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HYPOTHESES

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RESULTS & DISCUSSION

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A STUDY ON UNDERSTANDING THE LEVELS OF JOB SATISFACTION, JOB MOTIVATION, ORGANIZATIONAL COMMITMENT, PERCEIVED ORGANIZATION SUPPORT AMONG FRESHER'S AND EXPERIENCED ACADEMICIANS

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ABSTRACT

In recent years we see there is a tremendous change in the academic field and in the past decade there is a boom / upsurge in this field. As a result there are a lot of professional degree colleges which has flourished and established, thus giving a wide opportunity of employment and in itself had become a strong industry. In this spectrum, it becomes necessary to understand the workforce as it would enhance in attending to their development. One of the main dimensions to be analyzed which will help the education industry is in reducing the gap in the performance by both the experienced and fresh academicians. This study focuses on understanding the differences in the levels of job satisfaction, job motivation, organizational commitment, perceived organization support, among Fresher's and experienced academicians. Thus the knowledge might help us to facilitate both these groups. To examine this, a simple survey method was conducted with a sample of 60 academicians (30= experienced academicians and 30=fresh academicians) the sample was randomly selected in one of the leading professional college. With the consent of the participant the questionnaire measuring job satisfaction, job motivation, organizational commitment, perceived organization support, was administered. The data thus collected was analyzed using independent sample t-test (Independent variable=years of experience, Dependent variable= job satisfaction, job motivation, organizational commitment, perceived organization support). The result obtained was further discussed and presented in detail.

KEYWORDS

Experience of academician, Job satisfaction & motivation, Organizational commitment, Perceived organization support.

INTRODUCTION

In recent years we see there is a dramatic change in the academic field of Indian system. The designation and pay structure has shown marked revision in them. Number of private universities and colleges has been flourished, which offer professional degrees at both undergraduate and post graduate levels, thus in the past decade there is a boom / upsurge in this field, thus giving a wide opportunity of employment and in itself had become a strong industry. Though the rise in the number of such universities or institution has created lot of job opportunities, it has also led to competitiveness, change in the work environment; change in people's value, e.t.c., there is drastic change in the profile of people joining in this field.

It is interesting to notice that there is a clean mixture of young fresh academicians and experienced academicians. It has its advantages and disadvantages, we can see that bright young individuals who join the organizations are taking major responsibilities and are innovating new practices, and the experienced individuals add more substance to the field and impart loyalty to the institution they work. But we do sense there are some crises, like experienced show more resistance to radical thinking and fresh academicians show more interest in self growth thus leading to high mobility. (Sushama Khanna, 2011)

In this juncture it becomes important that we understand the workforce of strong education industry of India as India prides on its education system. But off lately, we see that this industry workforce has not been understood well leading to some crucial crisis for the country, which is, producing lot of graduates who are not competent and do not fulfill the requirement of their work roles (Sushama Khanna, 2011). So this study is focusing on understanding the work force of the education industry, the academicians. The researchers are more interested to know the job motivation levels, job satisfaction levels, perceived organization support and organizational commitment of the fresh and experienced academicians.

DEFINITIONS AND DESCRIPTIONS

Job satisfaction is conscious or even unconscious pleasant and affirmative emotive evaluation by employee evoked by the individual's job experiences. Job satisfaction covers several facets pertaining to the job which includes nature of work, meaningfulness of job tasks, job characteristics, promotion, pay raise and job itself (Sushama Khanna 2011). This positive and negative feelings and attitudes about one's job is said to be playing a major role in influencing turnover intentions of the employees. It is a positive feeling about a job resulting from an evaluation of its characteristics Indian employees are, on average satisfied with their jobs overall, & with teamwork between co-workers, however they tend to be less satisfied with their compensation & benefits with their incentive pay (Robbins, Judge, Vohra 2011).

Job motivation elements present in the job that when present energizes, directs and sustains performs on the given job in an employee. The motivation is how hard the employees tries, channels in a direction that benefits the organization and how long a person can maintain efforts. A job will be motivating for an employee if it leads to rewards and the link between the effort and reward is clear. The motivating potential of the job can be increased by improving skill variety, task identity, task significance, autonomy and feedback (Sushama Khanna 2011).

Perceived organizational support refers to employees' perceived impression and beliefs towards the degree to which organizations appreciate and regard employees' input and involvement in the organization and show concern about employees' welfare. Some of the characteristics of perceived organizational support include encouraging and helpful leaders and conducive and facilitative organizational surroundings (Robbins, Judge, and Vohra 2011).

Organizational commitment refers to the workers feelings and attitudes about the entire work organization. Commitment related behaviors. It is the efforts by organizational members that advance or promote the work organization, its image and its goals. Mowday, Porter, and Steer (1982) see commitment as attachment and loyalty. These authors describe three components of commitment:

- An identification with the goals and values of the organization;
- A desire to belong to the organization; and
- A willingness to display effort on behalf of the organization.

