:** Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. The more comfortable the working environment is more productive will be the employees.

**Policies on Compensation and Benefit:** This is the most important variable for employee satisfaction. Compensation can be described as the amount of reward that a worker expects from the job. Employees should be satisfied with competitive salary packages. A feeling of satisfaction is felt by attaining fair and equitable rewards. Salaries, Bonus and Incentives such as medical allowance, educational allowance, HRA etc.

**Job Security:** Job security is an employee's assurance or confidence that they will be in their current job. Employees with job security have a low possibility of losing their job. Job security is also affected by a worker's performance and the current economic environment.

**Relationship with Boss:** A good working relationship with boss is essential at every stage as it helps in professional input, constructive criticism, and general understanding.

**Relationship with peers:** A good working relationship with peers is also important.

**Opportunities for Promotion and Career Development:** Promotion can be reciprocated as a significant achievement in the life. It increases responsibility, delivers more pay, gives authority and status. The opportunity for promotion determines the degree of satisfaction to the employee.

**Personal Variables:** The personal determinants also help a lot in maintaining the motivation and personal factors of the employees to work effectively and efficiently. Employee satisfaction can be related to psychological factors. Therefore, numbers of personal variables determine the employee satisfaction of the employees which include Personality, Expectation, Age, Education, and Gender Differences.

**Group cohesiveness:** A group is more cohesive when its goals and individual goals compete, trust each other, and effective participation among group members is involved. Cohesiveness among the teaching faculty members directly influences the student and creates a large impact on students 'life.

### Review of Literature

Job satisfaction is employee 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 is a feeling of both positive and negative effect that employees have towards their work. Job satisfaction represents the extent to which expectations are and match the real awards.

According to Hoppock job satisfaction is a combination of psychological, physiological and environmental circumstances that results in job satisfaction (Hoppock, 1935). According to him job satisfaction is influenced not only by external factors but also it is influenced by how the employee feels internally. That means job satisfaction presents a set of factors that cause a feeling of satisfaction. Vroom defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). Job satisfaction is a positive emotional state resulting from the evaluation of one's job or job experience (Locke, 1976). Job satisfaction is closely linked to that individual's behavior in the work place (Davis et al., 1985).

Job satisfaction represents an overall assessment of one's job, one's work experience and is a subjective measure of individual wellbeing (Berg, 1991). Keith Davis (1992) stated that job satisfaction expresses the amount of agreement between one's expectations of the job and the reward that the job provides. Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction. Pergamit & Venum (1999) says that job satisfaction is strongly associated to opportunities for promotion and career development.

The positive relationship between job satisfaction and promotion is dependent on perceived equity by employees (Kreitner & Kinicki, 2001) However, Boggie (2005) says that poor pay and absence of recognition often leads to a problem with employee retention. Job satisfaction is the key component that leads to recognition, income, promotion, and the achievement of other goals that finally lead to a feeling of fulfillment (Kaliski, 2007). According to Aziri job satisfaction is a feeling that results from the perception that the job satisfies the material and psychological needs (Aziri, 2008). Jaramillo et al. (2005) and Al Ahmadi (2009) showed that a fundamental component of job satisfaction is employees' commitment towards their job. There is also a strong association between job satisfaction and job performance (Gu and Chi, 2009). Sarmiento and Beale (2007) studied the relationship between education and job performance and concluded that they are negatively related. Ng and Feldman (2009) found that education has a positive influence on job performance. Other studies by Karatepea et al. (2006) and D'Amato and Zijlstra (2008) found that a person's self-motivation and efficiency has a positive effect on job performance. It is an effective response towards various facets of one's job (Humbostard & Perry, 2011). Aziri, (2011) studied job Satisfaction and found that job satisfaction is under the influence of certain factors like the nature of work, salary, advancement opportunities, management, work groups and work conditions.

### Objectives of the Study

- 1) To study and understand the factors influencing Job satisfaction among the faculty in various engineering colleges.
- 2) Determine the relationship between demographic characters and overall job satisfaction of the employees.

### Hypothesis of the Study

H<sub>01</sub>: There is no significant relationship between demographic characteristics and overall job satisfaction of employees.

- H<sub>02</sub>: There is no significant relationship between Age and overall job satisfaction of employees.
- H<sub>03</sub>: There is no significant relationship between Gender characteristics and overall job satisfaction of employees.
- H<sub>04</sub>: There is no significant relationship between marital status and overall job satisfaction of employees.
- H<sub>05</sub>: There is no significant relationship between designation and overall job satisfaction of employees.
- H<sub>06</sub>: There is no significant relationship between Qualification and overall job satisfaction of employees.
- H<sub>07</sub>: There is no significant relationship between work experience and overall job satisfaction of employees.

**Research Methodology**

Research Design: Descriptive research was applied, which is also known as statistical research, describes data and characteristics about the phenomenon being studied.

Sources of Data: Primary data sources (self-constructed structured Questionnaire) as well as secondary sources of

data (web sites, journals etc.) were used in the research.

Data Collection Tool: A Structured questionnaire was implemented on Likert five-point scale with 1 as least satisfied and 5 as highly satisfied.

Sampling Method: Under the probabilistic sampling techniques, systematic sampling was done.

