A STUDY ON JOB SATISFACTION AMONG EMPLOYEES OF SELF FINANCING COLLEGES WITH SPECIAL REFERENCE TO MALAPPURAM DISTRICT IN KERALA

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ABSTRACT

This paper is an attempt to see the level of job satisfaction among employees of self financing colleges affiliated to University of Calicut in Malappuram District of Kerala. Self financing colleges are opened with a view to spread of education to all with no financial burden to government. But now it changed to a very profitable business and without considering any ethics. Single person and family started educational institutions on profit motive only. They don’t follow any rules and regulations in the case of appointment. They are forced to work as slaves and never raise their voice due to fear of losing job. Also management tries to get teachers, who are ready to work with low perks and give important to fresher. The purpose of this study is to identify and assess the level of job satisfaction among the employees in the self financing colleges and suggest remedial measures to avoid job dissatisfaction of the employees in the self financing colleges. From this we can understand that the working environments of the employees in self financing colleges are satisfactory and employees are satisfied with working conditions. It indicate that the overall working condition of the employees are improved a lot the condition of the previous years.

Keywords: Higher Education, Self Financing Colleges, Job Satisfaction, Professional commitment.
Introduction:
India’s higher education system is the third largest education system in the world. The study of behaviors within educational institutional setting has highlighted critical variables that are supportive or detrimental to the performance of teachers. This notion holds true while focusing on quality of human resources that is major factor which contribute significantly to the organizational success. If such work force is professionally committed, excellent performance can be elicited out of them. Professional commitment and Job satisfaction are widely studied factors in management literature which are the precursors of employees’ performance. These factors are even more important to study in academic institutions, especially in self-financing colleges, which are the sources of human resources and sole responsible for educating the intellect of nations.

Higher education in India basically a state funded sector. But over the years there have been private initiative in education initially philanthropic reasons and eventually for commercial reasons in professional and higher education to meet growing demands. There is a rational for shifting the financial burden to the individual domain from the social domain. There are almost no government subsidies for such self financing colleges in the last few decades. There is a sprout of self financing colleges and greater participation of private players who have introduced self financing programs. At this moment of time self financing programs are being introduced by the government sponsored colleges also in both under graduate and post graduate level and probably it will be become the reality in near future. Hence, at this point of time, it is important to understand the working condition and job satisfaction level of self financed program teachers by critically analyzing determinant factors to improve the self financed program competitiveness through the teacher’s performance.

Self financing college:
In India, over the years, there have been private initiatives in education initially for philanthropic reasons and eventually for commercial reasons in professional and in higher education to meet the growing demands. It is in several forms in India 1) Permit government institutions to offer self financing courses. 2) Permit government aided institutions to run self supporting courses. 3) Allow the private owners to start self financing colleges.

Self financing colleges are opened a view to the spread of education to all with no financial burden to Government. But now it changed to a very profitable business without considering any ethics. Simple persons and families started educational institution on profit motive only.

Job satisfaction:
Job satisfaction is the state of feelings towards the job undertaken by an employee either positively or negatively. Job satisfaction is a pleasurable emotional state resulting from the appraisal of one’s job.” It is an affective reaction to one’s job;” It is also called an attitude towards one’s job.”

Job satisfaction considered now as an independent variable for various work related behaviour such as productivity, absenteeism, turnover and organizational citizenship behaviour. Job satisfaction is tied to the development of teachers as persons to their dignity. Because it is related to quality of living is general and finally because a highly satisfied teacher will present more pro organizational behaviour than a less satisfied one.

Review of Literature:
The primary goal of this part is to review and summarize literature that is relevant to the understanding job satisfaction of the employees in self financing colleges. Studies exploring job satisfaction of teaching and non teaching staffs are also addressed, with specific focus being placed on job satisfaction variables specific to teaching and non teaching staffs in the self financing arts and science colleges.

Self financing colleges became majority in the professional sector. It is unfortunate that neither universities nor the government have data on how many teaching and non teaching staff are work in these colleges. Similarly, the college websites or brochures do not reveal such information. There are several colleges with only one stream and batch were as some others have two batches or more than one stream. Several self financing colleges have around 1500 to 2000 students been as some of them had only 240 student’s maximum. In addition to this is the non fulfillment of seats in several colleges.

