

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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A STUDY ON JOB SATISFACTION AMONG UNDERGRADUATE FACULTIES WITH SPECIAL REFERENCE TO SELF FINANCED INSTITUTIONS, BANGALORE

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ABSTRACT

This research work has been done to measure the job satisfaction level of employees with special reference to Self-financed institutions, Bangalore. Today to sustain in such a competitive market it's very important to retain good employees, who contribute towards the attainment of Organizational goal and customer satisfaction as well. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for their efforts. Job satisfaction further implies enthusiasm and happiness with work. This study focused on three factors namely Behavioral, organizational and environmental factors. The report focused on all of these factors and attempted to find the relation between these factors and employee job satisfaction. It was found that all the three factors have a positive impact on job satisfaction. The study concluded that organizational factors are the most important aspect for job satisfaction of the employees in a company i.e. if the employees are treated equally, fairly and properly supervised, their level of satisfaction can be increased towards their job. It was also found that a few important factors such as welfare measures, role clarity, freedom of decision making and recognition at work that normally contributes to the job satisfaction, didn't have much influence. The innovativeness and creativeness of employees also took a back seat as far as satisfaction level was concerned.

KEYWORDS

job satisfaction, faculties, private institutes

INTRODUCTION

Job satisfaction is, quite simply, how content or satisfied employees are with their jobs. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. It further implies enthusiasm and happiness with one's work.

Job satisfaction is typically measured using an employee satisfaction survey. These surveys address topics such as compensation, workload, perceptions of management, flexibility, teamwork, resources, etc. These things are all important to organizations who want to keep their employees happy and reduce turnover, but employee satisfaction is only a part of the overall solution.

IMPROVING JOB SATISFACTION

Job satisfaction plays significant role in the organization. Therefore, management should take concrete steps to improve the level of job satisfaction.

1. Re-designing the job.
2. Improving the quality of work life.
3. Linking rewards with performance.
4. Improving overall organizational climate.

Measuring levels of job satisfaction can be difficult because of the subjectivity of the concept. Different people think of job satisfaction in different ways and give more or less weight to different factors in describing themselves as being satisfied or dissatisfied at work. Researchers who measure job satisfaction cannot always be sure they are even measuring the same thing as other researchers in the same field.

What managers need to do? Job satisfaction and its relationship to dispositional factors supports the notion that managers must concentrate on employing the right people for the organization in order to maximize on the possibility that employees will be satisfied. Satisfied employees will stay with the company for a relatively long period.

Thus, they must concentrate on removing dissatisfies from the workplace to enable employees to get on with their own satisfaction in an environment that is conducive to achieving both their own needs and those of the organization.

REVIEW OF LITERATURE

Definition: "Job satisfaction is a general attitude towards one's job: the difference between the amount of reward workers receive and the amount they believe they should receive." - P. Robbins

Human life has become very complex now-a-days. In Modern society the needs and requirements of the people are ever increasing and ever changing. When the people's needs are not fulfilled they become dissatisfied. Dissatisfied people are likely to contribute very little for any purpose. Job satisfaction amongst faculties is very important for the educational industry to function successfully.

This study used the academic literature to establish a satisfaction model for higher education employees. The model is divided into six dimensions: organization vision, respect, result feedback and motivation, management system, pay and benefits, and work environment. Using a questionnaire based on the model, 100 faculties were surveyed to investigate and analyze their satisfaction level. The Herzberg's motivation-hygiene theory was then applied to place each quality attribute and thus determine the improvement strategy.

OBJECTIVES OF THE STUDY

- To determine the level of satisfaction of the faculties regarding their job.
- To study the various factors influencing job satisfaction among the UG faculties
- To study the relationship between the personal factors of the employee (Income, Designation, Gender, etc) with job satisfaction in educational sector.
- To study the relationship between the behavioral, organizational and environmental factors (Work environment, Job security, Benefits etc) with job satisfaction of the employees in the educational sector.
- The main purpose of the study is to establish the critical factors of job satisfaction and find the impact of job satisfaction on the employee loyalty in the educational sector in Bangalore.

LIMITATIONS OF THE STUDY

- The research exercise was conducted within a limited duration. So a detailed study could not be made.
- The number of respondents is limited to 100.
- The information collected by the observation method is very limited.
- The result would be varying according to the individuals as well as time.
- Some respondents hesitated to give the actual situation; they feared that management would take any action against them.
- The findings and conclusions are based on knowledge and experience of the respondents sometime may subject to bias.