LITERATURE REVIEW

There are numerous studies which identify the relationship between job satisfaction, job motivation, organizational commitment and perceived organizational support among various professionals.

In a study done by Berns (1989) found that as the age of teacher increased, so did his/her job satisfaction level. Another study done by Grady (1985) found that as the number of years of teaching experience increased, overall job satisfaction increased as well. Nestor and Leary (2000) did find that as one's years of experience increased as an extension faculty member, his/her intrinsic and overall job satisfaction increased as well. To the contrary, in a study of agricultural education teachers in Ohio, Cano and Miller (1992) found that the teachers' age, years in current position, total years teaching and degree status were not significantly related to overall job satisfaction. In another study it was found that the longer a teacher remained in the profession the less is his/her overall job satisfaction level was affected (Castillo & Cano, 1999). Griffin (1984) and Andrews (1990) both these researchers also found that there is no relationship between job satisfaction and the years of experience.

In a study done by GuSeo, Jean and Lisa (2010) showed that there is a significant correlation of job experience and satisfaction with organizational commitment. In another study done by Andre Bishay (1996), found that job satisfaction and motivation correlated significantly with responsibility levels, gender, subject, age, years of teaching experience and activity. Based upon these findings it appeared that gratification of higher order needs is mostly important for job satisfaction. In a research conducted by Tella, Ayeni, Popoola (2007), found that among library personnel there is correlation existing between perceived motivation, job satisfaction and commitment. The same study also revealed that there is no relationship exists in organizational commitment of library personnel based on their years of experience.

All the above research studies and their findings reveal that there is a relationship between job satisfaction, job motivation, perceived organizational support, organizational commitment and years of experience, gender, nature of occupation etc. In this research study, the investigators are inquisitive about the difference in the levels of experience and how it might affect the job satisfaction, job motivation, perceived organizational support and organizational commitment among the academicians. As this particular segment of employees are not well investigated in Indian context and understanding this segment of employees of education industry might prove to be a strong compliment to the industry growth and development thus can produce quality personnel(students).

HYPOTHESES

Hence, the hypotheses for this study are:

1. Job satisfaction will be significantly higher among experienced academicians compared to fresh Academicians.
2. Job motivation will be significantly higher among experienced academicians compared to fresh Academicians.
3. Experienced academicians will significantly show higher organizational commitment compared to fresh academicians.
4. Experienced academicians will significantly perceive higher organizational support compared to fresh academicians.

METHODOLOGY

1. STUDY DESIGN

A single survey design was employed with the aim to investigate the levels of job satisfaction, job motivation, perceived organizational support and organisational commitment among fresh and experienced academicians.

2. PARTICIPANTS

A total of 60 full-time academicians out of which made up of 30 Fresh academicians and 30 experienced academicians participated in the research. The age range of the participants was from 22 to 67years. Criteria for research participation include Post graduation professional degree, full-time employment status and age ranging from 21-70 years old.

3. MEASUREMENT INSTRUMENTS

The questionnaire consisted of Demographic Information on Age Gender, Years of experience, working hours and physical health. A 4-item Job Motivation Scale with 7- point scale with minimum score of 4 and maximum score of 28, a -3 item Job Satisfaction Survey with 7- point scale with minimum score of 3 and maximum score of 15 measures the employee job satisfaction at global facet , a -8 item Survey of Perceived Organizational Support with 7- point scale with minimum score of 8 and maximum score of 56 and a - 6 item Organisational Commitment with 7- point scale with minimum score of 6 and maximum score of 42. All these questionnaires are widely used for research purpose.

4. PROCEDURE

Participants in the present research were approached and they were asked for their consent to take part in the research voluntarily prior to the administration of the questionnaires. Once consents were obtained, the participants were required to complete the demographic sheet, , Job Satisfaction Survey, Job Motivation, Survey of Perceived Organizational Support and Organisation Commitment. The questionnaires were completed by the participants, either on-the-spot during the distribution of questionnaire or were completed at home. All questions in the questionnaires were written and administered in English, coupled with instructions at the top page of every scale in the questionnaires.

RESULTS

An independent sample t test was used to investigate the levels of job satisfaction, job motivation, perceived organizational support and organizational commitment among fresh academicians and experienced academicians. The descriptive analysis of Job satisfaction among the two groups of academicians indicated that there is no significant difference among the fresh academicians and the experienced academicians ($t(60) = -.240$). Thus the first hypothesis "Job satisfaction will be significantly higher among experienced academicians compared to fresh Academicians." was not supported (see Table 1).