Latham(1998) and Mertler(2002); Suggested the best ways to strengthen the teaching profession would be to make teaching a more satisfying currier. Job satisfaction is a significant phenomenon in educational institutions.
Lowered job satisfaction and dissatisfaction are believed to influence staff member commitment, morale and turnover and this is particularly salient to the teaching profession. A dissatisfied teacher may create tension which can have negative influence on the students learning process and consequently affects their academic growth. Teachers having favorable attitude towards their profession are generally successful, properly adjusted with their profession. **MC Clain** (1987); Showed that faculty did not believe teaching was adequately rewarded with merit, promotion and tenure rather than having all teachers receive the same pay with in a system of regulated and mandated compensation system. Teachers should be compensated with a system that better correspond with teacher’s competencies and performance. **Bowman** (2001); As revealed that modification to compensation systems should recognize that superior teachers should be paid more than average teachers, purely performed teachers should be expeditiously removed and across the board pay hikes should be resisted or discontinued. **Ronit** (2001); Study the influence of leadership style on Teacher job satisfaction. This study disclosed the effects of principals leadership style (transformational or transactional), principals’ decision making strategy (autocratic versus participative), and teachers occupation perception on teacher satisfaction from the job. More specifically, it attempts find out how much of the variation in teacher’s job satisfaction from the job. More specifically, it attempt to find out how much of the variation in teachers job satisfaction can be attributed to their perception of their occupation, as compared to their perceptions about their principles leadership style and and decision making strategy. **Liacqua et al** (1995); Analyzed factors that affect job satisfaction and effect dissatisfaction of faculty in higher educational institutions age was among the factors found to affect job dissatisfaction. Younger, less experienced faculty expressed more job dissatisfaction than experienced tenured faculty. **E C Kert** and **S Tecklein** (1961); On job satisfaction of college teachers. Using open entered question they found that aspects related to nature of the work (such as “association with student”, “helping young people grow”) and working condition (such as “fine colleagues”, “intellectually stimulating association”) constituted the major source of satisfaction were as recognition was little mentioned as a source of satisfaction. The ”very satisfied” teachers were more often found in four year institution than in junior colleges, tended to spend more time in research and writing, and were were more likely than the dissatisfied teachers to mention the intellectual challenges and stimulation of a job as a major satisfaction. **Diener** (1985); Elicited faculty judgment about a job and stress and job satisfaction and dissatisfaction. Student achievement, their on intellectual growth in a discipline and the world of ideas, working under flexible and relatively autonomous conditions and associations with stimulating peers contributed to job satisfaction. Job conditions (equipments and facilities, inflexible teaching schedules), personal conditions (lack of recognition, heavy teaching loads), salary red tape, and student and colleagues apathy presented reasons for job dissatisfaction. **Kennerly** (1989); Investigated the relationship among leadership behaviors organizational characteristics, and faculty job faculty job satisfaction baccalaureate nursing programs of private liberal art colleges. The existence of organizational behaviors such as mutual trust, respect, certain warmth, and rapport between the dean or chair and the faculty members was a predictive factor in the development faculty job satisfaction.

**Statement of the Problem:**

Self financing colleges are opened with a view to spread of education to all with no financial burden to government. But now it changed to a very profitable business and without considering any ethics. Single person and family started educational institutions on profit motive only. They don’t follow any rules and regulations in the case of appointment. The employees are forced to work as slaves and never raise their voice due to fear of losing job. Management tries to get teachers, who are ready to work with low perks and give important to fresher. At this point of time it is very important to the working condition and job satisfaction level of self financing college teaching and non teaching staff by critically analyzing the determinant factors to improve conditions of self financing institution and competitiveness through the employee’s performance.

**Objectives of the Study:**

The objectives of this study as follows:

- To identify and assess the level of job satisfaction among the employees in the self financing colleges.
- To identify the factors influencing the job satisfaction among the employees in the self financing colleges.
To suggest remedial measures to avoid job dissatisfaction of the employees in the self financing colleges.

**Research Methodology:**

The research design adopted for the study is descriptive. The study is based on both primary and secondary data. The primary data was collected from 100 employees of self financing colleges through a sample survey in Malappuram district of Kerala by using convenience sampling methods. A structured questionnaire was used for the collection of primary data. The secondary data was collected from the journals, books, reports, websites etc. For analyzing the collected data, the mathematical and statistical tools like percentage and average have been used.

**Job Satisfaction among Teaching Staffs in Self Financing Colleges:**

It is the study and analysis of the level of job satisfaction among teaching staffs in self financing colleges. The following table indicates that overall satisfaction of teaching staffs in self financing colleges.