METHODOLOGY FOR SAMPLE SELECTION AND DATA COLLECTION**SOURCES OF DATA**

The study is based on primary data collected from 100 faculties from various departments of different colleges, by the way of questionnaire for the research purpose. To cater the need of the research, have used primary (self-constructed structured Questionnaire) as well as secondary sources of data (web sites, journals etc).

DESIGN/METHODOLOGY/APPROACH

The research design used in the research was descriptive. This research was used because it is a good structured instrument for collection of data. The research technique used was Questionnaire and interview. Sources of data, includes primary data with a sample size of 100 and also secondary data. Random Sampling Technique was applied and Statistical tools like Percentage Analysis and Graphs were carried out.

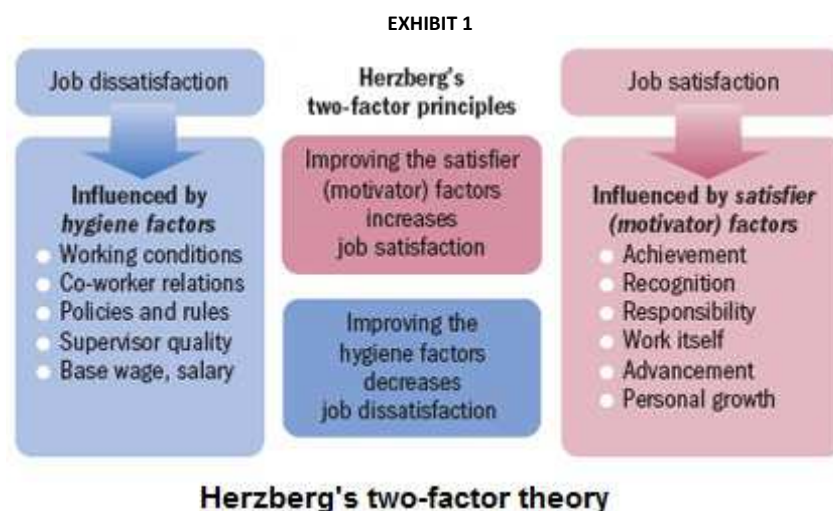
HERZBERG'S MOTIVATION-HYGIENE THEORY

The **two-factor theory** (also known as **Herzberg's motivation-hygiene theory** and **dual-factor theory**) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction.

It was developed by psychologist Frederick Herzberg, who theorized that job satisfaction and job dissatisfaction act independently of each other. Herzberg developed one of the earliest theories relating to job satisfaction in the 1950s.

His "two-factor" theory emphasizes that there are factors in the workplace that create satisfaction (motivators) and those which lead to dissatisfaction if they are not present (hygiene factors). There are four motivators in the theory: achievement, recognition, responsibility, and advancement; and five hygiene factors: monetary rewards, competent supervision, policy and administration, working conditions, and security. The implication of the theory is that satisfaction and dissatisfaction are not opposite ends of the same scale and that job satisfaction may merely be an absence of job dissatisfaction.

Herzberg argues that it is necessary to have hygiene factors at an acceptable level simply to reach a neutral feeling about the job. The theory has not been without its critics from the perspective of both the methodology of the studies and the underlying assumption that all individuals behave in a similar way in the workplace. However, the theory is simple and has a common sense appeal and it supports the argument that today's managers should concentrate on improving the satisfiers in the workplace and concentrate on employing and developing the right people on the jobs.



Two-factor theory distinguishes between:

- **Motivators** (e.g. challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth, *and*
- **Hygiene factors** (e.g. status, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations) that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence. The term "hygiene" is used in the sense that these are maintenance factors. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary. Herzberg often referred to hygiene factors as "KITA" factors, the process of providing incentives or threat of punishment to make someone do something.

According to Herzberg, hygiene factors are which causes dissatisfaction among employees in a workplace. In order to remove dissatisfaction in a work environment, these hygiene factors must be eliminated. There are several ways that this can be done but some of the most important ways to decrease dissatisfaction would be to pay reasonable wages, ensure employees job security, and to create a positive culture in the workplace. Herzberg considered the following hygiene factors from highest to lowest importance: company policy, supervision, employee's relationship with their boss, work conditions, salary, and relationships with peers.

Eliminating dissatisfaction is only one half of the task of the two factor theory. The other half would be to increase satisfaction in the workplace. This can be done by improving on motivating factors. Motivation factors are needed to motivate an employee to higher performance. Herzberg also further classified our actions and how and why we do them, for example, if you perform a work related action because you *have* to then that is classed as "movement", but if you perform a work related action because you *want* to then that is classed as "motivation". Herzberg thought it was important to eliminate job dissatisfaction before going onto creating conditions for job satisfaction because it would work against each other.