Sample Size: Sample sizes of 300 faculties from various departments were taken for the research purpose.

Statistical Tools: IBM SPSS 20.0 (Statistical Package for the Social Sciences) was used for data analysis.

**Data Analysis and Interpretation**

Descriptive statistics of the data were used to determine the faculty overall job satisfaction level. The below table shows the classification of demographic characteristics on the basis of age, gender marital status, designation, qualification and work experience and their percentages in engineering colleges.

**Table 1: Demographic Characteristics of Faculty**

Sl.No	Demographic Characteristics	Category	No. of Respondents (N=300)	Percentage
1	Age	21years-30years	130	43.33
		31years-40years	120	40.00
		41years-50years	30	10.00
		51years-60years	20	6.66
2	Gender	Male	160	53.33
		Female	140	46.66
3	Marital Status	Married	240	80.00
		Unmarried	60	20.00
4	Designation	HOD	30	10.00
		Professors	10	3.33
		Associate Professors	20	6.66
		Assistant professors	240	80.00
5	Qualification	Doctorates	10	3.33
		Post Graduates	290	96.66
6	Working Experience	1year-5years	120	40.00
		6years - 10years	90	30.00
		11years - 15years	60	20.00
		16years - 20 years	30	10.00

**Table 2: Parameters for Job Satisfaction of Faculty**

Sl. No	Parameters for Job Satisfaction	Mean	Standard Deviation
1	Work Environment	4.3	0.64
2	Policies on compensation and benefits	3.6	0.01
3	Job security	2.3	1.44
4	Relationship with Peers	4.1	0.36
5	Relationship with Boss	3.6	0,01
6	Opportunities for promotion and career development	4.2	0.49
7	Personal variables	3.3	0.09
8	Group Cohesiveness	3.7	0.04
9	Fairness	2.9	0.36

The above table shows the mean and standard deviation of the different parameters influencing the job satisfaction. In most of the engineering colleges the work environment is good and there are ample opportunities for promotion and career development as it is found from the mean values.

**Table 3: Overall level of Job satisfaction**

	N	Minimum	Maximum	Mean	Standard Deviation
Total	300	1	5.00	4.23	.86

**Table 4: Correlation between Demographic Characteristics and Job satisfaction**

Demographic Characteristics	Job satisfaction
Age	0.93*
Gender	0.03*
Marital Status	-0.22**
Designation	0.78*
Qualification	0.89*
Experience	0.92*
** Correlation is significant at the 0.01 level (2-tailed)	
*Correlation is significant at the 0.05 level (2-tailed)	

The relationship between demographic characteristics and job satisfaction was investigated by utilizing Pearson product-moment correlation coefficients. From Table 4, it is evident that there is no significant relationship between gender and overall job satisfaction ( $r=0.030$ ,  $p=0.05$ ). There is a significant positive relationship between age ( $r=.93$ ,

$p=.05$ ) and working years ( $r=0.92$ ,  $p=0.05$ ). Whereas, there is a significant negative relationship between marital status ( $r=-0.22$ ,  $p=0.01$  and overall teacher job satisfaction. There is also a significant positive relationship between designation ( $r=.78$ ,  $p=.05$ ) and qualification ( $r=0.89$ ,  $p=0.05$ ) on overall job satisfaction.

**Table 4:** Chi-Square analysis of Age, Working Experience and Job satisfaction

Characteristics		Statistical Inference	Result
Age	21years-30years	Chi-Square $X^2= 8.329$ $P<0.05$ significance	$H_0$ is Rejected
	31years-40years		
	41years-50years		
	51years-60years		
Gender	Male	$Z=2.575$ $P<0.05$	$H_0$ is accepted
	Female		
Marital Status	Married	$Z=3.456$ $P<0.05$	$H_0$ is accepted
	Unmarried		
Designation	HOD	Chi-Square $X^2= 6.625$ $P<0.05$ significance	$H_0$ is Rejected
	Professors		
	Associate Professors		
	Assistant professors		
Qualification	Doctorates	Chi-Square $X^2= 8.215$ $P<0.05$ significance	$H_0$ is Rejected
	Post Graduates		
Working Experience	1year-5years	Chi-Square $X^2= 12.13$ $P<0.05$ significance	$H_0$ is Rejected
	6years - 10years		
	11years - 15years		
	16years - 20 years		

Chi-square test was applied to test the association between age, designation, qualification and working experience with the overall job satisfaction. From the Table 4, it is found that all these are significant at  $p<0.05$ . But, there is no significant relationship between gender and marital status of the faculty on their overall job satisfaction.

**Conclusions**

Job satisfaction is an important feature that organizations desire for their employees as it is directly related to performance, organizational productivity, commitment and behavior. Work environment plays a vital role which influences job satisfaction, as employees are concerned with a comfortable physical work environment that will ultimately renders more positive level of job satisfaction. Pay is also one of the fundamental components of job satisfaction. A good work environment and work settings can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance and morale. The employees at organizations may be satisfied or sometimes get dissatisfied with their job. Satisfied employees are passionate, willing to contribute, highly focused and committed. At the same time dissatisfied employees are more likely to be absent and thus results in excessive turnover.

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