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction of present salary</td>
<td>47</td>
<td>43</td>
<td>10</td>
</tr>
<tr>
<td>Working hours</td>
<td>97</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>Behavior of management</td>
<td>77</td>
<td>23</td>
<td>-</td>
</tr>
<tr>
<td>Encouragement from management</td>
<td>43</td>
<td>27</td>
<td>30</td>
</tr>
<tr>
<td>Orientation program</td>
<td>37</td>
<td>30</td>
<td>33</td>
</tr>
<tr>
<td>Appreciation and reward system</td>
<td>57</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Recognition from management</td>
<td>53</td>
<td>40</td>
<td>7</td>
</tr>
<tr>
<td>Welfare facilities</td>
<td>57</td>
<td>33</td>
<td>10</td>
</tr>
<tr>
<td>Relationship among colleagues</td>
<td>83</td>
<td>17</td>
<td>-</td>
</tr>
<tr>
<td>Opinion about students parents</td>
<td>53</td>
<td>40</td>
<td>7</td>
</tr>
<tr>
<td>Satisfaction level present job</td>
<td>60</td>
<td>37</td>
<td>3</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>60</strong></td>
<td><strong>29</strong></td>
<td><strong>11</strong></td>
</tr>
</tbody>
</table>

**Source:** Primary Data

From this table we can see that overall job satisfaction of teaching staff in the self financing colleges. The table shows 60% of the employees are satisfied with their job such as in working hours, behavior of management, satisfaction of salary etc. 29% of employees neither satisfied nor dissatisfied with their job but only 11% of employees are dissatisfied with their job.

**Job Satisfaction among Non Teaching Staffs in Self Financing Colleges:**

It is the study and analysis of level of job satisfaction among non-teaching staffs in self financing colleges. The following table indicates that the overall satisfaction of the non-teaching staffs in the self financing colleges.

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction of present salary</td>
<td>75</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>Working hours</td>
<td>85</td>
<td>15</td>
<td>-</td>
</tr>
<tr>
<td>Behavior of management</td>
<td>95</td>
<td>5</td>
<td>-</td>
</tr>
<tr>
<td>Encouragement from management</td>
<td>40</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Orientation program</td>
<td>45</td>
<td>25</td>
<td>30</td>
</tr>
<tr>
<td>Appreciation or reward system</td>
<td>80</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>Recognition from management</td>
<td>75</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>Welfare facilities</td>
<td>70</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Relationship among colleagues</td>
<td>85</td>
<td>15</td>
<td>-</td>
</tr>
<tr>
<td>Present job satisfaction</td>
<td>75</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>72</strong></td>
<td><strong>17</strong></td>
<td><strong>11</strong></td>
</tr>
</tbody>
</table>

**Source:** Primary Data
It reveals that 72% of the employees are satisfied with their job such as in present salary, working hours, behavior of management, reward system, relationship among colleagues. 17% of the employees say that neither satisfied nor dissatisfied with their job. But only 11% of the employees are dissatisfied with their job.

**Major Findings of the Study:**

Research findings indicate that the overall job satisfaction of employees in self financing colleges is satisfied. But there are some aspects like cutting salary, over time without payment, termination, and de-promotion are the problems faced by the employees in self financing colleges.

The key findings of the study are summarized as follows.

**Teaching Staff:**

- On the bases of monthly salary, around 47% of the employees are satisfied with their salary.
- As per the timely completion of syllabus, almost 97% of the employees have got enough time to perform their duty on time.
- As per the working hours, Most of the employees (97%) are satisfied with their working hours and any of the employees are not dissatisfied with their working hour.
- As per the behavior of management, most of the employees (77%) are satisfied with the behavior of management.
- As per the role in decision making of management 76.7% employees have no role. Some teaching staff has the role in the decision in the management.
- According to encouragement from the management, 43% employees are satisfied with the encouragement from management. 30% of the employees are not satisfied with the encouragement from management.
- According to orientation program for the employees, around 37% of the employees are agreed with the orientation programs organized by the management.
- On the bases of appreciation or reward system around 57% of the employees are satisfied with the reward system provide by the management. Around 23% employees are not satisfied with the reward system and 20% among them are neither satisfied nor dissatisfied with the reward system provided by the management.
- According to recognition from the management around 53% of employees are satisfied and 40% of them neither satisfied nor dissatisfied with them. Around 7% of employees are not satisfied with the recognition provided by management.
- According to authority to perform duty effectively out. Almost employees are getting necessary authority to perform their duty.
- On the bases of welfare facility 57% of employees are satisfied with their welfare facilities provided by management and there is some of the employees (33 %) are neither satisfy nor dissatisfy. But only a few employees (10%) are not satisfied with welfare facilities provided by management.
- There is a healthy relationship between colleagues. Any of the employees are not dissatisfied with the relationship among colleagues.
- On the basis of problems the cutting of salary and overtime without payment are the main problems faced by the employees in self financing colleges.
- Work challenging reveals that 40% of employees are facing it as their work is challenging. 42% employees are agreeing with very challenging and 60% agree with not challenging in their job.
- On the basis of opinion about students parents 53% of the parents are supportive and a few of them are not supportive.
- According to student’s behavior and improvement 26.7% of the teachers’ response that the student have negative attitude towards them. With regarded to 26.7% of teachers response that the students have the negative behavior such as late coming, skipping class, violating rules, disobedience etc… 73% of the teachers are agree with that students have positive behavior towards them. 63.4% of them agree with that students and teachers are more interactive. 43.3% of the teachers are agree with that students are show respect and also they are highly interested to know new things and students can follow teachers and clear spontaneously.
- On the basis of motivational factors the majority of the employees are motivated with good atmosphere, better salary recognition and other opportunities are motivated with same level and few of them are motivated with leave and promotion.
In short, as per overall satisfaction level of teaching staff in self financing colleges, the 60% of employees are satisfied with their job such as in their working hours, behavior of management, satisfaction of salary etc. 29% of employees says neither satisfied not dissatisfied with their job. Only 11% of employees are dissatisfied with their job.