According to the Two-Factor Theory there are four possible combinations:

1. High Hygiene + High Motivation: The ideal situation where employees are highly motivated and have few complaints.
2. High Hygiene + Low Motivation: Employees have few complaints but are not highly motivated. The job is viewed as a paycheck.
3. Low Hygiene + High Motivation: Employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not up to par.
4. Low Hygiene + Low Motivation: This is the worst situation where employees are not motivated and have many complaints.

FINDINGS

The analytical results showed that higher education employees focus on high salaries and fair promotion systems. The findings are given in the following paragraphs.

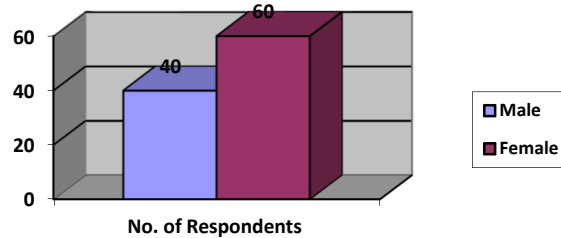
DATA ANALYSIS AND INTERPRETATION

TABLE 1: CLASSIFICATION OF RESPONDENTS ACCORDING TO GENDER

Serial. No.	Gender	No. of Respondents	% of Respondents
1.	Male	40	40
2.	Female	60	60
Total		100	100

Source: Primary Data

GRAPH 1: CLASSIFICATION OF RESPONDENTS ACCORDING TO GENDER



INTERPRETATION

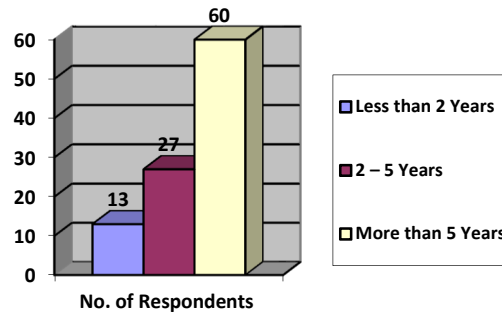
The table shows that around 60% of the respondents are female faculties and 40% of the respondents are male. The question asked was regarding the gender of respondents. From the graph it can be inferred that majority of the respondents who are working in the educational sector are particularly female.

TABLE 2: CLASSIFICATION OF RESPONDENTS ACCORDING TO WORK EXPERIENCE

Sl No.	Educational Qualification	No. of Respondents	% of Respondents
1.	Less than 2 Years	13	13
2.	2 – 5 Years	27	27
3.	More than 5 Years	60	60
Total		100	100

Source: Primary Data

GRAPH 2: CLASSIFICATION OF RESPONDENTS ACCORDING TO WORK EXPERIENCE



INTERPRETATION

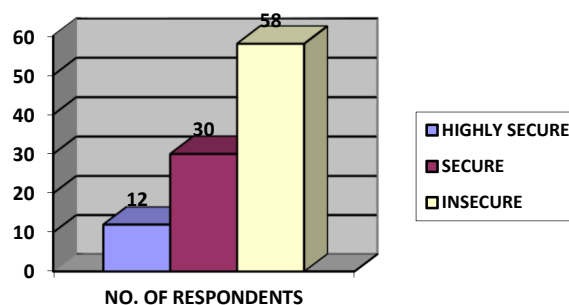
The question asked was regarding the total work experience. The above table shows that 60% of the faculties are with the work experience of above 5 years, 27% of the faculties are with the work experience of 2-5 years and only 13% of them are with the experience of less than 2 years. From the graph, it can be inferred that majority of the respondents are faculties with work experience of more than 5 years.

TABLE 3: THE LEVEL OF JOB SECURITY.

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
HIGHLY SECURE	12	12
SECURE	30	30
INSECURE	58	58
TOTAL	100	100

Source: Primary Data

GRAPH 3: THE LEVEL OF JOB SECURITY



INTERPRETATION

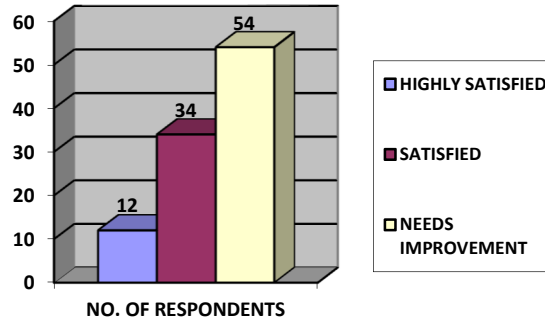
The above table shows that 58% of the faculties feel insecure in their jobs, where 12% are highly secured and around 30% of respondents also feel the same about their job. From the above graph, the job security of the faculties is analyzed. It clearly shows that majority of the faculties working in the private institutions are highly insecure regarding the job.

TABLE 4: THE LEVEL OF SATISFACTION WITH THE OVERALL COMPENSATION PACKAGE

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
HIGHLY SATISFIED	12	12
SATISFIED	34	34
NEEDS IMPROVEMENT	54	54
TOTAL	100	100

Source: Primary Data

GRAPH 4: THE LEVEL OF SATISFACTION WITH THE OVERALL COMPENSATION PACKAGE



INTERPRETATION

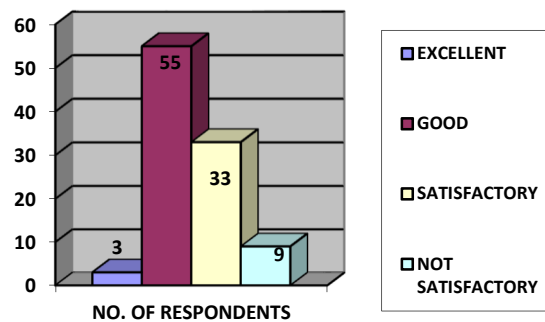
The above table shows that around 54% of the faculties are not really happy with the compensation offered. Only around 34% of the respondents are satisfied and 12% of respondents are highly satisfied. Only a few were happy with the compensation package offered. And hence the private institutions need to improve the pay scale offered as it has a direct impact on the satisfaction of the faculties at work. As per the Herzberg's theory, improving the hygiene factors can remove the dissatisfaction of the employees to a large extent.

TABLE 5: OPINION ABOUT WORK ENVIRONMENT

PARTICULARS	NO OF RESPONDENTS	% OF RESPONDENTS
EXCELLENT	3	3
GOOD	55	55
SATISFACTORY	33	33
NOT SATISFACTORY	9	9
TOTAL	100	100

Source: Primary Data

GRAPH 5: OPINION ABOUT WORK ENVIRONMENT



INTERPRETATION

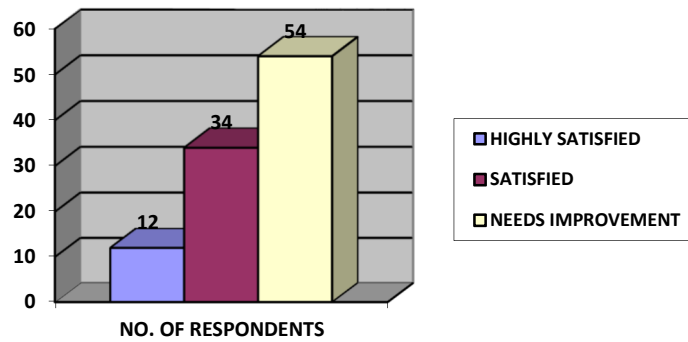
The above table shows that nearly 55% of the respondents were happy with the work environment and 3% felt that the work environment was excellent. Nearly 33% were just satisfied and 9% were highly dissatisfied and only 3% felt the work environment was excellent. From the graph, it can be inferred that majority of the faculties were really happy with the working environment and only a few were highly dissatisfied.

TABLE 6: LEVEL OF SATISFACTION WITH THE REWARD SYSTEM

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
HIGHLY SATISFIED	12	12
SATISFIED	34	34
NEEDS IMPROVEMENT	54	54
TOTAL	100	100

Source: Primary Data

GRAPH 6: LEVEL OF SATISFACTION WITH THE REWARD SYSTEM



INTERPRETATION

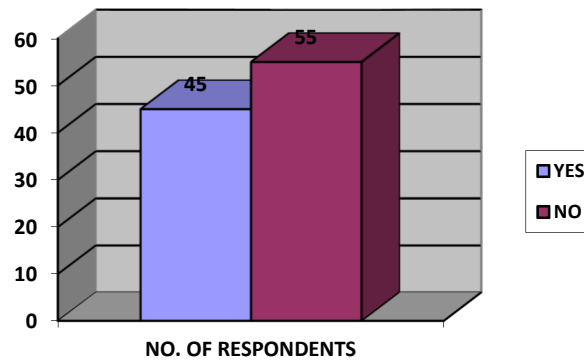
The table clearly shows that 12% of the respondents are highly satisfied with the reward system and 34% also felt satisfied. However, around 54% of the faculties feel that they there should be improvement in the reward system. From the graph it can be inferred that majority of the respondents feel that, there needs to be lots of improvement in the reward system.

TABLE 7: LEVEL OF SATISFACTION OF RELAXATION DURING BREAK TIME

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
YES	45	45
NO	55	55
TOTAL	100	100

Source: Primary Data

GRAPH 7: LEVEL OF SATISFACTION OF RELAXATION DURING BREAK TIME



INTERPRETATION

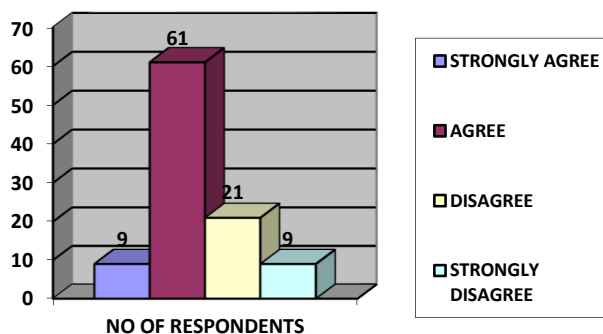
The question was related to the level of satisfaction of relaxation during break time. The table clearly shows that 55% of the respondents strongly did not agree on this fact. However, only 45% agree on this. From the graph it can be inferred that the respondents were neutral regarding the relaxation factor. Most of them felt stressed out as they really did not have time to relax during the break times.

TABLE 8: OPPORTUNITIES TO UTILIZE THE SKILLS

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	9	9
AGREE	61	61
DISAGREE	21	21
STRONGLY DISAGREE	9	9
TOTAL	100	100

Source: Primary Data

GRAPH 8: OPPORTUNITIES TO UTILIZE THE SKILLS



INTERPRETATION

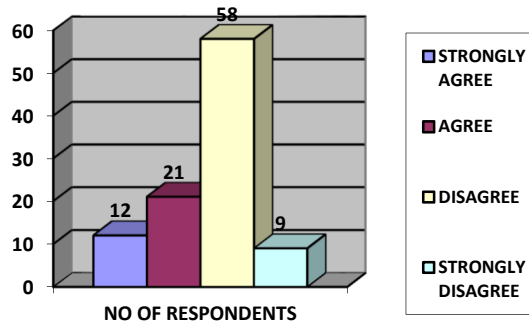
The table clearly shows that 61% of the respondents agree on the fact that they find adequate opportunities for utilizing skills and 9% also strongly agreed on this. However, around 21% of the faculties disagreed on this and 9% strongly disagreed. From the graph it can be inferred that majority of the respondents felt that their institutes had given adequate opportunities to utilize their skills.

TABLE 9: SUPPORT FROM MANAGEMENT TO PURSUE HIGHER EDUCATION

PARTICULARS	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	12	12
AGREE	21	21
DISAGREE	58	58
STRONGLY DISAGREE	9	9
TOTAL	100	100

Source: Primary Data

GRAPH 9: SUPPORT FROM MANAGEMENT TO PURSUE HIGHER EDUCATION



INTERPRETATION

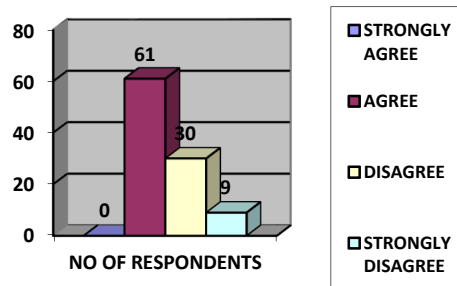
The table clearly shows that only 12% of the respondents strongly felt that they receive the support from the institute to pursue higher education and 21% felt the same. However, 58% do not agree on this and another 9% of them strongly disagreed on this fact. From the above graph, it can be inferred that majority of the faculties feel that they do not receive any kind of support from their institute for pursuing higher education.

TABLE 10: TECHNIQUES USED FOR PROMOTIONS IS APPROPRIATE

PARTICULARS	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	0	0
AGREE	61	61
DISAGREE	30	30
STRONGLY DISAGREE	9	9
TOTAL	100	100

Source: Primary Data

GRAPH 10: TECHNIQUES USED FOR PROMOTIONS IS APPROPRIATE



INTERPRETATION

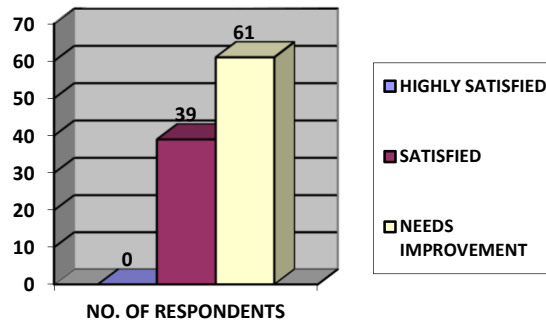
The table clearly shows that 61% of the respondents strongly felt that the promotion techniques used was appropriate in almost all institutes. However, only 30% really did not agree on this. It is also found that another 9% of them also strongly disagreed on this fact. From the graph it can be clearly inferred that almost all the respondents felt that the promotional techniques used was appropriate.

TABLE 11: LEVEL OF SATISFACTION WITH THE FRINGE BENEFITS

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
HIGHLY SATISFIED	0	0
SATISFIED	39	39
NEEDS IMPROVEMENT	61	61
TOTAL	100	100

Source: Primary Data

GRAPH 11: LEVEL OF SATISFACTION WITH THE FRINGE BENEFITS



INTERPRETATION

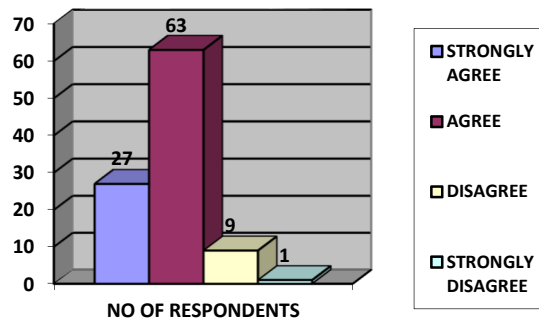
The table clearly shows that only 39% of the faculties were satisfied with the fringe benefits provided by their institutes and 61% of the faculties felt that, the fringe benefits provided needs improvement. From the graph, it clearly infers that majority of the faculties were not happy with the fringe benefits provided by their respective institutes and hence needs improvement in this area. The faculties were highly dissatisfied.

TABLE 12: SATISFACTION LEVEL OF CO-ORDIAL RELATIONSHIP WITH CO-WORKERS AND SUPERIORS

PARTICULARS	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	27	27
AGREE	63	63
DISAGREE	9	9
STRONGLY DISAGREE	1	1
TOTAL	100	63

Source: Primary Data

GRAPH 12: SATISFACTION LEVEL OF CORDIAL RELATIONSHIP WITH CO-WORKERS AND SUPERIORS



INTERPRETATION

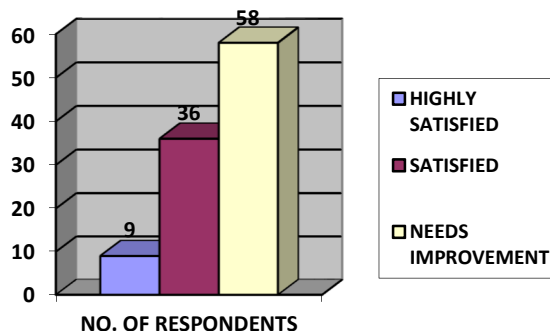
The table clearly shows that 27% of the respondents strongly agreed on having cordial relationship with co-workers and superiors and around 63% respondents also felt the same. However, only 9% disagreed on this fact and 1% strongly disagreed on this fact. From the graph, it clearly shows that majority of the respondents, maintained cordial relationship with their co-workers and superiors.

TABLE 13: LEVEL OF SATISFACTION WITH LEAVES OFFERED

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
HIGHLY SATISFIED	9	9
SATISFIED	36	36
NEEDS IMPROVEMENT	58	58
TOTAL	100	100

Source: Primary Data

GRAPH 13: LEVEL OF SATISFACTION WITH LEAVES OFFERED



INTERPRETATION

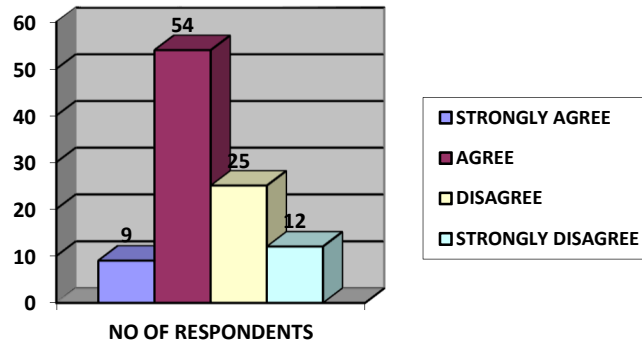
The table clearly shows that 9% of the respondents were highly satisfied with the leaves offered by their management and around 36% also felt the same. However 58% of the respondents felt that the policy regarding the leave needs improvement. From the graph, it can be inferred that majority of the respondents were not happy regarding the leaves offered. Hence the management has to improve the leave policies in the private educational institutes.

