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## *A research on the factors influencing job satisfaction of MBA faculty members in Gujarat state*

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*Abstract: It is imperative for any employer to understand employees and know how an employee can perform best. Hence it is essential for an employer to satisfy their personnel to enhance their productivity and quality of work. As personnel are the most valuable assets for any organization, it is important to satisfy them to retain them. There are several factors affecting job satisfaction of an employee. To study this we need to identify those factors and their influence on job satisfaction of an individual. Researchers have done a lot of work in this area to find out the real cause of job satisfaction or dissatisfaction. Many authors and researchers have given their theory and models after study on job satisfaction and factors influencing job satisfaction of an employee in the organization. This research work in this research paper is measuring the validity of various factors influencing job satisfaction. To conduct this research, researchers have selected MBA faculties working in various colleges and University departments across Gujarat. To carry out the study a sample of 82 faculty members from 25 MBA Colleges and University departments of Gujarat was interviewed. This is a focussed study to check the validity and importance of job satisfaction factors for MBA faculties of Gujarat. The output of this study is known as a Job Satisfaction Factors (JSF) for management teachers of Gujarat. Hence to understand and retain valuable and knowledgeable faculties, these factors are essential and employer can use these factors as preventive measures to retain talent and encourage them for performance.*

**Keywords:** Job Satisfaction, Job Satisfaction Factors (JSF), Faculties, Personnel, Retain

### I. INTRODUCTION TO JOB SATISFACTION

There are many factors which play an important part in the success of the organization like people, money, machine, other resources etc. but from them “People” are the most important factors for organization’s success. So, it is essential for every organization to effectively utilize their Human Resources. In an organization every human being is assigned certain set of tasks to perform where he or she is working and these set of tasks is known as his or her job in an Organization. As human beings are very important in any organization it is vital to track on their performance, attitude and feelings. If employees can significantly improve the performance of an organization they can have an otherwise impact also.

Every organization believes that “*Satisfied employees can bring organization success*” so it is very important for every organization to identify if their employees are really satisfied or not? And Job satisfaction survey is a tool to check whether a person is happy with his job or not. It is important for every organization to know job satisfaction level of their employees because success of the organization is dependent to a great extent upon the satisfied employees of the organizations. Every organization wishes that their employees perform best and through employee efficiency, employee performance, organization can be effective.

Job Satisfaction can be basically of two categories, Affective Job Satisfaction and Cognitive Job Satisfaction. Affective Job Satisfaction is to the amount of pleasurable emotional feelings one has about his or her job in general, and Cognitive Job Satisfaction refers to individual elements of one's job, like as salary, growth prospects, physical environment, working hours, so on and so forth.

Job Satisfaction is the most studied and researched area of Organizational Behavior. Job satisfaction surveys may lead to very interesting and useful finding but only if it is appropriately designed and concluded. 'Job Satisfaction' and 'Job Contentment' are two words which have very similar meaning. As Wikipedia defines, "Job satisfaction is how content an individual is with his or her job." There are several sources of job satisfaction which may be internal or external and same way there are many sources of job dissatisfaction also. "Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997, p. 2).

This research work is directed towards understanding the factors which affects to job satisfaction of Academicians. Educating is a specific profession wherein people having keen interest in learning join and make their career. There are two types of Educational Institutes from the view point of funding, viz Government funded institutes which are also known as Grant in Aid Colleges and Privately funded institutes which are also known as Self Finance Institutes. Apart from the format of Colleges, Universities themselves also directly educate students by way of their own Departments. Again these Departments also can be of Government / State run Universities and Private Universities. We have included faculty members/teachers from all the above four categories in our study.

## II. REVIEW OF LITERATURE

Starting from Hawthorne Experiments way back in 1920s till today a lot of research work has been carried out to understand and measure job satisfaction of employees. As job forms major part of activity of one's life it is very interesting to note that there is a huge impact of work life on one's personal life, health and personal relations. A big number of studies have been carried out on job satisfaction and also in the area of teachers' job satisfaction.

Nagar, K in her research study on *Organizational Commitment and Job Satisfaction among Teachers during Times of Burnout*, (Nagar, K. (2012)) focused on studying three factors of burnout namely, depersonalization, reduced personal accomplishment, and emotional exhaustion. She took 153 universities teacher's job satisfaction, and the effect of increased job satisfaction on commitment among employees toward their organization. She chose Minnesota Satisfaction Questionnaire (MSQ) for her study to measure teachers' job satisfaction. She found that job satisfaction is a significant predictor of a teacher's commitment toward his/her organization. Since teachers satisfied with their jobs are more likely to be happy and have a stronger will to work hard, they may be more effective and successful in performing their roles. This satisfaction and positive feeling toward one's job further promotes feeling of commitment toward the organization that acts as the very source of such satisfaction. Constant stress can result in decreased employee involvement with the job, decreased organizational commitment, and lower levels of job satisfaction. It may even result in increased levels of turnover and absenteeism. The cost of turnover to organizations can be high. Due to high work stress, the turnover of teachers is another important outcome of stress. She has suggested that one of the most alarming outcomes of decreased job satisfaction is its effect on health.

Cano, J., & Castillo, J. X. in their study on factors explaining job satisfaction on faculties conducted among faculty (Cano, J., & Castillo, J. X. (2004)) at the College of Food, Agricultural, and Environmental at Ohio state, researchers found that The Ohio State University is male dominated. Male domination is evidenced in the results of the study which indicated that male faculty were older, had more years of experience in their current position, and had more years of experience in higher education described the age of faculty members. Faculties in college of Food, Agriculture and Environmental sciences were generally satisfied with their jobs. However female faculty members were less satisfied than male faculty which implies that there may be some systems in place which fail to take into consideration the perception of female faculty members. So the administrator

should use the result of this study to investigate the particular system for gender equity. The finding implies that the faculties were most satisfied with the content of their job and least satisfied with the context in which their jobs were performed. The study indicates that all of the job motivator and hygiene characteristics were moderately or substantially related to overall job satisfaction. (Jaime X. Castillo, Jamie Cano 2004)

Foor, R.M. & Cano, J in their study (Foor, R. M., & Cano, J. (2011)) on the Predictors of Job Satisfaction among Selected Agriculture Faculty have found that overall, faculty members specializing in the areas of agricultural communication, agricultural leadership, agricultural teacher education, and extension education were moderately satisfied with their job. Faculty members specializing in agricultural communications reported the highest level of overall job satisfaction. Faculty members were only slightly satisfied with the factors policy and administration and fiscal resources. he also suggest that future studies of job satisfaction that use the Three Factor Job Satisfaction Scale should determine alternative methods to collect data on faculty specializations in order to provide more meaningful descriptive results with relation to the areas of specialization faculty members identify with. Future investigations of faculty job satisfaction should seek to determine the relationship between levels of faculty job satisfaction and selected aspects of teaching and learning such as self-efficacy, teaching style, levels of cognition reached, and other variables of interest that are supported by the literature. Additionally, qualitative studies such as a phenomenological study may provide a richer, deeper understanding of faculty members' job satisfaction. (Ryan M Foor, Jamie Cano 2011)

In a study on factors affecting Job Satisfaction among Faculty Members At shah Abdul latif university, Pakistan (Mehboob, F., Sarwar, M. A., & Bhutto, N. A. (2012)) it was observed that faculty members were generally satisfied with their job however female faculty members were more satisfied with their jobs compared to male faculty members. The facet "Work itself" was the most satisfying aspect while "Policy" and "Working condition" were the least satisfying aspects of job found in this study respectively.

In their study on Job Satisfaction among Academic Staff: A Comparative Analysis between Public and Private Sector Universities of Punjab, Pakistan (Khalid, S., Irshad, M. Z., & Mahmood, B. (2012)) it was found that pay differential does exist between private and public universities in Pakistan and academicians in private sector universities were more satisfied with their pay, supervision, and promotional opportunities than the academicians of public university. On the other hand, academicians in public sector universities were found more satisfied with co-worker's behavior and job security. Private university academicians are more satisfied with most facets of their jobs than public university academicians. However, both private and public university academicians showed significant differences in the level of overall job satisfaction that they derived from the following facets of their jobs: Pay, relationship with co-workers, supervision behavior, promotional opportunities and job security.

In their study at the job satisfaction level of Chinese and Indian born engineering faculty at a research university (Madhavan, S. M. (2001)) researcher found that Indian-born and Chinese-born professors face some unique problems in the workplace. These problems include: perceived discrimination, cross-cultural communication differences that can lead to misunderstandings with superiors, subordinates, or peers, and gender related issues. If they are not satisfied, they may choose to return to their home country, join corporations or consulting firms, or other academic institutions. Therefore it is imperative for the academic administration to know how foreign-born faculty perceives their work environment, their level of job satisfaction, and their degree of assimilation as professionals and individuals. (Susan M Madhwan 2001)

### III. RESEARCH OBJECTIVES

The present study is carried out mainly for below listed objectives:

1. Measuring the validity of job satisfaction factors for teachers/faculty members teaching in MBA Program of Colleges and Universities of Gujarat.

2. Finding out what are the Individual Factors, Group Factors and Organizational Factors Influencing job satisfaction of teachers/faculty members teaching in MBA Program of Colleges and Universities of Gujarat.

#### IV. RESEARCH METHODOLOGY

This research study adopted the descriptive research design. Data were obtained through primary sources and secondary sources. Primary data was collected through questionnaire method and expert opinion while secondary data was collected through Review of Literature. Faculties employed in the MBA Colleges and MBA Departments of Universities of Gujarat were the respondents. The respondents were drawn from 25 MBA Colleges and University Departments. Thus faculties employed in these institutions constituted the Universe. The sample size is 82, obtained through simple random sampling method, from primary sources.

#### V. RESEARCH ANALYSIS AND INTERPRETATIONS

Researchers have included faculty members from both the types of Educational Institutes, viz Government funded institutes or Grant in Aid Colleges and privately funded institutes or Self Finance Institutes. Apart from Colleges, faculty members from Government / State run Universities and Private Universities Departments/Schools are also included.

The researchers have surveyed 82 faculty members from 25 educational institutions of Gujarat for the survey. For the purpose of collecting data, researchers have used web based and physical copy of questionnaire, and few expert opinions through emails. To monitor the job satisfaction factors 12 factors were identified from review of literature and this research work will suffice as pilot survey to check the validity and authenticity of factors. The researchers have collected views of faculty members by keeping closed ended questions and open ended questions through pilot survey and Focus Group Interviews. Finally expert opinion of experts was obtained. After the survey researchers added three more factors after this research work. Finally researchers found 16 factors(see Table 1) affecting job satisfaction and classified them as individual factors and institutional factors. The research derived specific factors for finding job satisfaction of management educators.

**TABLE-1**

Importance of factors affecting job satisfaction of MBA Faculties of Gujarat

Factor Name	Most Important	Moderately Important	Not Important
Physical Working Condition	59	41	0
Recognition for Extra work / Qualitative work	84	14	2
Objectives and clearly defined promotion policies	83	16	1
Salary	79	21	0
Co operation from peers ( colleagues)	40	60	0
Teaching	93	7	0
Student interaction, Students IQ, Student Curiosity, Eagerness to Learn	90	10	0
Training (including FDPs)	58	39	3
Participation in decision making	54	43	3
Management style / Management philosophy / Vision /mission /strategy at top management level	69	30	1
Challenging and Interesting work	77	21	2
Job Security	80	20	0

**VI. CONCLUSION**

After carrying out survey researchers could identify following as factors affecting job satisfaction of faculty members of MBA institutions of Gujarat. For better understanding all 16 factors have been divided into two categories, viz. Individual factors and Institutional factors. The output of this research is following.

**[A] Individual factors**

1. Satisfaction from classroom teaching
2. Training and Faculty Development Programs
3. Performance Appraisal
4. Cooperation and behavior of peers(colleagues)

**[B] Institutional Factors**

1. Physical Working Condition
2. Student interaction, Students IQ, Student Curiosity, Eagerness to learn
3. Recognition for Extra Work/Qualitative Work
4. Objectives and Clearly defined promotion policies
5. Salary
6. Participation in Decision Making
7. Management style/Management philosophy/vision/mission/strategy at top management
8. Challenging & Interesting Work
9. Job Security
10. Organization Culture
11. Support for Research Environment in Organization
12. Reputation of organization in market

The list above and table shows what factors affect the level of job satisfaction of management educators of Gujarat. We can also observe from above list that there are more Institutional factors and hence we can conclude that organization, which can be a College or University Department has lot of control on the amount of job satisfaction an employee can derive from his job. It also points to the danger a faculty member is exposed to as to a great extent he/she is dependent on organization for his personal job satisfaction. But if we accept the fact that for achieving organizational objectives the leaders or top management at organization has to take a call above conclusion is justified.

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