Non-Teaching Staff:
- On the bases of monthly salary 75% of non-teaching staff are satisfied with their salary. Only a few of the employees are dissatisfied with their salary.
- As per the working hours, most of non-teaching staff (85%) are satisfied with their working hours. Any of the employees are not dissatisfied with their working hours.
- As per the behavior of management almost 95% of non-teaching staff are satisfied with the behavior of management.
- In the case of role in the decision making of management 95% of the employees not have any role in the decision of the management. A few of the non-teaching staff have role in the decision making of management.
- According to the encouragement from management 40% of the employees are satisfied with the encouragement from management. 30% of them not agree with the encouragement given by the management.
- On the bases of orientation program 45% of the employees are agree with the orientation program organised by the management for them.
- According to appreciation or reward system 80% of the employees are satisfied with the encouragement from management. 5% of them not satisfied by the reward system provided by the management.
- According to the recognition from the management 75% of the employees are satisfied with that, 15% of them neither satisfied nor dissatisfied with the recognition from the management and 10% of them not dissatisfied with the recognition from the management.
- According to authority to perform duty, almost employees are getting necessary authority to perform their duty.
- According to welfare facilities 70% of the employees are satisfied and there is some of the employees (15%) are neither satisfied nor dissatisfied with the welfare facilities and also 15% of employees are dissatisfied with the welfare facilities.
- Working challenges reveals that 30% of the employees are facing it has their work is challenging.
- There is a healthy relationship between colleagues and any of the employees are not dissatisfied with the relationship among colleagues.
- On the basis of the problems most of the employees (55%) not facing any problem, but 45% of the employees are facing the problem of termination and also the problem of cutting of salary and overtime without payment.
- According to the satisfaction of present job 75% of the employees are satisfied and a few of them (15%) are dissatisfied with their job, 10% of the employees are neither satisfied nor dissatisfied with their job.
- In the case of motivational factors majority of employees are motivated with good atmosphere, better salary, other opportunities etc. promotion, leave facility, recognition are motivated them in same level and only few employees are motivated with entertainment programs.

In short as per overall satisfaction level of non-teaching staff in self financing colleges, 72% of the employees are satisfied with their job such as, working hour, reward system, relationship among colleagues etc. 17% of employees says that neither satisfied nor dissatisfied with their job. But only 11% of employees are dissatisfied with their job.

Suggestions:
To enhance the performance of the employees in the self financing colleges, it is suggested to undertake the following measures,
- The employees in self financing college are facing the problem of cutting of salary. So the management should undertake remedial measures against cutting of salary. It will improve the performance of employees.
- The increment of salary is motivated to employees. So that management should provide increment on salary.
- The management should avoid the overtime work without payment or provide overtime with payment.
- Most of the management in self financing colleges is not undertaking any entertainment program and other facilities. So provide recognition and entertainment program to employees.
Conclusion:
Self financing colleges are promoted and controlled by private agencies. But it is equipped with some unpleasant side effects like heavy work load, fear of job security, poor working condition etc. It would badly affect the production of quality of students and establishment of academic excellence. They cannot give true information about the real condition of their career. The teachers feel insecurity of their job. The non teaching staffs are doing work for less salary compared to teaching staffs. Their all works are under the control of superintendent
In the case of teaching staff, 60% of the employees are satisfied with their present job such as, in their working hours, behavior of management, monthly salary etc. But some of the teaching employees are facing the problems of cutting salary, termination, overtime without payment. In the case of non teaching staff, 67% of the employees are satisfied with their job such as reward system provided to them, relationship among colleagues, working hours, better salary etc., but some of them also face the problem of cutting of salary, overtime without payment.
From this we can understand that the working environments of the employees in self financing colleges are satisfactory and employees are satisfied with working conditions. It indicate that the overall working condition of the employees are improved a lot the condition of the previous years.

Limitations of the Study:
The study has been limited by a number of obstacles. They are:
• The survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy can’t be assured.
• This study ignores the self financing arts and science courses offered by aided colleges and government colleges affiliated to Calicut University.
• The respondents not give the information about actual condition of his job, because of fear of losing job.

References: