JOB SATISFACTION AMONG THE NON-TEACHING STAFF OF UNIVERSITY ORGANISATION OF MADHYA PRADESH

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ABSTRACT
The main objective of this paper is to study the level of job satisfaction among the non-teaching staff of A.P.S. University, Rewa (M.P.) India. The hypothesis of the study is the University has a high degree of job satisfaction and variation would not exist among the different groups of employees. The data were collected from 300 respondents of different groups. Group 'A' comprised of administrative cadre, Group 'B' of supervisory cadre and Group 'C' of assistant cadre. Questionnaire having 22 factors to assess job satisfaction viz., overall satisfaction, promotion, salary, satisfactory relations, encouragement, job security, team spirit, etc. were distributed and the score has been obtained on a 5 point scale. In order to make the interpretation easier the mean score was converted in percentage score.

The results indicate that employees of Group 'A' and 'B' tend to be more satisfied than employees of Group 'C'. Factors also reveal that overall satisfaction is poor. Results show that the most important regions for low level of job satisfaction are because of poor responses of the employees against certain factors. The factors which need special attention include promotion, salary, fringe benefits, chances to learn, employees development, working condition, performance appraisal, team spirit, encouragement etc. Inspite of fairly higher and closer scores in Group 'A' and 'B', variations are apparently seen in 14 out of 22 factors. With regard to the satisfaction analysis and variation in the perception, the finding reveals that there is an inverse correlation in different cadres of employees. Therefore, the hypothesis stands rejected.

Keywords: Job Satisfaction; Motivation; University; Non-Teaching

INTRODUCTION
"Job satisfaction is defined as the pleasurable emotional state resulting from the appraisal of one's job as achieving of facilitating the achievement of one's job values." Job satisfaction has its relevance with regard to boosting up the morale of the employees. It increases the efficiency and the work orientation of the employees. It is a general view that job satisfaction increases the motivation of employees and productivity of the organisation. If job satisfaction is existing amongst the employees, it means the management is doing well for the organisation in various aspects.

So management should arrange to provide the workers high rate of job satisfaction through pay, promotion, healthy working condition, compensation for losses and damage, facility of self-development and advancement etc.

Some studies have been conducted to highlight the factors that determine the influence of the job satisfaction (Sharma and Bhaskar, 1991), Dhar and Jain (1992), Ganguli (1994), Sinha and Singh (1995), Clark (196), Hariharamahadevan and Amirtharajan (1997), Mohan and Riar (197), Venkotachalam et al. (1998), Kumar (2000), Lehal (2000), Shrivastava (2000) etc.
The main objective of this paper is to study the level of job satisfaction among the non-teaching staff of A.P.S. University, Rewa, (INDIA). The hypothesis of the study is the university has high degree of job satisfaction and variation would not exist among the different group of employees.

**OBJECTIVES**

1. To study the overall job satisfaction among non-teaching staff of the university.
2. To analyse the factor wise job satisfaction in the university.
3. To assess the variations of job satisfaction in different group of employees in the university.

**METHODOLOGY**

With a view of analysing job satisfaction, the data were collected from respondents of different groups. Group ‘A’ comprised of administrative cadre, Group ‘B’ of supervisory cadre and group ‘C’ of assistant cadre. The respondents were selected at random. Utmost care was taken to ensure that no cadre of the employees are left out.

Questionnaire having 22 factors to assess job satisfaction, were distributed and the score has been obtained on a five point scale. In order to make the interpretation easier the mean score was converted in percentage score.

Percentage score = Mean score – 1 x 25 (Rao, 1991)

**RESULTS**

The study of job satisfaction included 22 factors / items. The score of job satisfaction was good (67.04%), good (66.37%) and poor (39.9%) respectively, for groups A, B and C. The overall percentage score for the university is 47.88% (AMS 2.915) obviously, it is poor. Table (1) and fig. (1) The least satisfaction in employees of Group C is due to almost no avenues of further promotion and scales.

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Groups</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>A MS %</td>
<td>CA G</td>
<td>A MS %</td>
<td>CA G</td>
<td>A MS %</td>
<td>CA G</td>
</tr>
<tr>
<td>Total Average</td>
<td>5.6</td>
<td>67.04</td>
<td>G</td>
<td>3.6</td>
<td>66.37</td>
</tr>
<tr>
<td></td>
<td>96</td>
<td></td>
<td></td>
<td>55</td>
<td></td>
</tr>
</tbody>
</table>

Note: VG= Very Good, G=Good, Av.=Average, P=Poor, EP=Extremely Poor

Source: Primary Data

Categories : EP = Extremely Poor, P=Poor, AV = Average, G=Good, VG= Very Good
Factors Of Job Satisfaction

The table 2, 3 and Fig. 2 are presented the AMS, percentage and categories to different factors of job satisfaction on group A, B, C and overall employees of the university.

The studies have shown in the most important point of job satisfaction is a tension free job (item-22) [AMS 4.58, 89.5%] that is very good in addition to overall job satisfaction (item –1) and responsibility assigned (item-16) which have contributed in good scores.

The dimensions on which the university has scored average are willingness to quite (item-7), personnel relations (item-7), job security (item-10), chance to use ability (item-12), officer's behaviours (item-14), work (item-17) and avenue to suggestions (item-18).

As against the above, the dimensions on which the university has scored the poor and working conditions (items-5), performance appraisal (item-6) co-ordination (item-9), team spirit (item-13), encouragement (item-19), fairness (item-20) and administrative decision (item-21).

Further, the factor contributing to extremely poor scores comprised of promotion (item-3), salary (item-4), fringe benefits (item-8), chance to learn (item-11) and employees development (item–15).

From the above, it is, further, detected that, through the percentage of satisfaction between A and B simultaneous, the employees of Group A differ from group B in 14 factors. The employees of Group A are satisfied (VG+G) in 11 factors and those of group B in 16 factors. (Table 2).

Since the overall satisfaction of the university is poor vis-à-vis there are variations among the groups, therefore, the hypothesis stands rejected.

Table 2. Item-wise mean score and percentage score of Groups A, B, C and overall Job Satisfaction in A.P.S. University, Rewa – India
Table 2. Item-wise mean score and percentage score of Groups A, B, C and overall Job Satisfaction in A.P.S. University, Rewa – India (Contd….)

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Item No.</th>
<th>Groups A</th>
<th>Groups B</th>
<th>Groups C</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MS</td>
<td>% CAG</td>
<td>MS</td>
<td>% CAG</td>
<td>MS</td>
</tr>
<tr>
<td>Encouragement</td>
<td>19</td>
<td>3.833</td>
<td>70.83</td>
<td>VG</td>
<td>2.5</td>
</tr>
<tr>
<td>Fairness</td>
<td>20</td>
<td>3.586</td>
<td>68.65</td>
<td>G</td>
<td>3.583</td>
</tr>
<tr>
<td>Administrative decision</td>
<td>21</td>
<td>3.333</td>
<td>58.33</td>
<td>AV</td>
<td>3.5</td>
</tr>
<tr>
<td>Tension Free Job</td>
<td>22</td>
<td>4.333</td>
<td>83.33</td>
<td>VG</td>
<td>4.833</td>
</tr>
<tr>
<td>Average/Job Satisfaction</td>
<td>3.696</td>
<td>67.4</td>
<td>G</td>
<td>3.655</td>
<td>66.37</td>
</tr>
</tbody>
</table>

Note: VG= Very Good, G=Good, Av.=Average, P=Poor, EP=Extremely Poor

Source: Primary Data

Fig. 2. Factor wise percentage score of Groups A, B, C and overall Job Satisfaction in A.P.S. University, Rewa (M.P.) India

Table 3. Item-wise degree of HRD Job satisfaction in A.P.S. University Rewa

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Percentage (Range)</th>
<th>Item No.</th>
<th>Total No. of Item.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Highly satisfied/Very good.</td>
<td>70 and above.</td>
<td>22</td>
<td>01</td>
</tr>
<tr>
<td>2.</td>
<td>Satisfied/good.</td>
<td>60 and above.</td>
<td>1, 16</td>
<td>02</td>
</tr>
<tr>
<td>3.</td>
<td>Average</td>
<td>50 and above.</td>
<td>2, 7, 10, 12, 14, 17, 18</td>
<td>07</td>
</tr>
<tr>
<td>4.</td>
<td>Poor</td>
<td>40 and above.</td>
<td>5, 6, 9, 13, 19, 20, 21</td>
<td>07</td>
</tr>
<tr>
<td>5.</td>
<td>Extremely poor</td>
<td>Less than 40.</td>
<td>3, 4, 8, 11, 15</td>
<td>05</td>
</tr>
</tbody>
</table>

SUGGESTIONS
The basic reason of low job satisfaction in the university is because of poor response of the employees against certain factors. The factors which need special attention include promotion, salary, fringe benefits, chances to learn, employees development, working condition, performance appraisal, co-
ordination, team spirit, encouragement, fairness, administrative decisions etc. If these factors are patiently attended in consultation with the employees, the marginal degradation (47.88%) can be effectively improved to make it atleast average (50%). Therefore, it may be suggested that the incentives / appreciation be introduced for better performance by the individual / department, integrated training programme be introduced / adopted and schemes / projects be introduced to create chances for promotion to employees. Attention is also needed to improve the benefits already in existence to improve satisfaction.

CONCLUSION

The results, indicate that employees of Group 'A' and 'B' tend to be more satisfied than employees of Group 'C'. Factors also reveal that overall satisfaction is poor. Results show that the most important regions for low level of job satisfaction are because of poor responses of the employees against certain factors. The factors which need special attention include promotion, salary, fringe benefits, chances to learn, employee’s development, working condition, performance appraisal, team spirit, encouragement etc. In spite of fairly higher and closer scores in group 'A' and 'B', variations are apparently seen in 14 out of 22 factors. With regard to the satisfaction analysis and variation in the perception, the finding reveals that there is an inverse correlation in different cadres of employees.

REFERENCES