TABLE 14: DEGREE OF INDEPENDENCE ASSOCIATED WITH YOUR WORK ROLE

PARTICULARS	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	9	9
AGREE	54	54
DISAGREE	25	25
STRONGLY DISAGREE	12	12
TOTAL	100	100

Source: Primary Data

GRAPH 14: DEGREE OF INDEPENDENCE ASSOCIATED WITH YOUR WORK ROLE



INTERPRETATION

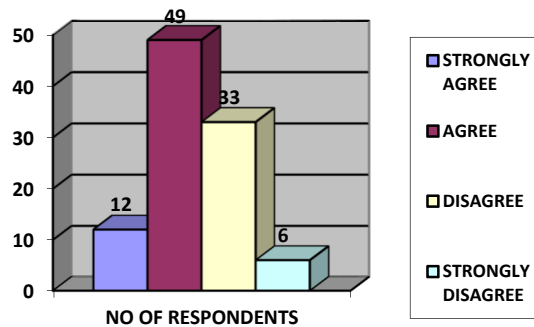
The table clearly shows that 9% of the respondents strongly felt that, the degree of independence enjoyed with their work was the maximum and 54% also felt the same. However, 25% really did not agree on this. It is also found that another 12% of them strongly disagreed on this fact. From the graph, it can be inferred that majority of the respondents enjoy the degree of independence with their work role. Only a few are not satisfied.

TABLE 15: OVERLOADED WITH JOB RESPONSIBILITIES

PARTICULARS	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	12	12
AGREE	49	49
DISAGREE	33	33
STRONGLY DISAGREE	6	6
TOTAL	100	100

Source: Primary Data

GRAPH 15: OVERLOADED WITH JOB RESPONSIBILITIES



INTERPRETATION

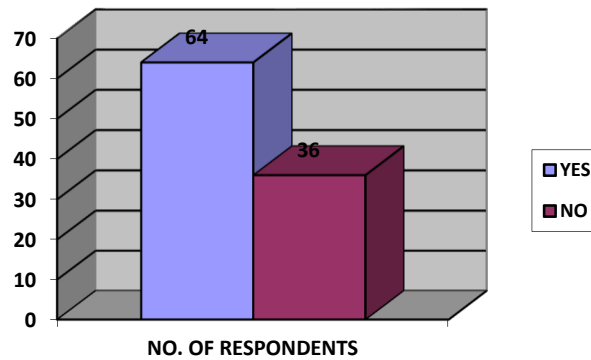
The table clearly shows that 49% of the respondents felt that, they were overloaded with responsibilities. However, 33% felt that they were really not overloaded with work. It is also found that another 12% of them strongly agreed on this fact and 6% felt otherwise. The above graph clearly shows that majority of the faculties feel that they are really overloaded with responsibilities. Only a few feel that, they are not overloaded and are quite happy regarding their responsibilities at work.

TABLE 16: WORK LIFE BALANCE

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
YES	64	64
NO	36	36
TOTAL	100	100

Source: Primary Data

GRAPH 16: WORK LIFE BALANCE



INTERPRETATION

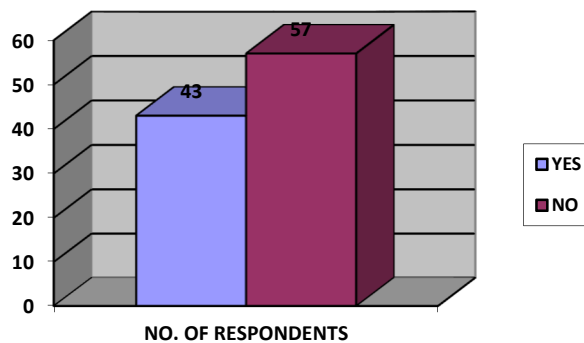
The table clearly shows that 64% of the respondents were able to balance the work life. But however, 36% were really not able to balance work life balance. It is also found that among the 36% were all female respondents. From the graph, it can be inferred that majority of the respondents were able to balance the work life. However, few were really not able to balance work life balance. It is also found that among those, were all female respondents.

TABLE 17: STRESS AT WORK

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
YES	43	43
NO	57	57
TOTAL	100	100

Source: Primary Data

GRAPH 17: STRESS AT WORK



INTERPRETATION

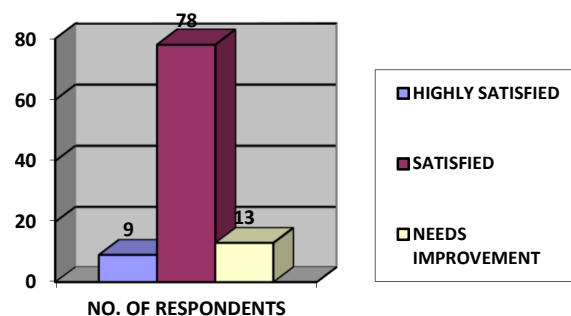
From the table it can be found that, nearly 57% of the respondents are not stressed at work. However, 43% of the respondents face the issue of stress at work. From the graph, it can be inferred that few of the respondents experienced high level of work stress whereas few of them did not experience stress at work. And so, it can be inferred that stress is a factor which varies from one individual to another. It is basically how well one balances work life and multitasks.

TABLE 18: OVERALL SATISFACTION LEVEL WITH THE CURRENT JOB

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
HIGHLY SATISFIED	9	9
SATISFIED	78	78
NEEDS IMPROVEMENT	13	13
TOTAL	100	100

Source: Primary Data

GRAPH 18: OVERALL SATISFACTION LEVEL WITH THE CURRENT JOB



INTERPRETATION

The table clearly shows that 78% of the respondents were satisfied with their current job and 9% respondents were highly satisfied. Only 13% of the respondents were dissatisfied and hence felt improvement has to be made in various areas. From the graph, it can be inferred that majority of the respondents were satisfied with their current job. The management pays reasonable salary, ensures employees job security and has created a positive culture in the workplace among the faculties. Only a few of the respondents were dissatisfied and hence improvement in various areas has to be made by the management.

FINDINGS

From the data collected, it may be concluded that:

- The analysis of the survey revealed that there is no significant relationship between Age and level of satisfaction. Highly satisfied employees are more among the age group of 31-45.
- The analysis of the survey revealed that there is no significant relationship between marital status and level of satisfaction. Highly satisfied employees are more among the unmarried persons than the married persons.
- The analysis of the survey revealed that there is significant relationship between monthly income and level of satisfaction. Highly satisfied employees are above Rs. 30, 000/- income group.
- The analysis of the survey revealed that there is significant relationship between experience and level of satisfaction. Highly satisfied employees are with 10 years' experience.
- The analysis of the survey revealed that there is significant relationship between gender and level of satisfaction.
- The analysis of the survey revealed that there is significant relationship between nature of job and level of satisfaction.
- The analysis of the survey revealed that there is significant relationship between educational qualification and level of satisfaction.

SUGGESTIONS

- Since few of the respondents experienced high level of work stress, the institutes should conduct frequent training programs or workshops on managing the stress.
- The private institutes need to improve the pay scale offered as it has a direct impact on the satisfaction of the faculties at work. As per the Herzberg's theory, improving the hygiene factors can remove the dissatisfaction of the employees to a large extent.
- There needs to be lot of improvement in the reward system.
- Mostly female respondents found very difficult to balance work life. Hence the institutes need to provide some flexibility in their timings or work.
- One of the main reasons for the dissatisfaction among faculties was due to lack of support from their institutes for pursuing higher education. The institutes need to encourage and provide required help to their faculties for personal growth.
- The private educational institutes should make improvements in the leave policies.
- The private institutes lack in providing fringe benefits to the faculties. This is one of the ways to increase the satisfaction level and loyalty amongst faculties towards their institutes.
- The management pays reasonable salary, ensures employees job security and has created a positive culture in the workplace among the faculties. Only a few of the respondents were dissatisfied and hence improvement in the above mentioned areas has to be made by the private institutes.

CONCLUSION

It is found that, for the growth of any organization job satisfaction of employees is very important. Eliminating dissatisfaction is only one half of the task of the management. They need to increase satisfaction in the workplace by improving on motivating factors. Motivation factors are needed to motivate an employee to achieve higher performance.

A few factors that were prominent to the employee for job satisfaction in the researches were income, promotion, feeling of fulfillment, work environment, relations with superior etc. It was also found that a few important factors such as welfare measures, role clarity, freedom of decision making and recognition at work that normally contributes to the job satisfaction, didn't have much influence.

The management has also taken the best efforts to maintain cordial relationship with the employees. Most of the employees were not satisfied with the fringe benefits provided by the institutions. Due to good working conditions prevailing in the educational institutions, job satisfaction of each respondent seems to be the maximum. The innovativeness and creativeness of employees also took a back seat as far as satisfaction level was concerned. From the study, it is also found that most of the respondents have job satisfaction and were very contented.

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