TABLE 1: DESCRIPTIVE STATISTICS FOR JOB SATISFACTION AMONG FRESH AND EXPERIENCED ACADEMICIANS

	YEARS OF EXP	MEAN	SD	t
Job Satisfaction	Fresher (n=30)	13.20	1.864	-.240
	Experience (n=30)	13.33	2.412	

The descriptive analysis of Job Motivation among the two groups of academicians indicated that there is significant difference among the fresh academicians and the experienced academicians ($t(60) = -2.791$, $p < 0.01$). Thus the second hypothesis "Job motivation will be significantly higher among experienced academicians compared to fresh Academicians." was supported (see Table 2).

TABLE 2: DESCRIPTIVE STATISTICS FOR JOB MOTIVATION AMONG FRESH AND EXPERIENCED ACADEMICIANS

	YEARS OF EXP	MEAN	SD	t
Job Motivation	Fresher (n=30)	22.73	3.759	- 2.791**
	Experience (n=30)	25.00	2.378	

Note

** $p < .01$

The descriptive analysis of organizational commitment among the two groups of academicians indicated that there is significant difference among the fresh academicians and the experienced academicians ($t(60) = -2.413$, $p < 0.05$). Thus the third hypothesis "Experienced academicians will significantly show higher organizational commitment compared to fresh academicians" was supported (see Table 3).

TABLE 3: DESCRIPTIVE STATISTICS FOR ORGANIZATIONAL COMMITMENT AMONG FRESH AND EXPERIENCED ACADEMICIANS

	YEARS OF EXP	MEAN	SD	t
Organizational Commitment				
Fresher (n=30)		29.83	7.135	- 2.413*
Experience (n=30)		34.30	7.202	

Note

*p < .05

The descriptive analysis of Perceived organizational support among the two groups of academicians indicated that there is no significant difference among the fresh academicians and the experienced academicians ($t(60) = 1.353$). Thus the fourth hypothesis "Experienced academicians will significantly perceive higher organizational support compared to fresh academicians" was not supported (see Table 4).

TABLE 4: DESCRIPTIVE STATISTICS FOR PERCEIVED ORGANIZATIONAL SUPPORT AMONG FRESH AND EXPERIENCED ACADEMICIANS

	YEARS OF EXP	MEAN	SD	t
Perceived Organizational support				
Fresher (n=30)		29.83	7.135	- 2.413*
Experience (n=30)		34.30	7.202	

DISCUSSION

The results of this study reveal that there is no significant difference in the levels of job satisfaction and perceived organizational support among experienced academicians compared to fresh academicians. The study also found that there is significant difference in the levels of job motivation and organizational commitment among experienced academicians and fresh academicians, meaning experienced academicians show more work motivation and commitment towards organization compared to fresh academicians.

The study results supports the earlier studies done by GuSeo, Jean and Lisa (2010) and Andre Bishay (1996), where it shows that work motivation and organizational commitment is significantly correlated with years of experience. This is an important finding which throws light in to the attitudes of the work force. Recent developments shows that young fresh employees are more concerned towards self growth and there is a high mobility in that population as they are looking out for environment where they can grow in their career, monetary and fringe benefits faster, thus the result reflects that they are significantly low on their organization commitment than experienced workforce, who might aspire more for stability in their career and establish in to the organization, can be a accepted reason. Availability of more opportunities due to the flourishing education industry also triggers the low level of organizational commitment as a side effect among fresh academicians.

We also can deduce from the result, work motivation to be higher in experienced Academicians as compared to fresh academicians may be due to the reason that the latter is still trying to understand the full purpose and meaning of the job itself and motivated towards understanding it. Thus, experienced academicians know clearly about the subject, student attitude and behavior may be more motivated as the job is less ambiguous.

As far as, job satisfaction and perceived organizational support is concerned there is no significant difference among fresh and experienced academicians thus the findings of the study can be supported by the findings of the earlier studies done by Ohio, Cano and Miller (1992), Castello and Cano(1999) Andrews (1990) and Griffin (1984).

This research study has a few strengths in it; mainly it focuses on the work force of a strong, fast growing industry of the country, education industry. It is important as it will help to shape up the industry, thus it can cater to the needs of the work force in a right sense and produce qualifiable, recruitable individuals. Another important strength is that the study is focusing on the different level of experience, commonly we see in research, comparing the job motivation or satisfaction at gender difference level but very few studies are done to compare fresh candidates with experienced candidates. But this study also has few limitations like the scales used could be more elaborate like instead of global satisfaction, job satisfaction could have been measured at different facets, which could have yielded better result. The sample size could be increased. In future gender comparisons, comparisons among private and public universities could also be done.

In Conclusion, the employers should focus on better orientation programs for fresh academicians, make them participate in decision making along with experienced academicians as a team so as to ascertain that they understand and imbibe the organization vision and mission thus to increase their organizational commitment and job motivation.

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